

# Organizational Climate and Employee Performance: Examining the Mediating Role of Organizational Commitment and Moderating Role of Perceived Organizational Support

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## Abstract

Engaging employees and being supportive in enhancing their well-being in an organization is very paramount. Past studies show that these practices and policies are beneficial to the commitment level of the employer and the employee in the attainment of employee performance. This study was then conceptualized to examine the moderating effect of perceived organizational support on the relationships between organizational climate and organizational commitment and organizational commitment and employee performance. Also, the mediating effect of organizational commitment in the relationship between organizational climate and employee performance. Drawing on employees from the power generation companies in Ghana, a systematic sampling method was employed in choosing 371 respondents for the study. Hierarchical regression in SPSS software (version 23) was employed to analyze the hypotheses. It was observed that organizational commitment partially mediated the relationship between organizational climate and employee performance. However, perceived organizational support had no moderation effect on the relationship between organizational climate and organizational commitment. Furthermore, perceived organizational support had no moderation effect on the relationship between organizational commitment and employee performance. These results suggest that with an effective organizational climate, organizational support does little to strengthen or weaken employee performance. The practical implication is also discussed.

**Keywords:** employee performance, organizational climate, organizational commitment, perceived organizational support, power generation

## 1. Introduction

Since the 1930s the rate at which the association between management and employees has been considered to be on the rise both in the academic and business domain. Behaviors shown by employees concerning their organization, regarding their workplace environment, are significant concerns in the extant literature of organizational behavior. Individual characteristics, as well as the environment, is determined by employees' attitude in organizations in which they work. Given this, to understand employee's work-related behavior, the organizational climate has become an imperative factor that has numerous deliberations and attention in organizational behavior literature since the late 1960s. The perception of a person towards his/her workplace environments is the organizational climate (James et al., 2008). However, in an attempt to define organizational climate explicitly is a daunting one since it is centered on employees' perceptions. Nevertheless, organizational climate exercises a huge effect on employee attitudes taking their relationships, a sense of belonging, and employee performance into consideration (Berberoglu, 2018). Furthermore, the effects of organizational climate can cause by the concept of job satisfaction, overall organizational effectiveness and performance, need for achievement, affiliation and power, and organizational commitment. (Barth, 1974). A study by Fleishman (1953) establishes that some variables concerning behaviors have an association with organizational climate and ever since studies have linked organizational climate to those construct such as organizational commitment (DeCotiis & Summers, 1987) in organizational behavior studies.

Theoretically, organizational commitment towards an employee influences their performance and the organization as a whole, hence related. Organizational commitment has recently been embraced as an essential concept in the organizational study and very pivotal regarding employees' behavior in the workplace. Besides, Sipior and Lombardi (2019) reveal how best employees are recognized regarding a particular organization and how committed the organization is to its goals. Most research on organizational commitment has otherwise assumed it as a dependent or independent variable influencing work outcomes such as turnover antecedent variables and role conflict respectively (Cohen, 2017; Kim & Kim, 2018; Labrague et al., 2018). Furthermore, Iverson, McLeod, and Erwin (1996) opine in the work of ul Haq, Jingdong, Usman, and Khalid (2018) that the importance of organizational commitment stems from its impact as a "key mediating construct in determining organizational outcomes". Fast forward, Alansaari, Yusoff, and Ismail (2019) postulates that employee performance correlates and predictive by organizational commitment.

Conspicuously, the power industry of any country is crucial when it comes to socio-economic and infrastructural growth of which it would be suicidal when it receives less attention. Economically, every country "Power" supply is acclaimed to be the lifeblood of the economy ("World Bank, State of Electricity Access Report, World Bank Group, Washington DC, USA," 2017). Ghana's power supply sources are from hydroelectricity, thermal fueled by crude oil, natural gas, diesel, and solar. The generation of electric power in Ghana goes beyond its borders to her neighboring African countries (i.e. Togo, Benin, and Burkina Faso). South Africa is the only country in Africa that has high electric power accessibility followed by Ghana with about 83 percent in the year 2016 ("World Bank, State of Electricity Access Report, World Bank Group, Washington DC, USA," 2017). From the year 2006 to 2014, power crises ensue in Ghana leading to the reduction of one percent GDP growth yearly basis ("ISSER, Guide to Electric Power in Ghana, Resource Center for Energy Economics and Regulation: Institute of Statistical, Social and Economic Research, Accra, Ghana.," 2014). Indicating that power is vital and management of the companies generating should be more concerned about how organizational climate and organizational support would influence the organizational commitment to influence employee performance.

Despite this, it is noteworthy to have high support from the organization to help employees in the attainment of performance. Theoretically, it is considered that the central behavior of employees is characterized by the quality relationship between superiors and subordinates (Balwant, Birdi, Stephan, & Topakas, 2019). However, the rate at which an organization values employee's contributions and how concern the organization is to employees' well-being represents perceived organizational support (Eisenberger, Huntington, Hutchison, & Sowa, 1986), hence, improving employee performance. Also, perceived organizational support is related to employees' psychological well-being, and behaviors supportive to the organization (Eisenberger & Stinglhamber, 2011; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). According to organizational support theory, perceived organizational support is noted to influence organizational commitment by social exchange and self-enhancement processes (Eisenberger & Stinglhamber, 2011). Nevertheless, several researchers have overlooked the moderating effect of perceived organizational support in the

relationship between organizational and employee performance in the power industry (Githinji & Gachunga, 2017; Liu, Gyabeng, Joshua Atteh Sewu, Nkrumah, & Dartey, 2019). Therefore, we sought to examine whether perceived organizational support, which develops employees' share values and well-being with organizations are phenomenal to the power industry employees' performance in Ghana. Owing to this, the study, thus, aims to; (a) determine the influence of organizational climate on employee performance, (b) test the mediating effect of organizational commitment in the relationship between organizational climate and employee performance, and (c) explore the moderating effect of perceived organizational support on the relationship between organizational climate and organizational commitment as well as organizational commitment and employee performance.

## 2. Literature and Hypotheses Development

### 2.1 Organizational Climate and Employee Performance

Ali, Lei, and Wei (2018) describe organizational climate as a shared perception of what an organization is like in terms of organizational units' activities, strategies, processes, routines and rewards, and planned behaviors. Employee performance is a positive contribution toward the performance of the organization that can be measured by leaders through different mechanisms (Mensah, Yamoah, & Adaramola, 2019; Saleem, Bhutta, Nauman, & Zahra, 2019). Ekawati and Tjahjono (2019) postulate that the climate of an organization is the human environment in which the organization's employees do their jobs. Signifying that, essentially, all employees want a pleasant climate in carrying out their work. Huang, Gao, and Hsu (2019) posit that in an organization where employees who portray imbibe in them a harmonious organizational climate mostly get internal support to effectively enhance performance. Also, Qiu, Haobin Ye, Hung, and York (2015) were of the view that organizational climate does not represent stress on the organizational environment and the members' reasoning and attitudes, however, the outcome of employees' perception of work environment on the work motivation and performance to have an additional impact on employee performance. Universally, organizational climate is deemed by most scholars in this field of research as having a positive effect on the employee performance (Haryono, Ambarwati, & Saad, 2019; Manuaba, Sujana, & Widnyana, 2020). Thus, it is proposed that:

**H1:** Organizational climate has a positive influence on employee performance.

### 2.2 Organizational Climate and Organizational Commitment

The perception of an employee about an organization is determined by organizational climate (Seren Intepeler et al., 2019). Studies have shown that organizational commitment is positively influenced by the organizational climate in behavioral studies (Dorgham, 2012). When employees are committed to the survival of the organization, the insertion of the organizational climate becomes a link between the employees and the organization. Mostly, the goals of the organization are echoed by organizational climate, which is beneficial to the employees and assists in the enhancement of commitment among employees in the organization (Aktar & Pangil, 2018). Notably, variables under organizational climate such as leadership, motivation, and decision-making have been found by some studies as predictors

of organization commitment (Al-Madi, Assal, Shrafat, & Zeglat, 2017; Warsi, Fatima, & Sahibzada, 2009). Furthermore, it has been established that the relationship between organizational climate and organizational commitment helps in elucidating commitment, which predicts behaviors of employees such as absenteeism and turnover (Dorgham, 2012). Consequentially, bad production and poor quality of service which sometimes leads to a deprived corporate image are bound to happen when employees' commitment is underrated (McMurray, Scott, & Pace, 2004). Because of this, organizational climate creates awareness for employees in the organization they find themselves in as the organization is committed to them in their activities. Hence, we hypothesized that;

**H2:** Organizational climate will exert a positive effect on organizational commitment.

### *2.3 Perceived Organizational Support and Organizational Commitment*

The conception of commitment is as a result of employee and organization exchange relationship. Commitment has been theorized as a connection to the organization as a result of employee exchange services for rewards from the organization (Bar-Haim, 2019). Perceived organizational support as an antecedent is regarded as an employee commitment to the organization and is seen as attitudes that are connected by the social exchange theory. Employees characterized by trust of support in their organization mostly espouse a high feeling of commitment. Research has it that there is a positive association between perceived organizational support and organizational commitment for related motives. Precisely, when employees perceive that an organization is committed by making available a supportive environment for employees, employees then repay by being committed as espoused in the reciprocity norm (Gouldner, 1960; Kurtessis et al., 2017). Moreover, employees develop a high sense of trust in the organization and become highly committed when they assert that the support they receive is genuine and is of high commitment from the organization (Zagenczyk, Purvis, Cruz, Thoroughgood, & Sawyer, 2020). Sometimes through the improvement of shared values in an organization, perceived organizational support can predict organizational commitment (Meyer, Becker, & Van Dick, 2006). Thus, we proposed that:

**H3:** Perceived organizational support will positively predict organizational commitment.

### *2.4 Organizational Commitment and Employee Performance*

The influence of organizational commitment on performance is a relationship that several studies have endeavored to discover (Suliman, 2002). Commitment as a concept was first offered to literature by Becker in 1960. Becker (1960) defined commitment as “one mechanism producing consistent human behavior”. Emphatically, the notion that non-committed employees are less enthused in achieving organizational performance is real compared to committed employees. Also, organizational commitment intuitively explore as a key to the fulfillment of high-performing employees. However, Carmeli and Freund (2004) assess that “clearly the least encouraging finding that has emerged from studies of commitment is a rather weak relationship between commitment and job performance”. Besides, organizational commitment influences performance sometimes through the influence of motivation. Conversely, Ekwunife, Egunlusi, and Chikwe (2019) surmise

commitment as a combination of human influence and human understanding. Furthermore, Bhatti, Shah, and Jariko (2019) certified commitment as a diverse approach that its effect is felt in developing ability and results such as motivation and enhanced performance in human resource management. Hence, it is hypothesized that;

**H4:** Organizational commitment positively influence employee performance.

### *2.5 The Mediating Role of Organizational Commitment*

The organizational commitment reflects the psychological commitment exercise by both an employee and an organization (Mathieu & Zajac, 1990). Also, researchers have defined organizational commitment as the devotion and loyalty of an employee towards an organization (Cohen & Kirchmeyer, 1995; Meyer & Allen, 1997; Thakur, Vetal, & Bhatt, 2020). Furthering, Porter, Steers, Mowday, and Boulian (1974) describe organizational commitment as “the relative strength of an individual’s identification with and involvement in a particular organization”. Hence, (Silalaiy, 2019) is of the view that to understand the workplace behavior of an individual, organizational commitment is regarded as a facilitating variable. Notwithstanding the challenges confronted by researchers in the measurement of employee performance and perceived associations between attitudes and performance, researchers linger to find the theoretical and empirical state of these relationships. The norms, values, and techniques that employees share, which is found to be social behavior, forms a vital element of organizational climate (Mayer, Schneider, & Barbera, 2014). One of the organizational factors that have a significant impact on organizational commitment is the organizational climate. In an organization, the goals reflect the atmosphere that will grow its workers as it offers a good working environment that promotes job satisfaction and therefore increases the level of commitment in an organization. (Bahrami, Barati, Ghoroghchian, Montazer-alfaraj, & Ezzatabadi, 2016). Several studies have shown that organizational climate has positive effects on organizational commitment (Dorgham, 2012). Moreover, Samancioglu, Baglibel, and Erwin (2020) also reveal that organizational climate has a positive association with employee commitment in an organization. Studies have revealed that organizational commitment has a positive influence on several organizational outcomes such as employee motivation, job satisfaction, (Naquin & Holton III, 2002), and performance (Vaughn, 2018). Hence, we hypothesize that;

**H5:** Organizational commitment will mediate the relationship between organizational climate and employee performance.

### *2.6 The Moderating Role of Perceived Organizational Support*

Engaging perceived organizational support, social exchange theory and organizational support theory becomes very paramount in demystifying organizational climate. Based on Organizational Support Theory, it is highly believed that employees’ attribution about the organization's commitment to employee acceptance of positive and negative treatment intensely depends on perceived organizational support. Besides, Eisenberger et al. (1986) assessed perceived organizational support as “the extent to which the organization values its employees’ contributions and cares about their well-being”. Therefore, a supportive



form, demanding permission for the survey. From the various HR managers, we acquired a staff list together with each staff's registered number. Adopting the list, systematically, the pool of staff was sampled by choosing participants whose staff numbers ended in two even numbers. In total, 515 employees were chosen and we distributed questionnaires to them together with a cover letter and a return envelope. Before responding, participants were briefed that their involvement was anonymous and voluntary. After working hours, they completed the questionnaires in a conference room so as not to interrupt their work. Participants were then given the chance to win for themselves prizes such as tickets to movies, restaurants, and football matches in return for their selfless participation. Subsequently, we collected the completed questionnaires directly on-site with 371 responses being valid representing 72%.

Owing to this, 193 were males representing 52% and 178 females representing 48%. With age, 25 ranges from 18 to 25 representing (6.7%), 332 ranges from 26 to 45 representing 89.5%, 14 ranges from 46 to 60 which represented 3.8%. 149 representing 40.2% as postgraduate degrees, bachelor and higher national diploma were 219 representing 59%, while professional education were 3 representing 0.8%. Job title recorded 84 employees as laborers, 131 technicians, 134 engineers, and others were 22 (i.e., 14 national service personnel and 8 attachment personnel) employees representing 22.6%, 35.3%, 36.1%, and 6% respectively. Length of service recorded 41 (11%) for less than a year, 1-5 years were 185 (49.9%), 108 (29.1%) represented 6-10 years, 11-15 were 36 (9.7%) and only 1(0.3%) represented more than 15 years.

### *3.2 Measures*

The main variables for this study are Organizational Climate, Organizational Commitment, Perceived Organizational Support, and Employee Performance. The measurement items for this study were adopted from previous studies. 5 point Likert-scale (1 = strongly disagree to 5 = strongly agree) was used to measure all items. **Organizational Climate** was measured with the short scales developed by CLIOR Scale Peña Suárez, Muñiz Fernández, Campillo Álvarez, Fonseca Pedrero, and García Cueto (2013) which is made up of 15 items with a sample as "When I do something well, my superiors congratulate me". The variable had a Cronbach alpha coefficient value of ( $\alpha=0.94$ ). **Organizational Commitment** was measured with 6 items developed by (Kalleberg & Knoke, 1996) with a sample item as "I am proud to be working for this organization". The organizational commitment had ( $\alpha=0.90$ ) as its Cronbach alpha coefficient value in the study depicting high internal consistency. **Perceived Organizational Support** scale was adapted from (Eisenberger et al., 1986). They developed 36 items to measure Perceived Organizational Support but for this study 17 items that surpass the factor loading threshold were chosen and modified to suit the purpose of this study, with Cronbach alpha coefficient of ( $\alpha=0.93$ ), indicating high internal consistency. The scale has a sample item as "the organization strongly considers my goals and values". **Employee Performance** was measured with 6 items scales adopted from the work of Salanova, Agut, and Peiró (2005) which had a composite reliability value of 0.88. This scale was measured with empathy and excellent performance as the two main dimensions. Empathy has a sample item as "Employees are able to put themselves in the customers' place", whereas excellent

performance has a sample item as “Employees do more than usual for customers”. Also, in this current study, the employee performance construct was measured as one – dimensional construct which had a composite reliability of 0.91, since the dimensions had good internal consistency. It is usually advisable to analyze such a scale as a single score by averaging across items (Erdogan & Enders, 2007; Lapointe et al., 2019).

### 3.3 Control variables

Gender, age, educational qualification, job title, and length of service were used as control variables since they are related to Organizational Climate, Organizational commitment, Perceived Organizational Support, and Employee Performance as depicted in the correlation matrix table.

### 3.4 Data analysis

The descriptive statistics and correlations of the various variables used for the survey were first analyzed in this research. Statistical Package for Social Science (SPSS) version 23 was used to conduct Exploratory Factor Analysis (EFA) to establish items that loaded appropriately under their respective components. Items that loaded inappropriately were deleted due to the result of the EFA. In all 16 items (5 items from organizational climate scale, 1 item from organizational commitment scale, 8 items from the perceived organizational support scale, and 2 items from employee performance scale) were deleted from the data before further analysis could be carried. Items deleted totaled 16 (36.36%) out of 44 items and did not affect the reliability, validity, and unidimensionality of the measures. Amos version 21 was then employed to conduct the Confirmatory Factor Analysis (CFA). Hierarchical regression analysis was then employed as the core statistical technique in SPSS version 23 to estimate the path analysis. Baron and Kenny (1986) procedures were followed for performing mediation-moderation analysis.

## 4. Results

Means, standard deviations, reliability, validity, and inter-factor correlations of the scales used for this study are presented in table 1. The organizational climate had positive and significant correlations with employee performance thereby suggesting some preliminary support for H1. Again, organizational climate also had a positive and significant correlation with organizational commitment, hence, suggests some initial support for H2. Organizational commitment also had a significant positive correlation with employee performance, hence suggesting some level of support for H4.

Table 1. Reliability, validity and inter-factor correlation matrix

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1. Gender	1.480	0.500	-								
2. Age	1.970	0.323	0.038	-							
3. Educational qualification	1.606	0.505	.225**	-0.088	-						

4. Job title	2.253	0.873	0.03	0.036	.245**	-					
5. length of service.	2.383	0.818	0.006	-0.069	-0.053	-.216**	-				
6. Organizational climate	3.723	0.919	-0.036	-.172**	.221**	-0.099	-.216**	<b>0.782</b>			
7. Organizational commitment	3.632	0.984	.131*	-.126*	-.110*	-0.03	-0.099	.214**	<b>0.814</b>		
8. Employee performance	3.188	1.096	0.074	-0.011	.151**	-0.006	-0.03	.478**	.182**	<b>0.849</b>	
9. Perceived organizational support	3.383	0.847	-0.079	-.173**	0.046	-.124*	-0.006	.463**	.247**	.114*	<b>0.794</b>
AVE								0.611	0.662	0.721	0.630
CR								0.940	0.906	0.911	0.938

SD (Standard Deviation) Construct Reliability (CR); Average Variance Extracted (AVE); \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$ . Discriminant validity is presented in bold along the diagonal line of the inter-factor correlation matrix.

#### 4.1 Unidimensionality, Reliability, Validity and Inter-Factor Correlation

To test for the reliability and validity, the analysis was then performed for the variables using Amos version 21 plug-ins developed by Gaskin and Lim (2016). These plug-ins generate the construct validity, convergent validity (average variance extracted), and discriminant validity as well as generate a correlation matrix table using standardized coefficients and coefficients of inter-factor correlations. From table 1, the construct reliability (CR) of the variables ranged from 0.906 to 0.940 which surpass 0.70 threshold suggested by Nunnally (1978), hence, shows high internal consistency. The average variance extracted (AVE) for the variables ranged from 0.611 to 0.721 which surpasses the 0.50 threshold suggested by Nunnally (1978), hence, signposts high convergent validity. The discriminant validity bolded and shown along the inter-factor correlation matrix was also greater than the correlation coefficients, hence, indicating that the variables are distinct from each other.

A further validity test was conducted for the unidimensionality of the variable and how it fits the data set. CFA was then performed to validate the following; A normed chi-square ( $X^2/df$ ) of 3 or less, SRMR of 0.08 or less, RMSEA of 0.08 or less, TLI of 0.90 or higher and CFI of 0.90 or higher depicts a great sign of unidimensionality for the data set (Byrne, 1994; Issac, Rajendran, & Anantharaman, 2006). Also, it indicates that the model excellently fits the data. Afterwards, the CFA results show the overall model had an  $X^2/df = 2.852$ , SRMR = 0.055, RMSEA = 0.071, TLI = 0.916, and CFI = 0.924, which is an indication that the model fits the data well.

#### 4.2 Hypothesis Testing

##### 4.2.1 Model Testing of the Major and Mediating Effects

Hierarchical regression was performed on the bases of the control variables by using SPSS

version 23 to estimate the relationships among the variables. The results are shown in Table 2. From table 2, it is noticeable that organizational climate exerted a positive and significant influence on employee performance and organizational commitment in Model 2 and Model 3 respectively, hence, supports H1 and H2. Perceived organizational support, in model 3, positively and significantly predicted organizational commitment, hence, supports H3. In Model 4 in Table 2, the organizational commitment had a positive and significant influence on employee performance when it was treated as an independent variable thereby supports H4. From Model 5 in Table 2, when employee performance was regressed on both organizational climate and organizational commitment, organizational climate predicted employee performance positively and significantly whereas organizational commitment also positively and significantly predicted employee performance. This provides evidence that organizational commitment partially mediated the relationship between organizational climate and employee performance, hence, H5 is supported.

Table 2. Hierarchical Regression Analysis of Variables

Variables and analysis steps	Employee performance	Employee performance	Organizational commitment	Employee performance	Employee performance
	Model 1	Model 2	Model3	Model 4	Model 5
First step (Control variables)					
constant	2.994***	0.598	2.856***	1.948***	0.245
Gender	0.093	0.169	0.403***	0.016	0.120
Age	-0.10	0.197	-.293	0.093	0.234
Educational qualification	0.330**	0.039	-.441***	0.402***	0.094
Job title	-0.079	0.025	0.063	-.080	0.094
Length of service	-.116	-.026	-.040	-.104	-.021
Second step					
Organizational climate		0.647***	0.184**		0.624***
Perceived organizational support		-.153*	0.217***		-.179**
Third step					
Organizational commitment				0.225 ***	0.124*
R <sup>2</sup>	0.033	0.255	0.146	0.072	0.266
ΔR <sup>2</sup>	0.033	0.222	0.085	0.038	0.232
F	2.529***	17.784***	8.855***	4.687***	16.389***

Note: R<sup>2</sup>=R squared; ΔR<sup>2</sup> = R squared change; \*\*\*=Sig. at 0.001; \*\*=Sig. at 0.01; \*=Sig. at 0.05

#### 4.2.2 Model Testing of the Moderating Effect of Perceived Organizational Support

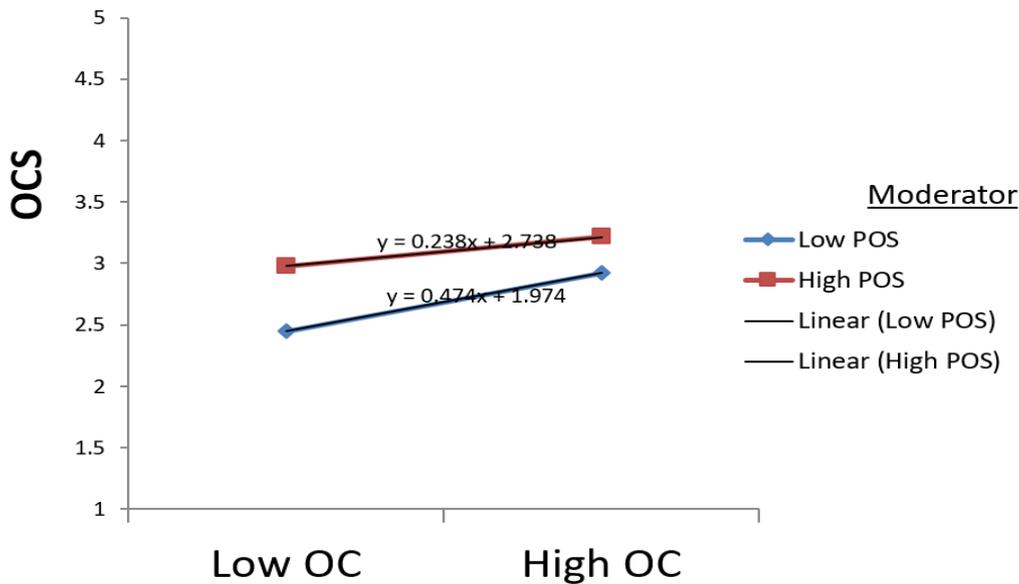
Testing for the moderating effect of perceived organizational support on organizational climate and organizational commitment, the mean centralized method was used to centralize organizational climate and perceived organizational support variables to avoid multicollinearity. From Table 3, the organizational climate still exerted a positive and significant influence on an organizational commitment even with the presence of perceived

organizational support and the interaction term in Model 3. This provides further support for H2. Perceived organizational support had a positive and significant influence on organizational commitment providing further support for H3. Surprisingly, perceived organizational support could not exercise any effect on the relationship between organizational climate and organizational commitment in model 3 of Table 3. Therefore, perceived organizational support found no moderation effect on the relationship between organizational climate and organizational commitment, hence, H6 was not supported.

Table 3. Moderating Effect of Perceived Organizational Support on Relationship between Organizational Climate and Organizational Commitment

Variables	Organizational Commitment		
	Model 1	Model 2	Model 3
Constant	4.661***	2.856***	2.890***
Gender	0.342***	0.403***	.430***
Age	-.457**	-.293	-.284
Educational qualification	-.321**	-.441***	-.451***
Job title	.001	.063	.064
length of service	-.051	-.040	-.038
Organizational climate		.184**	.178**
Perceived organizational support		.217***	.205**
Organizational climate × Perceived organizational support			-.059
R <sup>2</sup>	.061	.146	0.148
ΔR <sup>2</sup>	.061	.085	0.088
F	4.722***	8.855***	7.879***

Note: R<sup>2</sup> = R squared; ΔR<sup>2</sup> = R<sup>2</sup> change; \*p<0.05; \*\* p< 0.01; \*\*\*p<0.001



Note: OC= Organizational climate; OCS= Organizational commitment; POS= Perceived organizational support

Figure 2. Moderating effect of Perceived Organizational Support on Organizational Climate and Organizational Commitment

#### 4.2.3 Model Testing of the Moderating Effect of Perceived Organizational Support

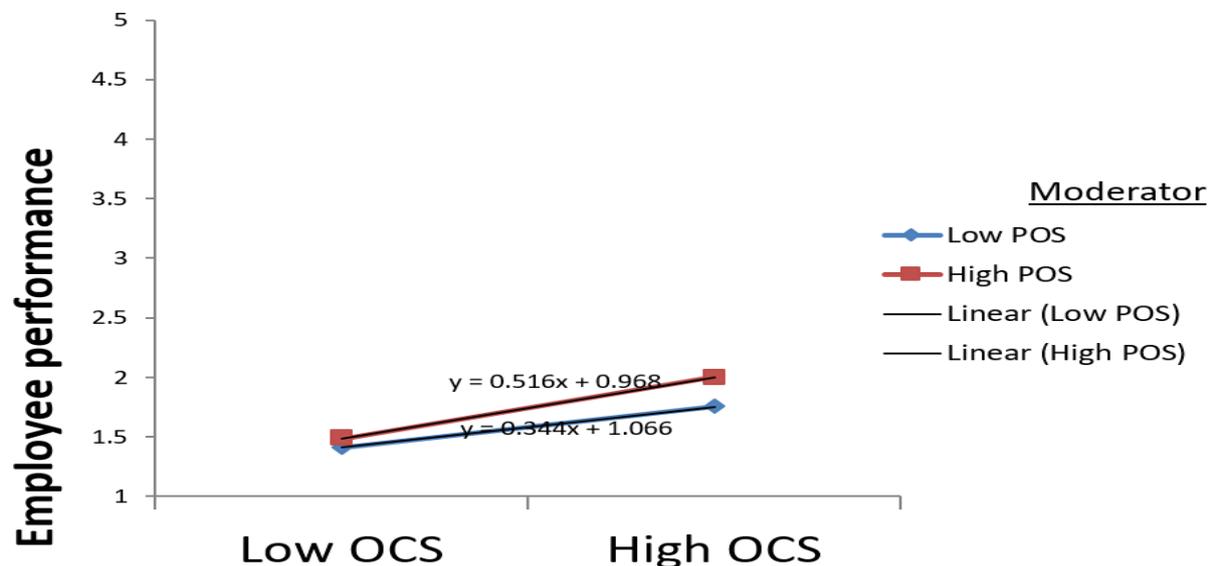
In an attempt to estimate whether perceived organizational support could moderate the relationship between organizational commitment and employee performance, perceived organizational support and organizational commitment were mean-centered to avoid of multicollinearity. From Table 4, organizational commitment again had a positive and significant influence on employee performance in Model 3 after being centralized providing further support for H4. Perceived organizational support, although could not have a positive and significant influence on employee performance, however, it predicted employee performance positively. The interaction effect of perceived organizational support and organizational commitment on the relationship between organizational commitment and employee performance was positive although not significant. This, however, suggests that perceived organizational support could not moderate the relationship between organizational commitment and employee performance, hence H7 is not supported.

Table 4. Moderating Effect of Perceived Organizational Support on the Relationship between Organizational Commitment and Employee Performance

Variables	Employee Performance		
	Model 1	Model 2	Model 3
Constant	2.994***	1.661**	1.662**

Gender	.093	.036	.036
Age	-.010	.120	.107
Educational qualification	.330**	.383***	.388***
Job title	-.079	-.069	-.065
length of service	-.116	-.110	-.115
Organizational commitment		.205***	.215***
Perceived organizational support		.088	.080
Organizational commitment × Perceived organizational support			.043
R2	.033	.073	.077
ΔR2	.033	.042	.044
F	2.529*	4.252***	3.775***

Note: R<sup>2</sup> = R squared; ΔR<sup>2</sup> = R<sup>2</sup> change; \*p<0.05; \*\* p< 0.01; \*\*\*p<0.001



Note: OC= Organizational climate; POS= Perceived organizational support

Figure 3. Moderating effect of Perceived Organizational Support on Organizational Commitment and Employee Performance

## 5. Discussion

The purpose of this study was to examine how organizational climate leads to employee

performance through the mediating effect of organizational commitment. We envisaged determining how perceived organizational support influence organizational commitment as well. The study also intended to examine the moderating role of perceived organizational support on the relationship between organizational climate and organizational commitment as well as the relationship between organizational commitment and employee performance. This study is to find the over-arching instinct that perceived organizational support influence the positive relationship between organizational climate and organizational commitment. Consequently, the findings support the assertion that organizational climate predicts employee performance and also, perceived organizational support predicts organizational commitment (Githinji & Gachunga, 2017; McMurray et al., 2004; Miao & Kim, 2010).

Primarily, the current research contributes to the organizational climate literature by introducing a mediating mechanism that supports the explanation of the relationship between organizational climate and employee performance. Previous studies establish that the relationship between organizational climate and employee performance is positive. Particularly, in a study by Woznyj, Heggstad, Kennerly, and Yap (2019), affective commitment at the employee level was used in exercising the mediating effect of organizational climate on employee performance. However, this present study proposes an organizational climate to act as an independent variable by influencing organizational commitment, which is the main job attitude of employees to influence their performance. In turn, having a strongly committed organization is valuable in terms of employee performance. Moreover, a study by Manuaba et al. (2020) employed the organizational climate as an independent variable to establish its positive influence on employee performance through job satisfaction. Conversely, although with a different mediating mechanism, organizational commitment, this study similarly established a positive relationship between organizational climate and employee performance. Deduction from our study could be that organizational climate can positively influence employee performance irrespective of the mediating mechanism engaged since a partial mediating influence effect was achieved on the relationship. Hence, this presupposes that superiors are rewarding the activities of subordinates while others failed in rewarding, occasioning in organizational commitment partially mediating the relationship between organizational climate and employee performance. Moreover, in the work of Aube, Rousseau, and Morin (2007), perceived organizational support was employed as an independent variable to establish a direct positive effect with organizational commitment to influence employee performance. The study engaged the three dimensions of organizational commitment (affective, normative, and continuance) at the employee level to establish employee commitment to perform. However, this study sought to use perceived organizational support to identify how the support workers gain exhibits organizational commitment and how holistically the organization is committed to the employees at an organizational level. Inference from this could be that the support management gives to workers such as fairness, supervisor support, and organizational rewards and favorable job conditions go a long way to exhibit how committed the organization is to the employees (Bishop, Scott, Goldsby, & Cropanzano, 2005; Rhoades & Eisenberger, 2002). Employees mostly give out their best to achieve performance when the necessary support related to their work is received.

This finding is in line with the theory of social exchange, organizational support theory and earlier empirical studies (Blau, 1964; Conway & Coyle-Shapiro, 2012; Settoon, Bennett, & Liden, 1996), which indicates that most actions that emanate responsibilities and commitment to trust, loyalty and mutuality are relationships that develop over time (Roch et al., 2019). The results disclose that when organizational climate prevails in the organization, employees repay by performance to the support received and also become very committed to the organization which also was validated by organizational support theory. This, in turn, exhibits high influence on organizational climate on employee performance and high influence of perceived organizational support on organizational commitment.

In an attempt to deliver further comprehension, the moderating role of perceived organizational support was examined on the relationship between organizational climate and organizational commitment. Perceived organizational support exercised no impact on the relationship between organizational climate and organizational commitment. This revelation was astonishing as it shows that with a quality climate environment, support from the organization does not yield any impact on organizational commitment level. This means that the support employees gain from managers depicting the commitment level of the organization, in ensuring performance could not materialize in the organization while the commitment level was high. It again suggests that support from management may not be the right support employees needed such as technical support, career development, and training and development. Again, the policies that are meant to harness the well-being of the employees such as the psychological, environment, physical, and social status of the employees were not encouraging. Moreover, the interaction in Figure 2, shows that perceived organizational support dampens the positive effect on the relationship between organizational climate and organizational commitment. This is very detrimental to the success of the entity and management must provide key support needed. Moreover, a study by Yiing and Ahmad (2009) used organizational culture, which is organizational behavior, as a moderator, and found no effect on the relationship between organizational commitment and employee performance. However, perceived organizational support was used in mitigating the effect of organizational commitment on employee performance and found no effect. This indicates that irrespective of the support granted to employees if the organizational commitment is of enough relevance, the performance of employees would still be achieved. Although there was no moderating effect found, the effect was however positive. This is shown in Figure 3 where the interaction effect graphically depicts that perceived organizational support still is seen to strengthen the positive relationship between organizational commitment and employee performance. Implying that management needs to impact more on supporting employees so as improve upon their performance. Explicitly, this study adds to the existing body of knowledge by recognizing the continuous effects of organizational climate, perception of organizational support, and organizational commitment level on employee performance. The study revealed the mitigating effects of perceived organizational support that manifested in an organization lessening organizational commitment effect on employee performance, signifying that organizational climate predicted organizational commitment without any mitigating effects.

## 6. Conclusion

Ultimately, in the present study, the effect of organizational climate on employee performance through the mediating effect of organizational commitment was evaluated. Moreover, perceived organizational support effect on organizational commitment was also tested. Also, this present study revealed that the organizational climate influences employee performance, while perceived organizational support predicted organizational commitment. It was found that organizational support that is known to directly predict employee performance through organizational commitment, however, led to a decline in performance. The assertion that a committed organization assists employees to achieve performance was also found in this study. Results were found to be consistent with social exchange theory (Blau, 1964), which states that the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do bring from others. In contrast to our anticipation, perceived organizational support could not moderate the relationship between organizational climate and organizational commitment as well as the relationship between organizational commitment and employee performance relationship. The results indicate that the managers of the power companies should take a key interest in strengthening the climate environment and also maintain the organizational commitment level to the employees. Hence, with the right organizational climate and organizational commitment, the performances of employees are assured. To conclude, we believe that prospect researchers in the future would continue investigating these constructs.

## 7. Implication of the Study

Although this study is contributing theoretically to organizational climate and perceived organizational support literature as well as organizational commitment, some management implications need to be practiced. First, good relationships with supervisors through the creation of an environment of trust leads to employee performance. Communication should be a vital element between the supervisor and the employee who is receiving support and feedback when the need arises. Besides, adopting the climate of solidarity and hope without fear improves employee performance. Moreover, innovative contributions are an important phase where employees take full responsibility for their jobs and can take initiatives that need to be welcome by management. Also, suggestions about the work that employees table are to be given an audience by supervisors which improves participative management and is very useful in decision making (Anthony, 1978; Ibrahim & Bahyaye, 2019). This makes employees more responsible and also shares authority which contributes to employee performance and increases commitment level.

Second, based on the social exchange theory and the reciprocity norm (Blau, 1964; Gouldner, 1960), it is very critical when it comes to the perception employees have about equity and fairness distribution and rewards (Cropanzano, Anthony, Daniels, & Hall, 2017). Given this, rewards should be offered to employees by managers and also supervise the equitable distribution of rewards which creates a positive climate. Not satisfying this may cause a reverse impact since there could be a possible perception of unfairness.

Third, managers are to provide technical, psychological, physical, and social support, in

consonance with the work. Support from managers will, in turn, increase the commitment level to employees since they view it as a sign of collective minds in an organization (Weick & Roberts, 1993). According to Malatesta (1997), supportive organizations are committed to their employees. Social exchange theory describes how two or more parties come to exchange resources, how successions of exchanges proceed, and how exchanges influence the relationship between the parties involved (Cropanzano et al., 2017). This implies that as employees receive support from their managers it becomes a norm to perform to achieve the aspirations of the organization as employees feel that is the only way to pay back to their employers.

## 8. Limitations and Future Research Prospects

Even though this article extensively established the effects of perceived organizational support on how employees perform, the findings also have some limitations. The companies used for the study are parent companies that have a quite number of outlets that are subsidiaries, however, this study concentrated on only the parent company. Therefore, future studies should consider the subsidiary companies. Again, future researchers should consider the use of a longitudinal design in the variable measurement in order not to affect the generalization of findings which may have a limitation to problem-solving.

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