

**ORGANISATIONAL SUPPORT SYSTEMS AND EMPLOYEE CONTEXTUAL PERFORMANCE  
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Faculty of Administration and Management,****Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt, Rivers State,  
Nigeria****Abstract**

*This study examined the relationship between organisational support systems and employee contextual performance in cement manufacturing companies in South-South Nigeria. Organisational support systems were examined using supervisor support and training/development support, while employee contextual performance was measured using interpersonal facilitation and job dedication. The study was anchored on the Organisational Support Theory and Social Exchange Theory and adopted a correlational survey research design. The population comprised 1,500 management and non-management employees of selected cement manufacturing companies in South-South Nigeria. Using the Taro Yamane formula, a sample size of 316 respondents was determined. A total of 316 questionnaires (100.00%) were distributed, of which 298 (94.30%) were successfully retrieved, while 18 (5.70%) were not returned. No questionnaire was invalid, resulting in 298 valid questionnaires (94.30%) used for the analysis. Data were analyzed using descriptive statistics and the Spearman Rank Order Correlation Coefficient at a 0.05 level of significance with SPSS Version 27. The findings revealed that supervisor support has a strong positive and significant relationship with interpersonal facilitation ( $r = 0.721, p < 0.05$ ) and job dedication ( $r = 0.754, p < 0.05$ ). Similarly, training/development support has a strong positive and significant relationship with interpersonal facilitation ( $r = 0.768, p < 0.05$ ) and job dedication ( $r = 0.791, p < 0.05$ ). The study concludes that organisational support systems significantly enhance employee contextual performance in cement manufacturing companies in South-South Nigeria and recommends strengthening supervisory support, continuous training and development, mentoring programmes, and career growth opportunities to improve employee commitment and positive workplace behaviours.*

**Keywords:** *Organisational Support Systems, Supervisor Support, Training and Development Support, Employee Contextual Performance, Interpersonal Facilitation.*

**INTRODUCTION**

The manufacturing sector remains a major driver of economic growth, industrialization, employment, and infrastructure development. In Nigeria, the cement manufacturing industry plays a strategic role by supplying essential materials for housing, transportation, and industrial projects. The industry operates in a highly competitive environment characterized by technological changes, stringent safety requirements, and increasing pressure to improve operational efficiency and sustainability (Akinwale & Grobler, 2022; International Energy Agency [IEA], 2023). Consequently, cement manufacturing companies are placing greater emphasis on organisational support systems that promote employee performance and organisational effectiveness.

Organisational support systems comprise the policies and practices through which organisations provide employees with the resources, guidance, and developmental opportunities needed to perform effectively. According to Organisational Support Theory, employees who perceive that their organisation values their contributions and cares about their well-being are more likely to reciprocate with positive attitudes and behaviors (Eisenberger et al., 1986). Recent studies have also shown

that organisational support enhances employee commitment, motivation, and performance (Rubel et al., 2023; Hai & Park, 2024).

Supervisor support and training and development support are key dimensions of organisational support systems. Supervisor support reflects the extent to which supervisors provide guidance, feedback, recognition, and assistance that foster trust, cooperation, and employee engagement (Hai & Park, 2024). Likewise, training and development support equips employees with the knowledge and skills required to adapt to changing technologies and work demands while strengthening their commitment to organisational goals (Ma et al., 2023; Rubel et al., 2023). In cement manufacturing companies, where work involves sophisticated equipment, strict safety standards, and interdependent production processes, these support mechanisms are particularly important.

Employee contextual performance refers to discretionary behaviours that contribute to the social and psychological functioning of the workplace beyond formal job requirements (Borman & Motowidlo, 1993). This study measures contextual performance using interpersonal facilitation and job dedication. Interpersonal facilitation promotes teamwork, cooperation, and positive workplace relationships, while job dedication reflects employees' commitment, persistence, initiative, and willingness to exert extra effort toward organisational goals (Van Scotter & Motowidlo, 1996; Ma et al., 2023).

Empirical evidence indicates that employees who receive adequate supervisory support and developmental opportunities are more likely to assist colleagues, cooperate effectively, and demonstrate greater commitment to their work (Rubel et al., 2023; Hai & Park, 2024). Despite these benefits, many Nigerian cement manufacturing companies continue to face challenges relating to employee commitment, teamwork, and discretionary work behaviours. Moreover, existing studies have focused largely on employee engagement, job satisfaction, and task performance, with limited attention to the relationship between organisational support systems and employee contextual performance in the Nigerian cement manufacturing industry. This study therefore examines the relationship between organisational support systems and employee contextual performance in cement manufacturing companies in South-South Nigeria.

### **Statement of the Problem**

Employee contextual performance has become increasingly important because it promotes teamwork, cooperation, and discretionary behaviours that enhance organisational effectiveness and competitiveness (Podsakoff et al., 2018; Koopmans et al., 2021). In cement manufacturing companies, behaviours such as helping colleagues, maintaining positive workplace relationships, and demonstrating job dedication contribute to productivity, operational efficiency, and sustainable performance. However, many manufacturing firms continue to face challenges related to low employee commitment, poor cooperation, interpersonal conflict, and reduced discretionary effort, which adversely affect organisational performance (Akinwale & Grobler, 2022).

Organisational support systems, particularly supervisor support and training and development support, are recognized as important drivers of positive employee attitudes and behaviours. Employees who perceive high levels of organisational support are more likely to demonstrate commitment, engagement, and improved performance (Kurtessis et al., 2017; Rubel et al., 2023). Despite investments in supervisory practices and employee development, the extent to which these support systems enhance employee contextual performance remains insufficiently understood.

Existing studies have focused largely on organisational commitment, job satisfaction, employee engagement, and task performance, with limited attention to contextual performance within the manufacturing sector, especially in Nigeria (Hai & Park, 2024; Chu et al., 2024). Consequently,

empirical evidence on the relationship between organisational support systems and employee contextual performance in cement manufacturing companies is limited. This study therefore investigates the relationship between organisational support systems and employee contextual performance in cement manufacturing companies in South-South Nigeria.

### **Purpose of the Study**

The main purpose of this study is to examine the relationship between organisational support systems and employee contextual performance in cement manufacturing companies in South-South Nigeria. Specifically, the study seeks to:

- i. Examine the relationship between supervisor support and interpersonal facilitation in cement manufacturing companies in South-South Nigeria.
- ii. Determine the relationship between supervisor support and job dedication in cement manufacturing companies in South-South Nigeria.
- iii. Examine the relationship between training and development support and interpersonal facilitation in cement manufacturing companies in South-South Nigeria.
- iv. Determine the relationship between training and development support and job dedication in cement manufacturing companies in South-South Nigeria.

### **Research Questions**

The following research questions guide the study:

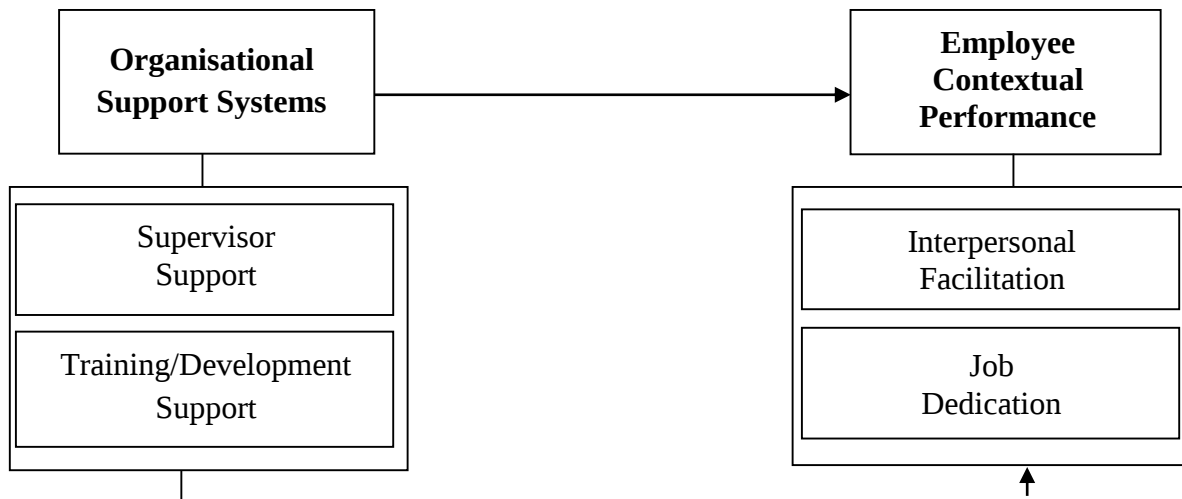
- i. What is the relationship between supervisor support and interpersonal facilitation in cement manufacturing companies in South-South Nigeria?
- ii. What is the relationship between supervisor support and job dedication in cement manufacturing companies in South-South Nigeria?
- iii. What is the relationship between training and development support and interpersonal facilitation in cement manufacturing companies in South-South Nigeria?
- iv. What is the relationship between training and development support and job dedication in cement manufacturing companies in South-South Nigeria?

### **Research Hypotheses**

The following null hypotheses will be tested in the study:

- H01: There is no significant relationship between supervisor support and interpersonal facilitation in cement manufacturing companies in South-South Nigeria.
- H02: There is no significant relationship between supervisor support and job dedication in cement manufacturing companies in South-South Nigeria.
- H03: There is no significant relationship between training and development support and interpersonal facilitation in cement manufacturing companies in South-South Nigeria.
- H04: There is no significant relationship between training and development support and job dedication in cement manufacturing companies in South-South Nigeria.

### Conceptual Framework



**Figure 1:** Conceptual Framework Showing the Relationship between Organisational Support Systems and Employee Contextual Performance in Cement Manufacturing Companies in South-South Nigeria

**Source:** Adapted from the works of Abdullahi et al. (2024), Hai and Park (2024), Rubel et al. (2023), Dwiputri and Wanasida (2024), Ma et al. (2023), and Chu et al. (2024).

## LITERATURE REVIEW

### Conceptual Review

#### Concept of Organisational Support Systems

Organisational support systems refer to the structures, policies, practices, and managerial interventions designed to provide employees with the resources, assistance, guidance, and opportunities necessary for effective job performance and personal development. The concept is rooted in the belief that employees are more likely to demonstrate positive work attitudes and behaviors when they perceive that their organisation values their contributions and cares about their well-being. Organisational support systems create an environment where employees feel appreciated, respected, and motivated to contribute to organisational success (Abdullahi et al., 2024).

In contemporary organisations, organisational support systems have become increasingly important because employees operate in dynamic and competitive work environments that require continuous adaptation, learning, and collaboration. Organisations that invest in supportive work systems often experience improved employee commitment, job satisfaction, engagement, and performance. Perceived organisational support enhances employees' emotional attachment to the organisation and strengthens their willingness to reciprocate organisational support through positive work behaviors (Rubel et al., 2023).

Within manufacturing organisations, organisational support systems are particularly critical because employees frequently work under demanding conditions involving production targets, operational deadlines, safety requirements, and technological complexities. Effective support systems help employees cope with workplace challenges while enhancing their competence and motivation. Studies have shown that organisational support contributes significantly to employee productivity, organisational commitment, and performance outcomes across different industries (Zhang et al., 2024).

Organisational support systems encompass several dimensions. However, this study focuses on supervisor support and training/development support because they represent key mechanisms through which organisations demonstrate concern for employees and facilitate performance improvement. These dimensions provide employees with both socio-emotional and instrumental resources necessary for effective workplace functioning.

### **Supervisor Support**

Supervisor support refers to the degree to which supervisors provide employees with assistance, guidance, feedback, encouragement, recognition, and concern for their welfare. Supervisors serve as organisational representatives and play a significant role in shaping employees' perceptions of organisational support. Employees often evaluate organisational support based on the quality of interactions and relationships they maintain with their immediate supervisors (Hai & Park, 2024). Supportive supervisors create positive work environments by offering employees the resources and information necessary for effective job performance. They assist employees in solving work-related problems, provide constructive feedback, recognize employee achievements, and encourage professional growth. Such support strengthens employees' confidence, trust, and commitment to organisational objectives (Rubel et al., 2023).

Research has shown that supervisor support contributes positively to employee attitudes and behaviors by reducing work-related stress, improving job satisfaction, and fostering organisational citizenship behaviors. Employees who perceive strong supervisor support are more likely to cooperate with colleagues, demonstrate initiative, and exceed minimum job requirements (Hai & Park, 2024).

In cement manufacturing companies, supervisor support is essential because operational activities require teamwork, coordination, and strict adherence to production and safety standards. Supervisors who provide adequate support can enhance employee morale and facilitate behaviors that contribute to organisational effectiveness.

### **Training and Development Support**

Training and development support refers to organisational efforts aimed at enhancing employees' knowledge, skills, competencies, and professional capabilities through formal and informal learning opportunities. Training and development initiatives are designed to improve employee effectiveness while preparing employees to meet changing organisational demands (Dwiputri & Wanasida, 2024).

Organisations increasingly recognize training and development as strategic investments that contribute to employee growth and organisational competitiveness. Through training programs, workshops, seminars, mentoring, and coaching initiatives, employees acquire the competencies required to perform their duties efficiently and adapt to workplace changes. Developmental opportunities also signal organisational commitment to employee welfare and career progression (Ahmed et al., 2022).

Training and development support contributes significantly to employee motivation and confidence because employees who possess relevant skills and knowledge are more likely to perform effectively. Furthermore, developmental opportunities foster employee engagement and commitment by demonstrating that the organisation values employee growth and future success (Dwiputri & Wanasida, 2024).

Within cement manufacturing companies, training and development support is particularly important because employees must continually update their technical knowledge and operational skills to meet production, quality, and safety requirements. Effective developmental support enhances employee

competence and promotes positive workplace behaviors that contribute to organisational performance.

### **Concept of Employee Contextual Performance**

Employee contextual performance refers to discretionary behaviors that support the social, psychological, and organisational environment in which task activities are performed. Unlike task performance, which focuses on formal job duties, contextual performance involves voluntary behaviors that contribute to organisational effectiveness beyond prescribed job requirements (Ma et al., 2023). Contextual performance has gained increasing attention because organisations depend not only on employees' technical competencies but also on their willingness to engage in behaviors that facilitate teamwork, cooperation, and organisational functioning. Employees who exhibit high contextual performance contribute positively to workplace relationships, organisational culture, and overall effectiveness.

Studies indicate that contextual performance enhances organisational productivity by promoting collaboration, communication, adaptability, and employee cohesion. Such behaviors strengthen organisational resilience and improve workplace outcomes, particularly in environments that require interdependence and teamwork (Karatepe et al., 2022). This study measures employee contextual performance using interpersonal facilitation and job dedication because these dimensions capture important aspects of employee behaviors that support organisational effectiveness.

### **Interpersonal Facilitation**

Interpersonal facilitation refers to behaviors that promote cooperation, teamwork, mutual support, and positive interpersonal relationships among employees. It involves voluntarily helping coworkers, sharing information, resolving conflicts constructively, and contributing to a harmonious work environment (Karatepe et al., 2022). Interpersonal facilitation is important because organisational effectiveness often depends on employees' ability to work collaboratively. Employees who engage in facilitative behaviors contribute to effective communication, improved team performance, and stronger workplace relationships. Such behaviors reduce workplace tensions and foster an atmosphere of trust and cooperation. In manufacturing organisations, interpersonal facilitation is particularly valuable because production processes often require coordinated efforts among employees from different units and departments. Employees who support one another contribute to operational efficiency and organisational success.

### **Job Dedication**

Job dedication refers to employees' willingness to exert extra effort, demonstrate persistence, show enthusiasm, and remain committed to achieving organisational goals. Dedicated employees exhibit initiative, responsibility, and determination even when faced with workplace challenges (Ma et al., 2023). Job dedication reflects employees' emotional and psychological investment in their work. Employees who are highly dedicated often exceed performance expectations, volunteer for additional responsibilities, and remain focused on organisational success. Such behaviors enhance productivity and contribute to positive organisational outcomes. Research has shown that supportive organisational practices significantly influence employee dedication because employees tend to reciprocate organisational support through increased effort and commitment. Consequently, job dedication remains an important indicator of employee contextual performance (Hai & Park, 2024).

### **Organisational Support Systems and Employee Contextual Performance**

Organisational support systems and employee contextual performance are closely related because supportive workplace environments encourage employees to engage in behaviors that extend beyond formal job requirements. When employees perceive that the organisation values their contributions and provides adequate support, they often reciprocate through positive workplace

behaviors such as helping colleagues, demonstrating commitment, and exerting additional effort (Abdullahi et al., 2024).

Supervisor support may enhance interpersonal facilitation by fostering trust, cooperation, and positive relationships among employees. Employees who receive encouragement and assistance from supervisors are more likely to exhibit supportive behaviors toward coworkers and contribute positively to team functioning (Hai & Park, 2024).

Similarly, training and development support may strengthen job dedication by increasing employees' competence, confidence, and commitment to organisational objectives. Employees who perceive that their organisation invests in their growth are more likely to demonstrate loyalty, initiative, and discretionary effort (Dwiputri & Wanasida, 2024). Consequently, organisational support systems are expected to contribute positively to employee contextual performance within cement manufacturing companies in South-South Nigeria.

## **Theoretical Framework**

### **Organisational Support Theory (OST)**

This study is anchored on Organisational Support Theory (OST) developed by Robert Eisenberger, Robin Huntington, Steven Hutchison, and Debora Sowa in 1986. The theory posits that employees develop general beliefs concerning the extent to which the organisation values their contributions and cares about their well-being. These beliefs, referred to as perceived organisational support, influence employee attitudes and behaviors toward the organisation (Eisenberger et al., 1986).

According to Organisational Support Theory, employees tend to reciprocate favorable treatment received from the organisation through increased commitment, loyalty, and positive performance behaviors. When employees perceive strong organisational support, they develop a sense of obligation to contribute to organisational goals and success.

Supervisor support and training/development support represent important manifestations of organisational support because they communicate organisational concern for employee welfare and growth. Employees who perceive these forms of support are more likely to engage in contextual performance behaviors such as interpersonal facilitation and job dedication.

### **Justification for the Adoption of Organisational Support Theory**

Organisational Support Theory was adopted because it provides a suitable explanation for the relationship between organisational support systems and employee contextual performance. The theory emphasizes reciprocity between employees and organisations, suggesting that supportive organisational practices encourage employees to engage in positive discretionary behaviors. Since this study examines supervisor support, training/development support, interpersonal facilitation, and job dedication, Organisational Support Theory offers an appropriate theoretical foundation for understanding these relationships.

### **Empirical Review**

Hai and Park (2024) investigated the relationship between organisational and supervisor support and employee performance among employees in South Korea. Using a survey design, the study found that supervisor support significantly enhanced employee performance through meaningful work experiences. The study is similar to the present study because it examined supervisor support and employee performance. However, it did not specifically examine contextual performance dimensions such as interpersonal facilitation and job dedication.

Abdullahi et al. (2024) examined perceived organisational support and employee performance among employees of small and medium enterprises. The findings revealed that organisational

support significantly improved employee performance through increased job satisfaction. While the study focused on organisational support and performance, it did not investigate contextual performance within manufacturing organisations.

Dwiputri and Wanasida (2024) examined the influence of training and development support on employee performance. The findings showed that developmental support significantly improved employee engagement and performance outcomes. However, the study did not specifically examine interpersonal facilitation and job dedication.

Ma et al. (2023) investigated organisational support and job performance among healthcare employees. The findings revealed that organisational support positively influenced employee performance through psychological capital and organisational identification. Although the study examined organisational support and performance, it focused on healthcare institutions rather than manufacturing organisations.

Rubel et al. (2023) examined perceived organisational support and employee performance and found that supportive organisational practices significantly improved discretionary employee behaviors and performance outcomes. The study supports the argument that organisational support enhances positive employee workplace behaviors.

## **METHODOLOGY**

This study adopted a correlational survey research design to examine the relationship between organisational support systems and employee contextual performance in cement manufacturing companies in South-South Nigeria. The design was appropriate because it enabled the investigation of the nature, strength, and direction of the relationship between supervisor support, training/development support, interpersonal facilitation, and job dedication without manipulating the study variables.

The study was conducted among management and non-management employees of three purposively selected cement manufacturing companies in South-South Nigeria: Lafarge Africa Plc (Mfamosing Plant, Cross River State), Dangote Cement Plc (South-South Operational Offices), and BUA Cement Plc (South-South Operational Facilities). The companies were purposively selected because they are the major integrated cement manufacturers in the region and possess established organisational structures, formal human resource management systems, and large workforce populations, making them suitable for investigating the study variables. The study population comprised 1,500 employees drawn from production, engineering, maintenance, logistics, finance, administration, marketing, human resource management, health, safety and environment (HSE), and other operational departments.

A sample size of 316 respondents was determined using the Taro Yamane (1967) formula at a 5% level of significance. A stratified random sampling technique was employed by classifying employees into management and non-management categories, after which proportionate allocation and simple random sampling were used to select respondents from each stratum.

Data were collected from both primary and secondary sources. Primary data were obtained through a structured questionnaire, while secondary data were sourced from textbooks, peer-reviewed journal articles, conference proceedings, dissertations, company publications, and other relevant scholarly materials. The questionnaire comprised two sections: Section A collected respondents' demographic information, while Section B measured supervisor support, training/development support, interpersonal facilitation, and job dedication using a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1).

The instrument was adapted from established scales in the literature and subjected to face and content validity by experts in Management and Research Methodology. Reliability was established using the Cronbach Alpha technique based on a pilot study conducted outside the study area. The reliability coefficients were 0.864 for supervisor support, 0.872 for training/development support, 0.881 for interpersonal facilitation, and 0.857 for job dedication, with an overall reliability coefficient of 0.869, exceeding the minimum acceptable threshold of 0.70 recommended by Nunnally and Bernstein (1994).

The questionnaires were administered personally with the assistance of trained research assistants. A total of 316 questionnaires (100.00%) were distributed, 298 (94.30%) were successfully retrieved, while 18 (5.70%) were not returned. No questionnaire was invalid, resulting in 298 valid questionnaires (94.30%) used for the analysis.

Data were analyzed using descriptive statistics (frequencies, percentages, means, and standard deviations) and the Spearman Rank Order Correlation Coefficient (Spearman's rho) with the aid of SPSS Version 27. Spearman's rho was considered appropriate for determining the strength and direction of relationships among the study variables. The hypotheses were tested at the 0.05 level of significance.

Ethical principles were strictly observed throughout the study. Approval was obtained from the management of the selected companies before data collection commenced. Participation was voluntary, informed consent was obtained from all respondents, and anonymity and confidentiality were assured. All information provided was treated confidentially and used solely for academic purposes.

### Sample Size

The population of the study consisted of 1,500 management and non-management employees drawn from the selected cement manufacturing companies. The sample size was determined using the Taro Yamane (1967) formula for finite populations at a 5% level of significance. The formula is stated as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

**n** = Sample size

**N** = Population size (1,500)

**e** = Level of significance (0.05)

Substituting the values into the formula:

$$n = 1500 / [1 + 1500(0.05^2)]$$

$$n = 1500 / [1 + 1500(0.0025)]$$

$$n = 1500 / 4.75$$

$$n = 315.79$$

$$\mathbf{n = 316}$$

Therefore, the sample size for the study was 316 respondents.

### Population of the Study

**Table 1: Population, Sample Size Allocation and Questionnaire Distribution among Selected Cement Manufacturing Companies in South-South Nigeria**

| S/N | Cement Manufacturing Company                            | Population   | Sample Size | Questionnaire Distributed |
|-----|---------------------------------------------------------|--------------|-------------|---------------------------|
| 1   | Lafarge Africa Plc (Mfamosing Plant, Cross River State) | 600          | 126         | 126                       |
| 2   | Dangote Cement Plc (South-South Operational Offices)    | 500          | 105         | 105                       |
| 3   | BUA Cement Plc (South-South Operational Facilities)     | 400          | 85          | 85                        |
|     | <b>Total</b>                                            | <b>1,500</b> | <b>316</b>  | <b>316</b>                |

**Source:** Human Resource Departments of the Selected Cement Manufacturing Companies, 2026.

**Table 2: Variables Measurement/Operationalization**

| S/N | Variables                              | Dimensions/Measures          | Number of Items | Cronbach's Alpha |
|-----|----------------------------------------|------------------------------|-----------------|------------------|
| 1   | <b>Organisational Support Systems</b>  | Supervisor Support           | 5               | 0.864            |
|     |                                        | Training/Development Support | 5               | 0.872            |
| 2   | <b>Employee Contextual Performance</b> | Interpersonal Facilitation   | 5               | 0.881            |
|     |                                        | Job Dedication               | 5               | 0.857            |
|     | <b>Overall Reliability Coefficient</b> |                              | <b>20</b>       | <b>0.869</b>     |

**Source:** Researcher's Field Survey, 2026.

The reliability results indicate that all the constructs exceeded the acceptable threshold of 0.70. Supervisor support recorded a Cronbach Alpha coefficient of 0.864, training/development support recorded 0.872, interpersonal facilitation recorded 0.881, while job dedication recorded 0.857. The overall reliability coefficient of 0.869 confirms that the instrument possessed adequate internal consistency and was suitable for the study.

**Table 3: Response Rate of Questionnaire Distribution and Retrieval**

| Details                            | Frequency | Percentage (%) |
|------------------------------------|-----------|----------------|
| Number of Copies Distributed       | 316       | 100.00         |
| Number of Copies Retrieved         | 298       | 94.30          |
| Number of Copies Not Returned      | 18        | 5.70           |
| Number of Copies Invalid           | 0         | 0.00           |
| Number of Copies Used for Analysis | 298       | 94.30          |

**Source:** Researcher's Field Survey, 2026.

### DATA RESULTS

**Table 5: Descriptive Statistics on Supervisor Support**

| S/N | Supervisor Support Items                                                              | N   | Min. | Max. | Sum    | Mean  | Std. Dev. |
|-----|---------------------------------------------------------------------------------------|-----|------|------|--------|-------|-----------|
| 1   | My supervisor provides guidance and assistance whenever work-related challenges arise | 298 | 1.0  | 5.0  | 1254.0 | 4.208 | 0.7642    |

|   |                                                                              |            |     |     |        |       |        |
|---|------------------------------------------------------------------------------|------------|-----|-----|--------|-------|--------|
| 2 | My supervisor treats employees fairly and with respect                       | 298        | 1.0 | 5.0 | 1241.0 | 4.164 | 0.7881 |
| 3 | My supervisor recognizes and appreciates employees' efforts and achievements | 298        | 1.0 | 5.0 | 1268.0 | 4.255 | 0.7417 |
| 4 | My supervisor encourages teamwork and cooperation among employees            | 298        | 1.0 | 5.0 | 1273.0 | 4.272 | 0.7284 |
| 5 | My supervisor provides timely feedback that helps improve job performance    | 298        | 1.0 | 5.0 | 1249.0 | 4.191 | 0.7736 |
|   | <b>Valid N (listwise)</b>                                                    | <b>298</b> |     |     |        |       |        |

Source: SPSS (Version 27) Result, 2026.

**Table 6: Descriptive Statistics on Training/Development Support**

| S/N | Training/Development Support Items                                             | N          | Min. | Max. | Sum    | Mean  | Std. Dev. |
|-----|--------------------------------------------------------------------------------|------------|------|------|--------|-------|-----------|
| 1   | The organisation provides adequate training opportunities for employees        | 298        | 1.0  | 5.0  | 1262.0 | 4.235 | 0.7498    |
| 2   | Training programmes improve my knowledge and skills required for work          | 298        | 1.0  | 5.0  | 1278.0 | 4.289 | 0.7215    |
| 3   | Employees are encouraged to participate in professional development programmes | 298        | 1.0  | 5.0  | 1256.0 | 4.215 | 0.7613    |
| 4   | The organisation invests in employee career growth and development             | 298        | 1.0  | 5.0  | 1248.0 | 4.188 | 0.7794    |
| 5   | Training programmes enhance employees' ability to perform effectively          | 298        | 1.0  | 5.0  | 1283.0 | 4.305 | 0.7089    |
|     | <b>Valid N (listwise)</b>                                                      | <b>298</b> |      |      |        |       |           |

Source: SPSS (Version 27) Result, 2026.

**Table 7: Descriptive Statistics on Interpersonal Facilitation**

| S/N | Interpersonal Facilitation Items                                                  | N          | Min. | Max. | Sum    | Mean  | Std. Dev. |
|-----|-----------------------------------------------------------------------------------|------------|------|------|--------|-------|-----------|
| 1   | Employees willingly assist colleagues in performing work-related tasks            | 298        | 1.0  | 5.0  | 1264.0 | 4.242 | 0.7468    |
| 2   | Employees maintain cordial and respectful relationships with co-workers           | 298        | 1.0  | 5.0  | 1275.0 | 4.279 | 0.7251    |
| 3   | Employees cooperate effectively with team members to achieve organisational goals | 298        | 1.0  | 5.0  | 1281.0 | 4.299 | 0.7137    |
| 4   | Employees willingly share knowledge and information with colleagues               | 298        | 1.0  | 5.0  | 1252.0 | 4.201 | 0.7695    |
| 5   | Employees demonstrate concern for the welfare of their colleagues                 | 298        | 1.0  | 5.0  | 1247.0 | 4.185 | 0.7826    |
|     | <b>Valid N (listwise)</b>                                                         | <b>298</b> |      |      |        |       |           |

Source: SPSS (Version 27) Result, 2026.

**Table 8: Descriptive Statistics on Job Dedication**

| S/N | Job Dedication Items                                                             | N          | Min. | Max. | Sum    | Mean  | Std. Dev. |
|-----|----------------------------------------------------------------------------------|------------|------|------|--------|-------|-----------|
| 1   | Employees demonstrate commitment to achieving organisational objectives          | 298        | 1.0  | 5.0  | 1270.0 | 4.262 | 0.7344    |
| 2   | Employees willingly exert extra effort to complete assigned tasks                | 298        | 1.0  | 5.0  | 1266.0 | 4.248 | 0.7428    |
| 3   | Employees consistently demonstrate enthusiasm toward their work responsibilities | 298        | 1.0  | 5.0  | 1245.0 | 4.178 | 0.7819    |
| 4   | Employees remain focused on achieving high standards of performance              | 298        | 1.0  | 5.0  | 1277.0 | 4.285 | 0.7196    |
| 5   | Employees take initiative beyond their formal job requirements                   | 298        | 1.0  | 5.0  | 1259.0 | 4.225 | 0.7572    |
|     | <b>Valid N (listwise)</b>                                                        | <b>298</b> |      |      |        |       |           |

**Source:** SPSS (Version 27) Result, 2026.

### Interpretation of Descriptive Results

The results presented in Tables 5 to 8 indicate that respondents generally agreed that organisational support systems contribute significantly to employee contextual performance in cement manufacturing companies in South-South Nigeria. The findings on supervisor support show high mean scores across all items, indicating that supervisors provide guidance, recognition, encouragement, constructive feedback, and a supportive work environment for employees. This suggests that employees perceive supervisory support as an important organisational resource that enhances workplace relationships and employee effectiveness.

Similarly, the results on training and development support reveal strong agreement among respondents that their organisations provide opportunities for learning, skills acquisition, professional growth, and career development. The high mean values indicate that training programmes are considered valuable in improving employee competencies and enhancing overall work performance within the selected cement manufacturing companies.

The findings on interpersonal facilitation also reveal high mean scores, indicating that employees generally maintain positive relationships with colleagues, cooperate effectively in teams, share knowledge, and provide assistance when needed. These results suggest that supportive organisational practices encourage employees to engage in behaviors that promote teamwork, collaboration, and a healthy work environment.

Finally, the results on job dedication indicate that employees exhibit strong commitment to organisational goals, willingly exert extra effort, demonstrate enthusiasm toward their responsibilities, and maintain high performance standards. The high mean values suggest that organisational support systems motivate employees to go beyond formal job requirements and display positive discretionary work behaviors.

The descriptive results therefore imply that supervisor support and training/development support positively influence interpersonal facilitation and job dedication among employees. The findings provide preliminary evidence that organisational support systems are important determinants of employee contextual performance in cement manufacturing companies in South-South Nigeria.

### Inferential Statistical Analysis

The Spearman Rank Order Correlation Coefficient (Spearman's rho) was used to test the study hypotheses because it measures the strength and direction of relationships between ordinal variables without assuming normality (Spearman, 1904; Field, 2018; Pallant, 2020). The analysis examined the relationship between organisational support systems (supervisor support and training/development support) and employee contextual performance (interpersonal facilitation and job dedication) in cement manufacturing companies in South-South Nigeria. All hypotheses were tested at a 0.05 level of significance using SPSS Version 27.

**Table 9: Supervisor Support and Interpersonal Facilitation**

| Spearman's rho                                                  |                         | Supervisor Support | Interpersonal Facilitation |
|-----------------------------------------------------------------|-------------------------|--------------------|----------------------------|
| <b>Supervisor Support</b>                                       | Correlation Coefficient | 1.000              | 0.721**                    |
|                                                                 | Sig. (2-tailed)         | .                  | 0.000                      |
|                                                                 | N                       | 298                | 298                        |
| <b>Interpersonal Facilitation</b>                               | Correlation Coefficient | 0.721**            | 1.000                      |
|                                                                 | Sig. (2-tailed)         | 0.000              | .                          |
|                                                                 | N                       | 298                | 298                        |
| <b>Correlation is significant at the 0.01 level (2-tailed).</b> |                         |                    |                            |

**Source:** SPSS (Version 27) Result, 2026.

### Decision

Since p-value (0.000) is less than the level of significance (0.05), the null hypothesis is rejected. Therefore, there is a significant positive relationship between supervisor support and interpersonal facilitation in cement manufacturing companies in South-South Nigeria.

**Table 10: Supervisor Support and Job Dedication**

| Spearman's rho                                                  |                         | Supervisor Support | Job Dedication |
|-----------------------------------------------------------------|-------------------------|--------------------|----------------|
| <b>Supervisor Support</b>                                       | Correlation Coefficient | 1.000              | 0.754**        |
|                                                                 | Sig. (2-tailed)         | .                  | 0.000          |
|                                                                 | N                       | 298                | 298            |
| <b>Job Dedication</b>                                           | Correlation Coefficient | 0.754**            | 1.000          |
|                                                                 | Sig. (2-tailed)         | 0.000              | .              |
|                                                                 | N                       | 298                | 298            |
| <b>Correlation is significant at the 0.01 level (2-tailed).</b> |                         |                    |                |

**Source:** SPSS (Version 27) Result, 2026.

### Decision

Since p-value (0.000) is less than the level of significance (0.05), the null hypothesis is rejected. Therefore, there is a significant positive relationship between supervisor support and job dedication in cement manufacturing companies in South-South Nigeria.

**Table 11: Training/Development Support and Interpersonal Facilitation**

| Spearman's rho               |                         | Training/Development Support | Interpersonal Facilitation |
|------------------------------|-------------------------|------------------------------|----------------------------|
| Training/Development Support | Correlation Coefficient | 1.000                        | 0.768**                    |
|                              | Sig. (2-tailed)         | .                            | 0.000                      |
|                              | N                       | 298                          | 298                        |
| Interpersonal Facilitation   | Correlation Coefficient | 0.768**                      | 1.000                      |
|                              | Sig. (2-tailed)         | 0.000                        | .                          |
|                              | N                       | 298                          | 298                        |

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

**Source:** SPSS (Version 27) Result, 2026.

### Decision

Since p-value (0.000) is less than the level of significance (0.05), the null hypothesis is rejected. Therefore, there is a significant positive relationship between training/development support and interpersonal facilitation in cement manufacturing companies in South-South Nigeria.

**Table 12: Training/Development Support and Job Dedication**

| Spearman's rho               |                         | Training/Development Support | Job Dedication |
|------------------------------|-------------------------|------------------------------|----------------|
| Training/Development Support | Correlation Coefficient | 1.000                        | 0.791**        |
|                              | Sig. (2-tailed)         | .                            | 0.000          |
|                              | N                       | 298                          | 298            |
| Job Dedication               | Correlation Coefficient | 0.791**                      | 1.000          |
|                              | Sig. (2-tailed)         | 0.000                        | .              |
|                              | N                       | 298                          | 298            |

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

**Source:** SPSS (Version 27) Result, 2026.

### Decision

Since p-value (0.000) is less than the level of significance (0.05), the null hypothesis is rejected. Therefore, there is a significant positive relationship between training/development support and job dedication in cement manufacturing companies in South-South Nigeria.

### Summary of Hypothesis Testing

**Table 13: Summary of Hypothesis Testing**

| S/N | Hypothesis                                                                                                                                                         | Result                       | Decision                     |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| H01 | There is no significant relationship between supervisor support and interpersonal facilitation in cement manufacturing companies in South-South Nigeria.           | $r = 0.721$ ,<br>$p = 0.000$ | Reject H01<br>( $p < 0.05$ ) |
| H02 | There is no significant relationship between supervisor support and job dedication in cement manufacturing companies in South-South Nigeria.                       | $r = 0.754$ ,<br>$p = 0.000$ | Reject H02<br>( $p < 0.05$ ) |
| H03 | There is no significant relationship between training/development support and interpersonal facilitation in cement manufacturing companies in South-South Nigeria. | $r = 0.768$ ,<br>$p = 0.000$ | Reject H03<br>( $p < 0.05$ ) |

|     |                                                                                                                                                        |                              |                              |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|
| H04 | There is no significant relationship between training/development support and job dedication in cement manufacturing companies in South-South Nigeria. | $r = 0.791$ ,<br>$p = 0.000$ | Reject H04<br>( $p < 0.05$ ) |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------|

**Source:** Researcher's Field Survey and SPSS Output (Version 27, 2026).

### Discussion of Findings

The findings reveal that organisational support systems have strong and statistically significant relationships with employee contextual performance in cement manufacturing companies in South-South Nigeria. Specifically, supervisor support and training/development support were positively related to interpersonal facilitation and job dedication.

Table 9 shows a strong positive relationship between supervisor support and interpersonal facilitation ( $r = 0.721$ ), indicating that employees who receive guidance, recognition, and encouragement from supervisors are more likely to cooperate with colleagues and maintain positive workplace relationships. Table 10 also reveals a strong positive relationship between supervisor support and job dedication ( $r = 0.754$ ), suggesting that supportive supervision enhances employee commitment, persistence, and discretionary effort.

Similarly, Table 11 indicates a strong positive relationship between training/development support and interpersonal facilitation ( $r = 0.768$ ), implying that training opportunities promote collaboration, knowledge sharing, and positive interpersonal behaviours. Table 12 records the strongest relationship between training/development support and job dedication ( $r = 0.791$ ), showing that investment in employee development strengthens commitment, initiative, and dedication to work.

Collectively, the findings demonstrate that organisational support systems significantly enhance employee contextual performance. Organisations that invest in supportive supervision and continuous employee development are therefore more likely to foster strong interpersonal relationships and higher levels of job dedication.

### CONCLUSION

The study concludes that organisational support systems have a significant positive relationship with employee contextual performance in cement manufacturing companies in South-South Nigeria. Specifically, supervisor support and training/development support significantly enhance interpersonal facilitation and job dedication among employees. The findings indicate that employees perform beyond their formal job requirements when they perceive adequate support from supervisors and opportunities for personal and professional growth. Therefore, organisational support systems are critical mechanisms for fostering positive employee attitudes, cooperative work behaviors, and sustained commitment to organisational objectives.

### RECOMMENDATIONS

Based on the findings of the study, the following recommendations are made:

1. Management of cement manufacturing companies should strengthen supervisory support practices by encouraging supervisors to provide regular guidance, recognition, constructive feedback, and assistance to employees.
2. Cement manufacturing companies should invest continuously in employee training and development programmes to enhance workforce competencies, interpersonal skills, and overall job effectiveness.
3. Organisations should establish mentoring and coaching programmes that promote closer interaction between supervisors and employees, thereby strengthening workplace relationships and employee commitment.

4. Management should create clear career development pathways and provide opportunities for professional growth in order to increase employees' dedication, motivation, and willingness to contribute beyond formal job responsibilities.

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