

Perceived Organisational Support And Employee Productivity of Nigerian oil and Gas Servicing Companies

Amos, N. B^{1*}; Onyia, V.A¹; Nwankwere, I¹; Atat, M. A²;

*Business Administration & Marketing Department,
Babcock University, Ilishan-Remo, Ogun State, Nigeria. ^{1&2}
Corresponding Autho: Amos, N. B*

Abstract: Globally, after several years of effective and efficient performance, the level of productivity in the oil and gas industry is moving headlong into dissolution. This may seem hard to imagine, given the increase of the U.S. oil production and the growing sense of optimism that is sweeping the sector. However, in Nigeria, In spite of the massive amount of money expended in servicing the industry, there has been a steady decline of the sector leading to the liquidation of various oil and gas servicing companies, massive retrenchment of workers in the private sectors, increasing tendency of employees to leave the organisation and a sharp drop in employee productivity. Thus, this paper investigated perceived organisational support and employee productivity of Nigerian Oil and Gas servicing companies. The paper adopted cross-sectional survey research design. A validated survey instrument was tested on 421 employees and the findings showed that perceived organisational support has a positive and significant effect ($\beta = 0.513, p < 0.05$) on employees' productivity of selected oil and gas firms in Lagos state, Nigeria. The study therefore recommends that oil and gas firms in Nigeria and others along same value chain must continue to strive to give workers continued support in terms of fairness of policy, providing supervisory support, work-life balance support, work flexibility and show appreciation for the work done which invariably will enhance employees' productivity.

Keywords: Perceived Organisational Support, Productivity, Work life balance, Supervisory support.

Date of Submission: 04-10-2019

Date of acceptance: 21-10-2019

I. INTRODUCTION

Nigeria has one of the largest oil and gas industry, and its importance to the development of the nation is reflected in the fact that it is the cash cow of the nation's economy, being responsible for over 89% of export earnings and about 80% of federal government revenue, it also accounted for generating more than 14% of its GDP and about 65% of government budgetary revenues, in addition to helping in the development of the nation's infrastructure and other industries (CBN Policy, 2017; Nworu, 2017). According to the NNPC Annual Statistical Bulletin for 2014, the industry accounted for 72% of the nation's budgetary revenue and 76% in the year before that, showing a steady decline in the growth of the sector. Presently, In Nigeria, an estimated \$8 billion is spent annually on servicing the industry operations, and this figure is projected to hit \$15 billion within the next few years (CBN Policy, 2017).

In spite of the massive amount of money expended in servicing the industry, in recent times, there has been a steady decline of the sector in the country which is affecting the economy and has led to the collapse of various oil and gas servicing. The oil and gas sector was once the most attractive sector where every graduate was desirous of gaining employment as employees perceived to receive a high level of support and enabling environment to thrive. However, recent events shows that massive retrenchment of workers seems to be taking place in this industry due to non-payment of salaries, inflation, less money going into the foreign reserve, and high exchange rate (Adeoye, 2006). A lot of researchers have attributed this situation to the global drop in oil prices due to economic slump (NNPC 2014). However, other studies have shown that in countries like United Arab Emirates, where the economy is dependent on oil revenues, and petroleum and natural gas play a central role in the economy, as more than 85% of the UAE's economy is based on oil exports, are still enjoying economic stability and Emiratisation, an initiative by the government of the UAE to employ more UAE nationals in a meaningful and efficient manner in the public and private sectors, even with the global fall in oil prices (Gulf News, 2016).

The perception of the oil and gas industry being the cash cow of the nation economy is gradually changing as there have been a continuous advocate for the nation to seek refocus attention by building capacity in other sector. A report from the Nigeria Extractive Industries Transparency Initiative (NEITI) has shown a

serious concern about the steady decline in the productivity of the oil and gas sector since 2012 with particular reference to 2015 and 2016 with \$62.94 billion generated in 2012, \$58.08 billion in 2013, \$54.56 billion in 2014, and \$24.79 billion in 2015. Similarly, oil production has been on steady decline with 866 million barrels produced in 2012; 800 million barrels in 2013; 798 million barrels in 2014; 776 million barrels in 2015; and 659 million barrels in 2016. (NEITI Report, 2018). The aforementioned research findings imply that for any business to thrive in a highly competitive business environment like oil and gas sector, employers and managers must be aware of the ripple effect employee productivity has on the organisation. Of all the factors that unlock the forces of economic development, a country's human resources is the most vital because without it, all other factors may not yield the desired result. (Giovannini, 2013). In reality, there are various elements that ensure the success of any business enterprise: Man, Material, Machine, Money, Methods and Marketing (Ermino, 2011). Though each of these elements individually is important in any organisation, it is 'Man' (the human element) that is often responsible for the success of any organisation (Omoregie, 2015).

Many business owners have realized that organisational goals and objectives cannot be achieved if the employees do not perform as well as expected (Dobre, 2013). Management cannot operate in isolation of their employees because they are human beings and not machines or tools which can be utilized recklessly. Studies by Cropanzano and Wright, (2001); Fogaça and Coelho (2016); Thornton (2016) have shown that "a happy worker is a productive worker" and there is probably nothing more important to any organisation than productivity when assessing an employee's attitude in discharging his/her duties. It can therefore be said that a developing country like Nigeria, with its abundant human resources and the required financial support can also experience economic success if adequate consideration is given to employee attitude towards work (Issifou, 2014).

In a country like Nigeria, the oil and gas sector has contributed immensely to the growth and development of the economy, and this can be attributed to the productivity and profitability of the sector, however in recent years, the poor performance of the sector has been a matter of concern and debate among academics, writers, government officials and members of the public (Tomlinson, 2017). It is increasingly being realized by workers, economists and the government that problems plaguing this sector lies in the negative attitude to work, lack of dedication/commitment and indolence among both senior and junior employees (Ogunyemi, Akinjala, Adesoye, Akindele, Azeez, & Omolade, 2015). With the increasing speed and scale of change in organisations, managers are constantly seeking ways to sustain employee's commitment which translate to productivity and competitive advantage in the long run (Oyewumi, 2010).

Total organisational performance depends on the effective and efficient performance of individual employees. To increase productivity in an organisation, such organisation have a significant reliance on employee's productivity. According to Buberwa (2015), when an employee feels satisfied with his/her job, he/she is motivated to put in more effort to be more productive, which results in an increase in the overall performance of the organisation. When employees are not happy with their jobs, several areas of their work, including their productivity is affected (McFarlin, 2017). It has been observed that in Nigeria, most workers level of job satisfaction is influenced by various factors such as pay, quality of work, leadership, safety, work-life balance, the job itself, relationship with co-workers and work environment. The poor management of all the above listed factors for employees of the oil and gas sector has led to poor quality of work, job stress, poor overall moral, culminating in poor employee performance and has resulted in a decrease in the rate of production and (Fenton, Pinilla, Sing, Sadhra & Carmichael, 2014).

Disengaged employees can hurt a business in several ways, including actively searching for chances to leave the organisation to a job that offers them the emotional attachment they crave (Allen, 2014). In studies conducted by the corporate leadership council in 2004, it was found that the most engaged employees were 87% less likely to leave their organisations. Similar studies showed that over 50% of disengaged employees considered leaving their current job for other opportunities, while only 15% of highly engaged employees would consider leaving their jobs (Oehler, Adair & Mcpherson, 2017). Simply put, engaged employees are less likely to leave their job. The cost of replacing an employee is one and a half times more than the employee's salary, which has resulted in a significant impact on the organisation's bottom line (Insync, 2012). Not only has the costs of replacing employees drained the resources of the organisation, but once the new employee resumes, it takes several years to generate the same revenue as used to hire him/her, resulting in extra cost for the organisation as well as brain drain.

Despite the considerable cost and the largely negative organisational consequences associated with withdrawal i.e. turnover, temporary withdrawal, especially absenteeism is still neither well understood nor accurately predicted (Bilau, Ajagbe, Sholanke & Sani, 2015). Until members feel settled and perceive the organisation as supportive, they typically invest few resources and avoid deepening involvement. Current media coverage on the reduced growth in the oil and gas industry has confirmed that employees in the industry have a varied level of commitment and attitudes to their jobs (Irefin & Mechanic, 2014). Employee commitment is largely influenced by the level of motivation a staff feels, which is critical in inducing a positive employee

attitude towards the job. Without motivation, the workers feel short-changed; they feel as if they have nothing much to work for (Kamau, 2015). Irefin & Mechanic, (2014) opined that employee commitment is an important issue because it can be used to predict absenteeism and other behaviours. Low commitment has also been associated with low levels of morale which has resulted in poor productivity of organisations due to poor performance of the demoralized employee.

Thus, based on the above facts, this study seeks to examine the effect of perceived organisational support on employee productivity in selected oil and gas servicing companies in Lagos State, Nigeria. The paper is structured as such; introduction, literature review, methodology, presentation of results and discussion of findings, conclusions and recommendations.

II. LITERATURE REVIEW

Several scholarly work were reviewed on the subject matter to see the areas of convergence and divergence and build up a robust discuss.

2.1 Perceived Organisational Support

Perceived organisational support (POS) is a perception or judgment of how much support an employee feels or thinks an organisation provides to him or her. In other words, perceived organisational support focuses on the organisation's commitment to the employee which in turn leads to the formation of an attitude by the employee towards the organisation. The formal concept of perceived organisational support was not introduced and quantified until the 1980s, however, the idea of organisational support has been present in the management literature for nearly seventy years (Zagenczyk, 2006). The concept was developed by Eisenberger, Huntington, Hutchison and Sowa in 1986, who stated that, "employees develop global beliefs concerning the extent to which the organisation values their contributions and cares about their well-being". Through the process of making attributions as to the way the organisation behaves, employees arrive at an evaluation about the degree to which they believe that the organisation supports them, values their contribution, and is concerned with their well-being. In other words, perceived organisational support (POS) is an attitude which represents employee's beliefs about a certain degree of the organisation's commitment towards them and their response to that belief.

The employees with high levels of POS believe that their organisations consider their well-beings, appreciates their contributions and will help them whenever problems arise. This results in the exhibition of positive attitude towards the organisation. On the contrary, employees with low levels of POS perceive that their organisations ignore their best interests, will possibly take advantage of them and replace them, this would result in exhibition of a negative attitude towards the organisation. Perceived organisational support has been given different definitions by different researchers and attempts have been made to simplify and explain the concept. Ahmed, Ismail, Amin & Ramin (2011) define perceived organisational support as "an employee's perception that the organisation values his or her contribution and cares about the employee's wellbeing". Erdogan and Enders (2007) defined "Perceived organisational support refers to the degree to which an individual believes that the organisation cares about him/her, values his/her input and provides him/her with help and support".

Perceived organisational support is directly linked with three categories of favourable treatment received by employees, such as, organisational rewards and favourable working conditions, fairness and supervisor support. In return favourable outcomes are achieved such as job satisfaction and organisational commitment. Therefore, organisational support is studied as something that is perceived by an employee. Muse and Stamper (2007) divide perceived organisational support in two constructs i.e. POS-J (care about employees' outcomes and performance) and POS-R (care about employees' well-being and respect). Both these constructs affect the perception of employees about the support given by the organisation. If any one of these elements is missing it would affect the overall perception of support given by organisation. Based on the reciprocity norm, perceived organisational support should produce a felt obligation to care about the organisation's welfare and make employees work harder to help their organisation reach its goals. The caring, approval, and respect denoted by perceived organisational support fulfils socio-emotional needs, leading employees to incorporate organisational membership and role status into their social identity. Perceived organisational support should strengthen employees' beliefs that the organisation recognizes and exchanges social where effort and loyalty are traded for tangible and social rewards which also increases the performance (i.e., performance-reward expectancies). These processes should have favourable outcomes both for employees (e.g., increased job satisfaction and heightened positive mood) and for the organisation (e.g., increased affective commitment and performance, reduced turnover) (Eisenberger & Stinglhamber, 2011).

Perceived organisational support has been defined by the author as the extent to which the employee believes that their present organisation places value on them, are willing to develop them and value their suggestions.

2.2 Employees' Productivity

Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organisation relies upon the productivity of its workforce, employee productivity is an important consideration for businesses (Lipman, 2013). Furthermore, employee productivity is a measure employed at individual level based on the assumption that the overall productivity can be broken down into smaller units and ultimately to the individual employee in order to be used for instance for the purpose of benefit allocation or sanctions (De Silva &Thilakasiri, 2014).

Employee productivity is influenced by several factors as stated by Lipman (2013), valued support can take many forms: equipment when existing is outdated or inefficient; emotional support in the face of (occasionally) unfair criticism; flexible support for a reasonable level of work-life balance. Management support in times of need won't be forgotten; it builds employee goodwill and loyalty. There's nothing for management to gain by withholding praise and recognition when it's warranted. Nothing demoralizes employees more quickly than seeing senior leaders act in a way they don't respect, and few things energize employees more than a senior team member they admire. Ultimately, most employees would much rather be part of a team they're committed to, not just a member of an organisation. Developing and maintaining a consistent management approach that engenders esprit de corps is a key link in the productivity process. (De Silva et. al. 2014) Such management - balancing appropriate levels of results-orientation with understanding of employee needs - is neither easy nor unattainable. It's also the thread from which the cloth of day-to-day productivity gains are made.

While many authors have associated employee productivity with measured output based on given input over a period of time, there has also been various distinctions between the definitions including the value of productivity in relation to the level of the employee. It is also clear that the factors that affect the productivity of an employee also varies based on their immediate need and grade level. Summarily, employee productivity refers to the sum total of all value added to an organisation at a particular period based on resources or input made available, which is affected by various factors such as the level of commitment and engagement as well as the job satisfaction level of the employee. Child, 2009; Lipman, 2013; Atat, 2019 all concurred that the perceived support employees feel they get from their firm goes a long way in boosting their loyalty to the firm and invariably increases their productivity

2.3 Nexus between Perceived Organisational Support and Employees' Productivity

This work is grounded on the organisational support theory popularised by (Eisenberger, Huntington, Hutchinson, & Sowa 1986) which is of the view that employees form a generalized perception about the extent to which the organisation they work for values their contribution and show concern for their welfare which enhances their productivity. The theory does not only explain the linkage between employee emotions and performance but provides the antecedents of POS which includes leadership, human resource practices and working conditions. Such POS increases employees' loyalty and commitment in ensuring that the organisational goals are realized. The findings concurs with the social exchange theory that employees' commitment to an organisation is strongly determined by their perception of the organisations' commitment to their overall wellbeing.

Several scholarly studies have been carried out on how POS affects employee productivity and several performance indicators across the globe. In the work of Farasat and Ziaaddini (2013) the focus was on perceived organisational support and deviant behaviour. The Pearson correlation and multiple regression were used to test the linkage between components of perceived organisational support and deviant behaviour. The study found that fairness of treatment, supervisor support, organisational rewards, job conditions which are all dimensions of perceived organisational support had a direct impact on the willingness of an employee to exhibit a deviant behaviour. The study supports the proposed hypothesis that perceived organisational support impacts employee deviant behaviour. Similarly, the work of Chen, Yin-Fah and Jin (2016), which hinged on the effect of perceived organisational support on workplace deviance in the voluntary sector aimed to know the impact of employee's perception of organisational support on their level of workplace deviance in voluntary sector. The results obtained from the study confirmed three forms of deviant behaviour and that perceived organisational support has a negative relationship with interpersonal deviance, organisational deviance and inter-organisational deviance. The findings of the study suggest that the degree of organisational values perceived by volunteers at their organisation plays an important role in determining the volunteer's behaviours at work. Hence when volunteers felt unappreciated by their organisation, they were more inclined to violate organisational norms and be deviant. In the same vein, Muhammad (2014) investigated how perceived organisational support and organisational citizenship behaviour are related. From the result of the study, perceived organisational support is positively related to affective organisational commitment and affective organisational commitment mediates the relationship between perceived organisational support and organisational citizenship behaviour.

However the study of Byrne and Hochwater (2008) discovered that an employee who is cynical in nature sees whatever level of support given in a negative light, the study concluded that performance for employees who are cynics was highest when perceived support was neither high nor low but at a moderate level. Zorlu, Avan and Baytok (2019) also discovered that POS have an insignificant effect on Organisation Identification. But the study of, Kurtessis, Eisenberger, Ford, Buffardi, Stewart, and Adis (2015) further validated the argument that POS plays a central role in the employee–organisation relationship and has important implications for improving employees’ well-being and favorable orientation toward the organisation. Similarly, Ayuningtias, Shabrina, Prasetio and Rahayu (2019) in a recent study found out that POS positively affected job satisfaction which improved employees productivity and reduced their intention to leave which concurred with the findings of Ghazali, Nashuki, and Othman (2018). These authors carried out a study on the influence of POS and Organisational commitment on workers intention to leave or intention to stay of the dining restaurants workers in Klang Valley, Malaysia found out that high perceived organisational support reduced worker’s intention to leave the establishments.

From the various review done, it can therefore be strongly implied that the success of organisations today is largely hinged on the human capital which suggest that manager must understand the importance and roles of employee in an organisation. It is not just enough to acknowledge the importance of an employee; it is also crucial that managers realize that that employee productivity greatly impacts the performance (success or failure) of the organisation. For organisations to be successful they need to harness the productivity of their employee by understanding and fostering a highly supportive environment that will foster a positive attitude in employees’ thereby increasing productivity.

III. METHODOLOGY

The study employed the usage of a cross sectional survey research design. A standardized and validated research instrument was used to elicit responses from the respondents. The appropriateness of the instrument hinges on the fact that it can be used for comparing different variables at the same time and its unique relevance in the description of events (Asikhia, 2018; Rahiman&Kodikal, 2017). The population for the study was 2030 workers from the four selected oil and gas servicing companies in Lagos State, Nigeria. The four oil and gas servicing companies were selected based on their stability of operations in the last 10 years, coupled with their training and servicing capability both on the offshore and onshore front. The Rao-software sample size calculator was used in determining the sample size of 421, after making provision for the attrition rate. The proportionate stratified sampling technique was used in the selection of the sample size as shown in the Table 1:

Table 1: Population and Sample Size selection

S/n	Company	Total Population size per company	Proportionate Sample Size
1	PACE Limited	693	144
2	Falck Safety Services	507	105
3	West Atlantic Energy Ltd	468	97
4	Prime Atlantic Global Instrument Ltd	362	75
Total		2030	421

Source: Researcher’s computation, 2019

The standardized instrument for this study was adapted from (Mitchell, Levine & Pozzebun, 2013; Perrin, 2016). The reliability and validity was confirmed, with a pilot study as shown in Table 2. The results revealed that the constructs adopted in this study met the threshold criteria for each of the tests carried out.

Table 2: Reliability and Validity Results of the Adapted Research Instrument

Construct	Cronbach Alpha	Average Variance Extracted	Composite Reliability	KMO & Bartlett Test of Sphericity
Perceived Organisational Support	0.811	0.791	0.895	0.879 (0.000)
Employee Productivity	0.921	0.688	0.914	0.885 (0.000)
Decision Threshold for confirmation	0.700	0.500	0.700	0.600

Source: Researcher’s field survey (2019)

The study was carried out to confirm the proposition that was based on the following specified model:

$$Y = f(X)$$

$$EmP = f(POS).....functional_relationship$$

$$Y_i = \alpha_0 + \beta_1 X_i + \ell_i.....model_equation$$

$$EmP_i = \alpha_0 + \beta_1 POS_i + \ell_i.....model_equation$$

Where:

Y (EmP) = Employee Productivity

X (POS) = Perceived Organisational Support

The apriori expectation of the study is that perceived organisational support should show a positive significant effect on employees' productivity.

Result Presentation, Analysis and Discussion

A total of four hundred and twenty-one (421) copies of the questionnaire were administered, of which three hundred and fifty-one (351) were rightly filled, returned and considered usable, which represents 83% response rate with distribution across the respective companies are as shown in Table 2.

Table 2: Questionnaire distribution among selected companies

S/n	Selected Oil & Gas Servicing Company	Number of Questionnaires Administered	Number of Questionnaires Retrieved	Percentage Retrieved
1	PACE Limited	130	109	31.1
2	Falck Safety Services	110	98	27.9
3	West Atlantic Energy Ltd	81	69	19.7
4	Prime Atlantic Global Instrument	100	75	21.3
Total		421	351	

Source: Field Survey, 2019

The descriptive statistics on the responses to question items under Job Satisfaction are as presented in Table 3

Table 3: Descriptive Statistics on Perceived Organisational Support (POS)

statements on Perceived Organisational Support	Mean	Standard Deviation
Fairness of policy implementation	3.57	1.43
Appreciation for work done	3.86	1.28
Supervisors support	4.04	1.31
Work-life balance support	3.88	1.11
Work flexibility	3.68	1.22
Grand	3.80	1.09

Source: Field Survey, 2019

Of the 351 respondents, a mean of 3.57 shows that respondents' perception on the fairness of policy implementation is moderately high with a standard deviation of 1.43. Also, in an attempt to give an opinion on how well they feel appreciated for work done, a mean of 3.86 revealed that employees' perception on appreciation for work done is moderately high with a standard deviation of 1.28. Furthermore, respondents' perception on supervisors support showed a mean of 4.04 which implies that respondents' perception on supervisory support is moderately high with a standard deviation of 1.31. A mean value of 3.88 for the statement on work life balance support shows that respondents' perception on work life balance support is moderately high with a standard deviation of 1.11. Finally, respondents' response on work flexibility clearly reveals a moderately high perception on work flexibility with a mean value of 3.68 and a standard deviation of 1.22. A grand mean of 3.80 indicates that on the average, respondents' perception on organisational support is moderately high (shown by the high scale responses) and a standard deviation of 1.09 revealing the level of convergence around the mean.

Table 4: Descriptive Statistics on Employee Productivity

Statements on Employees Productivity	Mean	Standard Deviation
Meeting set targets	4.44	1.13
Meeting set deadlines	4.40	1.14
Error count on the job	2.63	1.21
Positive customer feedback	4.11	1.20
Quality of work based on management feedback	4.17	1.15
GRAND	3.95	0.80

Source: Field Survey, 2019

Table 4 shows the descriptive statistics on the responses to statements on employees’ productivity. From the 351 respondents, a mean of 4.44 revealed that respondents’ ability to meet set targets is moderately high with a standard deviation of 1.13. Also, on meeting set deadlines, a mean of 4.40 shows that on an average, respondent’s ability to meet set deadlines is moderately high with a standard deviation of 1.14. Likewise, responses gathered from respondents on error count on the job shows a mean of 2.63 which implies that respondents’ error count on the job is moderately low with a standard deviation of 1.21. A mean of 4.11 was observed as regards the level of positive customer feedback for the respondents’ confirming a moderately high disposition, with a standard deviation of 1.20. Lastly, the respondents converged at a mean of 4.17 and implying that on an average, respondents’ rate of management feedback is moderately high, with a standard deviation of 1.15. In all, a grand mean of 3.95 shows that respondents’ level of productivity is moderately high as regards all the items put together to assert employee productivity with a standard deviation of 0.80 showing a convergence towards the mean.

A careful analysis of the result displayed in Tables 3 and 4, reveals a similar trend of increase is observed in perceived organisational support and employee productivity with their grand mean as 3.80 and 3.95 respectively. The result shows that respondents perceive that policy implementation is fair, they feel appreciated for the work done, they have a high level of supervisors support and work life balance and flexibility of their work. Also, it further shows that meeting set targets, meeting set deadlines, error count on the job, positive customer feedback, quality of work based on management feedback are high in these selected oil and gas servicing companies. These findings show that there is the likelihood for perceived organisational support to affect employee productivity.

The inferential statistics was carried on the collected data, using simple linear regression analysis, to confirm the hypothesis of the study which states thus:

H₀: Perceived organisational support has no significant effect on employee productivity in selected oil and gas servicing companies in Lagos State, Nigeria.

The results are as revealed in Table 5.

Table 5: Simple Regression between Perceived Organisational Support and Employee Productivity

Model One		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
$Emp_i = \alpha_0 + \beta_1 POS_i + \ell_i$		B	Std. Error	Beta		
1	(Constant)	1.999	.111		17.940	.0001
	Perceived Organisational Support	.513	.028	.698	18.224	.0001
a. Dependent Variable: Employee Productivity						
b. R = 0.698 R ² = 0.488 F _(1, 349) = 332.104 P < 0.05						

Source: Researcher’s Study, 2019

The result as stated in table 5 shows that perceived organisational support has positive and significant effect on employee productivity in selected oil and gas servicing companies in Lagos State, Nigeria. ($\beta = .513$, $t = 18.224$, $p < 0.05$) which satisfies the apriori expectation. The R value of 0.698 supports this result as it reveals that perceived organisational support has a moderately strong positive relationship with employee productivity. Also, a variation of 48.8% that occurs in employee productivity is attributed to the organisational support perceived to be received by the employees of the selected oil and gas servicing companies in Lagos State, Nigeria at $R^2 = 0.488$, while the remaining 51.2% changes that occurs is accounted for by other variables not considered in the model. The simple regression model is thus expressed as:

$$Emp_i = 1.999 + 0.513POS_i + \ell_i \dots \dots \dots \text{model_equation}$$

Where:

EmP = Employee Productivity

POS = Perceived Organisational Support

The regression model shows that when perceived organisational support is held at constant zero, employee productivity would be 1.999 implying that irrespective of the level of support perceived to be experienced by employees, there will still be a level of productivity as shown by the positive constant value. The results of the simple regression analysis indicate that an improvement in perceived organisational support will positively affect employees productivity as reflected by the beta value ($\beta = .513$).

IV. DISCUSSION

The result suggests that perceived organisational support is an important determinant of employee's productivity of the selected oil and gas servicing companies in Lagos State, Nigeria. The $F_{[1,349]}$ -statistics shows the fitness of the model as the value which is $(F_{(1, 349)} = 332.104 \quad P < 0.05)$ suggests that the perceived organisational support significantly explained variations in employee productivity. The result also shows a high level of statistical significance which leads to the rejection of the null hypothesis (H_0) which states Perceived organisational support has no significant effect on employee productivity in selected oil and gas servicing companies in Lagos State, Nigeria. This result of this study is supported by several previous research carried out by different scholars such as Chen, Yin-Fah and Jin (2016); Farasat and Ziaaddini (2013); Ghazali, Nashuki, and Othman (2018); Giorgi, Dubin, and Perez (2016); Kurtessis, Eisenberger, Ford, Buffardi, Stewart, and Adis (2015); Muhammad (2014) on the subject matter. Though the findings of Byrne and Hochwater (2008) revealed further that cynical employees do not yield a greater level of productivity when a high level of support is given as they tend to see such support in a negative light which is a subject that requires further validation.

V. CONCLUSION

The study investigated the effect of perceived organisational support on employees' productivity of selected oil and gas servicing companies in Lagos State, Nigeria. The results of the surveyed analysis showed that perceived organisational support significantly affect employees' productivity giving credence to several scholarly works carried out on the subject matter. The study concludes that perceived organisational support is a major determinant for employees' productivity and as such managers of oil and gas servicing companies in Lagos state and others along the same value chain should seek to provide a supportive environment in terms of fairness of policy, appreciation of work done, providing supervisory support, work-life balance support and work flexibility in order to boost workers' productivity. The study recommends that management of oil and gas servicing companies should focus on improving the various forms of support given to employees in order to facilitate an improved level of productivity. Further studies can consider including a moderating variable such as psychological capital. Also, other studies can be done in other industries such as banking, manufacturing and academic-oriented industries in order to give room for a greater level of generalisation especially in regard to various temperaments of employees.

REFERENCES

- [1]. Adeoye, T. (2006). Fiscal policy and growth of the Nigerian economy: An empirical perspective. Ibadan, Nigeria: Nigerian Institute of Social and Economic Research.
- [2]. Ahmed, I., Ismail, W., Amin, S. & Ramzan, M. (2011). Conceptualizing Perceived Organisational Support: A Theoretical Perspective. *Australian Journal of Basic and Applied Sciences*, 5(12), 784-801.
- [3]. Allen, M. (2014). Employee engagement – A culture change. Retrieved from <https://www.insights.com/media/1091/employee-engagement-a-culture-change.pdf>
- [4]. Atat, M. A. (2019). Employee attitude on employee performance in selected oil and gas servicing companies in Lagos State, Nigeria. (Unpublished Masters' thesis), Babcock University, Ilishan-Remo, Ogun State.
- [5]. Ayuningtias, H., Shabrina, D., Prasetio, A., and Rahayu, S. (2019). The effect of perceived organisational support and Job satisfaction. *Advances in Economics, Business and Management Research*: <https://doi.org/10.2991/icebef-18.2019.148>.
- [6]. Buberwa E. (2015). Role of motivation on academic staff performance in Tanzania Public Universities: Underpinning Intrinsic and Extrinsic facets. *European Journal of Business and Management*. 7(36), 303-323
- [7]. Bilau A., Ajagbe, M., Sholanke, A. & Sani T. (2015). Impact of Employee Turnover in small and medium construction firms: A literature review. *International Journal of Engineering Research & Technology*, 4(2), 977-984.
- [8]. Byrne, Z. & Hochwater, W. (2008). Perceived Organisational Support and Performance. *Journal of Managerial Psychology* 23(1), 54-72. <http://doi.org/10.1108/02683940810849666>.

- [9]. Central Bank of Nigeria, (2017). Fiscal policy at a glance. Retrieved from <https://www.cbn.gov.ng/Out/2017/CCD/FISCAL%20POLICY%20AT%20A%20GLANCE.pdf>
- [10]. Chen, L., Yin-Fah, B. & Jin, T. (2016). Perceived Organisational support and workplace deviance in the voluntary sector. *European Journal of Business and Management*, 18(3), 204-221
- [11]. Childs, D. (2009). Improving employee Productivity and efficiency. *Government Finance review*, 2(2), 52-55.
- [12]. Cropanzano, R. & Wright T. (2001). When a happy worker is really a Productive worker: A review and further refinement of the happy – productive worker thesis. *Consulting psychology Journal practice and research*, 53(3): 182–199.
- [13]. De Silva, R. & Thilakasiri, K. (2014). Analysis of stress on employee productivity. A study based on air force officers in Sri Lanka. *Kelaniya Journal of human resource management*, 9(1), 118-137
- [14]. Dobre, O. (2013), Employee motivation and organisational performance: Review of applied socio-economic research, 5(1), 53-60
- [15]. Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986). Perceived Organisational Support. *Journal of Applied Psychology*, 71(3): 500-507.
- [16]. Eisenberger, R. & Stinglhamber, F. (2011). *Perceived organisational support: Fostering enthusiastic and productive employees*. Washington, DC, US: American Psychological Association.
- [17]. Erdogan, B. & Enders, J. (2007). Support from the top: Supervisors' perceived organisational support as a moderator of leader–member exchange to satisfaction and performance relationships. *Journal of Applied Psychology*, 92(2), 321-330
- [18]. Ermino, L. (2011). 7 M's of Management. Retrieved from <https://www.slideshare.net/jobitonio/7-ms-of-management>.
- [19]. Farasat, E. & Ziaaddini, M. (2013). Perceived Organisational Support and Deviant Behaviour. *Journal of Basic and applied Scientific Research*, 3(5), 517 – 528.
- [20]. Fenton, S., Pinilla, M., Sing, M., Sadhra, S. & Carmichael, F. (2014). Workplace wellbeing programmes and their impact on employees and their employing organisation: A scoping review of the evidence base. Work, wealth and wellbeing research group and network, The University of Birmingham.
- [21]. Fogaça, N. & Coelho, F. (2016). Is a happy worker more productive? *Management Studies Journal*, 4(4), 149 – 160.
- [22]. Ghazali, H., Nashuki, N. M., & Othman, M. (2018). The influence of perceived organisational support (POS), perceived supervisory support (PSS) and organisational commitment (OC) towards intention to leave or intention to stay: A case of casual restaurants in Klang Valley, Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 8(9), 1884-1902
- [23]. Giovannini, E. (2013). *Human Resources Management and Training; Compilation of good practices in statistical offices*. United Nations, Conference of European Statisticians.
- [24]. Gulf News. (2016). UAE better covered from oil price decline. Retrieved from
- [25]. <http://gulf>
- [26]. Irefin, P. & Mohammed, A. (2014). Effect of Employee Commitment on Organisational Performance in Coca Cola Nigeria Limited Maiduguri, Borno State. *IOSR Journal of Humanities and Social Science*, 19(3), 33-41
- [27]. Insync. (2012). Impact of employee engagement on retention. Retrieved from <http://www.insyncsurveys.com.au/resources/articles/employee-engagement/2012/10/impact-of-employee-engagement-on-retention/>
- [28]. Issifou, M. (2014). *Niger Mining Laws and Regulations Handbook*. Retrieved from
- [29]. <https://books.google.com.ng/books?isbn=1433077981>
- [30]. Kamau, F. (2015). Enhancing Job Motivation to improve employee performance. Retrieved from https://www.theseus.fi/bitstream/handle/10024/100137/Kamau_Faith.pdf
- [31]. Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2015). Perceived organisational support: A meta-analytic evaluation of organizational support theory, *XX(X)*, 1-31.
- [32]. Lipman, V. (2013). Management Practices that can improve Employee Productivity. Retrieved from: <https://www.forbes.com/victorlipman>
- [33]. McFarlin, K. (2017). Effects of low job satisfaction. Retrieved from <http://smallbusiness.chron.com/effects-low-job-satisfaction-10721.html>
- [34]. Muhammad, A. (2014). Perceived Organisational Support and organisational citizenship Behaviour: The case of Kuwait. *International journal of business administration*, 5(3), 66-78.
- [35]. Muse, L.A. & Stamper, C.L. (2007). Perceived Organisational Support: Evidence for a Mediated Association with Work Performance. *Journal of Managerial Issues*, 19(4), 517-535
- [36]. NEITI (2018) Nigeria's Oil now steadily on decline NEITI warns. This Day News Paper (December 23, 2018)

- [37]. NNPC.(2014).Annualstatisticsbulletin.Retrievedfrom<https://www.nnpcgroup.com/NNPCDocuments/Annual%20Statistics%20Bulletin%E2%80%8B/2014%20ASB%202nd%20Edition.pdf>
- [38]. Oehler, K., Adair, C.& Macpherson, D. (2017). Trends in global employee engagement. AON Hewitt research. UK
- [39]. Ogunyemi A., Akinjala, S., Adesoye, E., Akindele, A., Azeez, R. &Omolade, M. (2015).Organisational variables & effective performance of employees in oil & gas section: an empirical investigation. International journal of psychological studies, 7(1), 23-31.
- [40]. Omoregie, H. (2015). The 5 M's of business management: Organizing them effectively. Retrieved from <https://www.linkedin.com/pulse/5-ms-business-management-organising-them-effectively-henry-omoregie/>
- [41]. Oyewumi, O. (2010). Perceived Effect of Accessibility and Utilization of Electronic Resources of Academic Staff in Selected Nigerian Universities. Retrieved from
- [42]. <https://journals.sagepub.com/doi/full/10.1177/2158244015607582>
- [43]. Thornton, G. (2016). Is a happy worker always a productive worker? Retrieved from <https://medium.com/thrive-global/is-a-happy-worker-always-a-productive-worker-f825342c425b>
- [44]. Tomlinson, K. (2017). Oil & Gas companies and the management of social and environment impact and issues. Retrieved from <https://www.wider.unu.edu/sites/default/files/wp2017-22.pdf>.
- [45]. Zagencyk, T.J. (2006). A Social Influence Analysis of Perceived Organisational Support. Retrieved from https://www.researchgate.net/publication/277199350_A_Social_Influence_Analysis_of_Perceived_Organisational_Support
- [46]. Zorlu, O.; Avavn, A; and Baytok, A. (2019). Perceived Organisational Support and Organisation Identification: The mediating role of fit to organisation. Tourism Academic Journal,5(1), 277-291.

Amos, N. B. " Perceived Organisational Support And Employee Productivity Of Nigerian Oil And Gas Servicing Companies. " IOSR Journal of Humanities and Social Science (IOSR-JHSS). vol. 24 no. 10, 2019, pp. 27-36.