

Job Insecurity on Employees Performance with Mediating Role of Perceived Organisational Support in Stockbroking Firms in Lagos State

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Abstract- Job insecurity is the threat of job loss or job uncertainty which accounts as a stressor that causes job dissatisfaction. In view of this, the study examined job insecurity on employees performance with mediating role of perceived organisational support among selected stockbroking firms in Lagos State, Nigeria with the objective of examining the relationship between employment contract and employee performance; investigating the relationship between job insecurity and employees' performance; assessing the relationship between perceived organisational support and employees' performance; and examining the effect of job insecurity and perceived organisational support on employees' performance. One hundred and fifty-eight questionnaires were duly completed and returned. PPMCC was used in testing and analysing the stated hypothesis. Findings from the study revealed that there is a negative relationship between job insecurity and employee performance, findings further showed that perceived organisational support significantly mediate the effect of job insecurity and employee performance. The study concluded that employees can only deliver optimally if there is adequate job security which guarantees employee a future on their job and constant provision of organisational support from management in managing employee differences not minding their gender or cultural orientations. Therefore, management should put in place a support system and mechanism for ensuring retention of younger and qualified employees and developing a culture that promotes employee welfare.

Indexed Terms- Job Insecurity, Job Dissatisfaction, Employee Performance, Perceived Organisational Support and Employment Contract

I. INTRODUCTION

National and global economic irregularities have led to the reduction in demand for goods and services of an organisation hence; they are forced to adopt different strategies such as budget cut, outsourcing, restructuring, layoffs, right sizing and reorganisations as panacea for such economic and technological changes. Consequently, there appears to be rapid changes which were triggered by world financial crisis, intensified global competition, on-going Russian-Ukraine war and the most recent COVID-19 outbreak has had significant impacts on society and businesses at a global level. These changes bring imbalance into the labour market which becomes the cause of creating variability in retention and employment security. Regrettably, the imbalance in the labour market has not only weakened the employer-employee relationship but has given birth to contractual and outsourced employees as a surviving strategy.

Furthermore, these alternatives create a sense of insecurity in jobs, create negative set of perception about organisations and decrease the sense of stability culminating into job uncertainties (Sverke, 2016). Guthrie and Datta, (2008); Shoss, (2017) observed that to survive in a global market characterized by high level of competition, over the past few decades, organisational restructuring via downsizing has become a popular norm or solution. It is however considered that job insecurity accounts for change in performance either positively or negatively. More so, job performance should be perceived as a behavioural reaction to job insecurity. It can appear as a form of behavioural withdrawal (reduced job performance). This study considered that job insecurity may be

generated from the viewpoint of downsizing which is triggered by either economic or technological changes and thereby creates a sense of uncertainty for employees who fear losing their job. Hence, it may lead to a strong negative impact on their behaviours, emotions, attitudes and psyche.

As a consequence of the aforementioned changes, apprehension about job insecurity has become a critical issue in the present-day work life which has consequently increased the trend of job insecurity. Job insecurity can elicit multiple responses in employees, such as physical health, well-being, attitudes, intentions, and behaviours (Shoss, 2017; Cheng and Chan, 2018) all of which have a direct impact on employee performance. In today's environment of economic and technological changes, job insecurity is recognised as a chronic condition affecting the general workforce (Ito & Brotheridge, 2017). However, employees that are unsure of what their jobs are or how to discharge their responsibility satisfactorily are more prone to increase in anxiety resulting in a perceived lack of control over the future.

The employee experience of job insecurity may be defined as a combination of a perceived threat regarding their job, and the sense of powerlessness to do anything about this very threat (Storseth, 2016). According to Burke & Cooper (2000) the most preferred option for increasing profit and reducing cost is to cut down the number of employees under contract status, early departure, layoffs, downsizing and outsourcing. Job insecurity leads to uncertainty and unpredictability about employment, this compels employees to be less devoted to an organisation where they have perceived job insecurity. This uncertainty creates stress; similarly, it impacts on health, attitude and behaviour (Sverke, De Witte, Näswall, & Hellgren, 2016) which eventually affect the employee performance.

Perceived organisational support refers to the extent to which employees deem that their organisation values their contribution and cares about their well-being (Eisenberger, Dick, Wagner, Stellmacher, & Christ, 1986; Rhoades & Eisenberger, 2002). However, it is expected that perceived organisational support acts as a relationship mediator between job insecurity and employee performance, we further expected that relationship will be stronger when employees perceive

a high organisational support compared to when they perceive low organisational support. Organisational support also refers to the process of fulfilling social, emotional and economic needs of employees by providing mentoring, guidance, counselling, creating friendly working environment and fairness in reward an utmost care about their wellbeing. In the views of Rhoades and Eisenberger (2002) employees perceive more support if all these facilities and benefits are voluntarily provided to them without external pressure. Similarly, Chinomona and Sandada (2014) were of the opinion that organisational support is about employees' beliefs, to provide assistance in challenging situations and forgive their honest mistakes.

The COVID-19 outbreak had a significant impact on society and businesses at a globally. Particularly for organisations, the pandemic caused disruptions in the activities and operations of almost every business and/or organisation (McKibbin & Fernando, 2020), the consequences of which is manifesting in job loss. However, employees around the world are experiencing growing uncertainty about their future employment due to the pandemic situation. It is generally believed that employment security is an important aspect of employees' quality of life (Bosman, Buitendach & Rothmann 2015), thus, the threat of job insecurity could possibly result in the frustration, depression and loss of focus that could result in inefficiency.

Employees who find themselves in such situations do not only feel insecure about the job, they also feel worried about their perceived powerlessness on the noticeable threat, career advancement and future at large. Greenhalgh and Rosenblatt (2010) asserted that despite their 25 years engagement in research on job insecurity; the scholars could still acknowledge that more studies are required to better understand the precise organisational mechanisms that prompt employees to feel insecure on their jobs. It is therefore imperative that in order to explore on how individual employees perceive the effects of job insecurity on their performance, and to further examine the mediating role of perceived organisational support on the relationship between job insecurity and employee performance; this study becomes pertinent. Therefore, this study examined job insecurity on employees'

performance with mediating role of perceived organisational support in stockbroking firms in Lagos State.

II. OBJECTIVES OF THE STUDY

This study was hinged on the following objectives.

- i. To examine the relationship between employment contract and employee performance;
- ii. Investigate the relationship between job insecurity and employees' performance;
- iii. Assess the relationship between perceived organisational support and employees' performance; and
- iv. Examine the effect of job insecurity and perceived organisational support on employees' performance.

III. RESEARCH HYPOTHESES

The following null hypotheses were tested by the researcher in the study:

H₀₁: Employment contract does not have any relationship with employee performance.

H₀₂: There is no significant relationship between job insecurity and employee performance.

H₀₃: There is no significant relationship between perceived organisational Support and employee performance.

H₀₄: Job insecurity and perceived organisational support does not have any significant effect on employees' performance.

IV. LITERATURE REVIEW

• An Overview of Job Insecurity

In the face of world financial crisis occasioned by global recession, intensified global competition, again, COVID-19 pandemic and the most recent on-going Russian-Ukraine war puts business under intense pressure to remain profitable and sustainable. Perception of increase in job insecurity remains one of the pervasive challenges confronting employees irrespective of the organisation (Ellemers, de Gilder & Haslam, (2018). The negative perception can affect both the employees and their organisations in the area of lower job satisfaction, health challenges, higher levels of psychological distress, reduction in job performance, and organisational performance. When

threats are perceived to be greater than opportunities, when there is perceived lack of control and changes in job characteristics, survivors will experience job insecurity.

However, it is crystal clear that the phenomenon of job insecurity is largely a function of an individual's interpretation (Adekunle, 2020), as studies have shown that individual employees working in the same organisation experience different level of job insecurity (Pentii & Ferrie, 2002; De Witte & Naswall, 2003). It can be explained through inter-individual differences that affect the perception of a common work situation (Lazarus & Folkman, 1984). For example, within an organisation that wants to lay off, there may be employees who feel more or less threatened by the situation depending on their perception towards job insecurity.

Extensive literature review has revealed that job insecurity is conceptualised from two distinct perspectives, namely a global (unidimensional) and a multidimensional perspective (Greenhalgh & Rosenblatt 2018; Sverke and Hellgren 2020). From the global perspective, Kinnunen, Mauno, Nätti and Happonen (2016) define job insecurity as the threat of job loss or job uncertainty. This implies that employees who experience job insecurity are uncertain whether they will be able to continue working or whether they will lose their jobs in the near future. According to multidimensional concept, Greenhalgh and Rosenblatt (2014) consider job insecurity as "the perceived powerlessness to maintain the desired continuity in a threatened job situation.

• Employment Contract

Employment contract can be defined as the process by which an employee places his/her services at the disposal of an organisation (employer) in exchange for a determined reward in manner such that the employer is empowered with the authority over the employee and exercises supervision regarding how the employee render his/her services. While permanent work is an employment in which an employee works all year round with a strong belief of continuing employment. According to Hardy and Walker (2013), temporary employment is any deviation from definition of permanent employment. The cost cutting strategies

adopted by firms in Nigeria has led to increase in the use of temporary workers.

Those hired as permanent workers work in line with well-established employment relationship arrangement situation. A study by De Witte, Vander Elst, and De Cuyper, (2018) submitted that such employee enjoys insurance cover, statutory right, privileges against unlawful dismissal without due diligence, payment of leave allowance and many more. But temporary employees are not entitled to such benefits. De Witte, *et al*, (2018) submitted that there exists a positive correlation between continuous employment contract and employment job performance. Most temporary workers are always under pressure to put in their best at work with the believe that they may be gainfully employed as a result of their performance but where this is not feasible, looking for another job becomes another option.

- Employees' Performance

Organisations have come to realise that developing a distinctive dynamic characteristic to empower their competitive advantages in order to survive in this turbulent business environment is key. The way employees perform their role directly or indirectly can have an impact on success or failure of any organisation as it ultimately reflects in the organisational performance. Employee performance is the work of quality and quantity which achieved by an employee in carrying out their duties according to responsibilities that is contained in their job description (Moeheriono, 2012). The performance is the result of work achieved by someone in carrying out a task given based on their ability and experience in working. According to (Wheelen & Hunger, 2020), performance is the ultimate result of a given activity or task; performance of the employees thus depends on the employees' aptitude and skills, motivation. Therefore, managers must maintain a sound leadership method to enhance their employees' performance.

Employees' performance is measured by comparing the actual results achieved by their ability on all the set-out programmes and objective strategy (Bakal, 2019). However, Judge and Kammeyer-Mueller, (2012) viewed employee performance as a behaviour that is consistent with role expectations which contribute significantly towards organisational

advancement. Employee performance is a determining factor in the achievement of organisational goals; and since good performance is a step towards attaining organisational efficiency; it can then be inferred that performance of employees is the bedrock for organisational survival and sustainability. Therefore, employee performance is one of the interesting problems to be studied in order to juxtapose it with vis-a-vis organisational development.

- Perceived Organisational Support

Perceived organisational support could produce a feeling of obligation to care about the organisation's welfare and to help the organisation achieve stated goal (Cummings & Lynch, 2017). According to Rhoades and Eisenberger, (2002) perceived organisational support refers to the extent to which employees deem that their organisation values their contribution and cares about their well-being. Employees are duty bound to assist the organisation when they perceived support from the organisation, either with real or emotional assistance, hence, the degree of employees' efforts and performance is enhanced by the perceived organisational support.

Employees would psychologically be willingly devoted to the organisation, when they perceive support from the organisation; this will further enhance their job commitment. According to Tian, Risku, and Collin (2016), they mentioned that such a mind of reciprocation indeed was an exchange ideology, which referred to employees determining the attitudes and behaviours to return to the organisation according to the organisational support. Perceived organisational support is an important concept in the literature of an organisation's behaviour where organisational support can provide an explanation of the relationship between organisational treatment, attitudes and behaviour of employees towards their work and organisation.

V. THEORETICAL FRAMEWORK

Theories account for the principle and practice upon which activities are centered or premised upon; theory also represents an idea used in presenting a situation as well as justifying a course of action. Based on this incontrovertible fact, this study was anchored on the

Social Exchange Theory (SET) credited to Blau (1964).

- Social Exchange Theory (SET)

Blau propounded this theory in 1964. According to Blau (1964), social exchange is defined as “individual voluntary actions motivated by the returns they are expected to bring from others”. The assumption of the expected outcome was based on the principle of exchange. According to him, the exchange of material and social resources is an essential aspect of human interaction. In organisations, employees-employers act in a way that both reciprocate the actions of one another, creating a balanced process of exchange and reciprocity. Balanced exchange is the simultaneous reciprocity of items of equivalent value. This can be seen when office-mates exchange holiday gifts. If any party to the exchange does not reciprocate, a feeling of imbalance.

According to Sacks (2006), the basis tenant of the SET is that 'relationship evolve over time into trusting, loyal and mutual commitments as long as the parties abide by certain “rules of exchange” and engagement is a two-way relationship between the employer and employee. He argued further that a worker who has higher perceived job security needs to be more productive and demonstrates higher level of communication and loyalty to his organisation as a way of reciprocating the confidence his employer has in him. Sacks insists that such a mutually beneficial relationship is what is captioned in the SET theory, He concludes by advocating that employers that are in touch of absolute loyalty and commitments from their workers need to forge a work environment and circumstances that give employees a feeling of job insecurity.

Social exchange theory (SET) further offers explanation for the dominant positive relationship between perceived organisational support and employee performance. A major proposition of Social exchange theory that has much bearing with perceived organisational support–employee performance relationship is the norm of reciprocity that necessitates individuals to respond in positive manners to favourable dealing received from other entity (Blau, 1964, Gouldner, 1960). On the basis of the theory, employees are in social exchange relationship with

their organisations and when they believe that their organisation cares about their well-being and values their contribution they will be under obligation to reciprocate by engaging in productive workplace behaviour (e.g. employee performance) and avoiding counterproductive workplace behaviour.

VI. EMPIRICAL REVIEW

- Employment Contract and Employee Performance
In developed nation, De Cuyper, and De Witte, (2007) investigated possible interaction effects between job insecurity and type of contract (temporary versus permanent) for various psychological outcomes (job satisfaction, organisational commitment, and self-rated performance. The study was conducted on 477 temporary and permanent workers from various occupational sectors in Belgium. The results suggested that the interaction effect between job insecurity and contract type may be limited to job satisfaction and organisational commitment.

In a study by Ochieng (2019) which was aimed at establishing the influence of employment engagement contracts on employee performance in the NGO sector in Kenya. Employees working in project-based grassroots NGOs located in Bondo Sub-County (420) formed the target population. The sample was selected through the use of Krejcie and Morgan (1970) sample size determination, thus a sample size of 201 was selected out of the target population of 420. It was concluded that organisations should have clear guidelines governing their contract of engagement which must be suitable and sensitive to their needs.

In Nigeria, Adekunle, (2020) examined the effect of job insecurity on employees' performance in selected Deposit Money Banks in Lagos State, Nigeria; with Five hundred and twenty respondents duly completed and returned their questionnaires out of 620. The study concluded that employment contract has no significant effect on the employee job performance in the Nigerian Deposit Money Bank.

- Job Insecurity and Employee Performance
Study by Awana and Abdul-Salam, (2014) evaluated the relationship between job insecurity and employee performance in private colleges in Larkana, Pakistan. The study concluded that there exists a negative relationship among age, performance and job

insecurity. Findings revealed that people having between the ages of 20- 30 years have greater concerned for job insecurity. The study recommended that organisation should be made to increase employee performance for better organisational health.

In developing nation, Butali, and Njoroge, (2017) examined the impact of job security on organisational performance and to find out the moderating effect of organisational commitment on the relationship between job security and organisational performance. This study was carried out in three companies namely Kenya Power, KenGen and Mumias Sugar Company. The findings of the study were that job security had a significant effect on organisational performance.

- Mediating Role of Perceived Organisational Support on the Relationship between Job Insecurity and Employee Performance

Kurnia and Widigdo (2021) assessed the effect of work-life balance, job demands, job insecurity on employee performance with employee well-being as a mediating variable. The study used explanatory quantitative method with SEM-PLS; the sample in this study was 100 employees of PT Jaya Lautan Global. The results showed that job Insecurity has a negative and significant effect on Employee Well-Being. The results of the mediation showed that employee well-being can partially mediate the effect of work-life balance and job insecurity on employee performance, while employee well-being can fully mediate the effect of job demands on employee performance.

Beatriz, Thomas, Amparo, José, and Joan (2021) explore the relationship between job Insecurity and performance and the mediating role of organisational justice in terms of type of contract. Data were collected through a survey. The sample comprised of 1,435 employees in 138 organisations from two European countries (i.e. Spain and Austria). Results showed that job insecurity was indirectly related to OCB and self-rated performance through the three types of organisational justice (distributive, procedural, and interactional justice); and these relationships varied depending on the type of contract. Salau, (2022) explore the relationship between perceived organisational support and employee performance with the moderating role of organisational culture. Out of 351 questionnaires

distributed to the private hospitals in Lagos state only 233 were returned. Multiple Liner Regression method was used to analyse the tested hypotheses. The findings showed that perceived organisational support significantly mediate the effect of job insecurity and employee performance.

VII. CONCEPTUAL MODEL



Source: Researchers Conceptual Model (2022)

VIII. METHODOLOGY

The study was exploratory in nature and was based on both primary and secondary sources of information. In order to collect relevant data to achieve this, the quantitative method and descriptive survey design were adopted and used in this study in order to establish the evaluate the effect of job insecurity on employee performance and further describe how perceived organisational support mediate the relationship between job insecurity and employees' performance. In this regard, a well-structured questionnaire was administered on a targeted sample of 188 employees of some selected stockbroking firms in Lagos State out of which 158 were duly completed and returned. However, the study adopted purposive and simple random sampling techniques to draw the sample from the population. The descriptive statistics such as frequencies and simple percentage were used for the analysis of the research questions while multiple linear regressions as statistical tools were used in testing the tested study hypotheses.

- Results and Discussions

This section is divided into two parts with the first part explaining the descriptive analysis of the respondents' demographic information and report; which are presented below.

About the age of the respondents that served as participants in the study: about 25 (15.82%) of the respondents were between 20-29 years of age; 38 (24.06%) of the respondents were between 30-39 years of age, 56 (35.44%) were between 40-49 years of age and 39 (24.68%) between 50-59 years. Therefore, majority of the respondents to the questionnaire was between the ages of 40-49 years. The study further showed the gender classification of the participated respondents in the study as follows: 116 (73.42%) of the respondents are male while 42 (26.58%) of the respondents are female. Therefore, simple majority of the participated respondents were male.

The demographic information further showed respondents responses based on marital status, the result shows that 37 (23.41%) of the respondents are single, 82 (51.91%) of the respondents are married and 15 (9.50%) of the respondents are widowed while 24 (15.19%) are separated. Most of the participants were married. The study equally classified the respondents on their level of formal education. Results further shows that 26 (16.46%) of the respondents had WASCE certificate, 38 (24.04%) are Diploma/NCE graduate, while 68 (43.04%) are B.Sc./HND graduate while 26 (16.46%) are Masters/Ph.D. holders. Most of the respondents are HND/B.Sc. graduate.

To determine if the respondents perceived organisational support from the management that ease up the tension on job insecurity; 112 (70.88%) of the respondent perceived organisational support from the management that ease up the tension on job insecurity, 46 (16.46%) of the respondent perceived organisational support from the management that ease up the tension on job insecurity. Most of the participants perceived organisational support from the management that ease up the tension on job insecurity. Test of Hypotheses with Multiple Regressions Technique

- Hypothesis One

From the Table 1 above, there exist a weak negative correlation relationship between employment contract and employee performance ($n= 158, -.198, p < 0.05$) we therefore, reject the null hypothesis (H_{01}) (i.e. employment contract does not have any relationship with employee performance) and state that there is a

weak negative significant relationship between employment contract and employee performance. The table further showed that employment contract has strong relationship with perceived organisational support and weak positive relationship with job insecurity.

The result of present study is in agreement with the empirical studies such as those of: Adekunle (2020), and Cheng and Chan, (2018) which revealed that employment contract has negative and significant effect on employees' job performance, and Probst (2005), who concluded that if individual feels their needs are in jeopardy by a perceived unsecured employment situation, affected employee may decide to engage in work withdrawal behaviour and report lower performance.

- Hypothesis Two

However, there exist a weak negative correlation between job insecurity and employee performance ($n= 158, -.169, p < 0.05$) which is not negligible, we therefore, reject the null hypothesis (H_{02}) (i.e. There is no significant relationship between job insecurity and employee performance) and state that there is a weak negative relationship between job insecurity and employee performance which is statistically significant. The table further showed that job insecurity has strong positive relation with perceived organisational support and weak positive relationship with employment contract.

The result of present study is in agreement with the empirical studies of Mahlagha, Huseyin and Hasan Kilic, (2015) who opined that job insecurity mitigates job performance, Živile, Staniškiene and Ramanauskaite, (2021) who affirmed that job insecurity was a hindrance stressor, which needed to be considered when managing human resources in a robotized production environment and Butali, and Njoroge, (2017) job security had a significant effect on organisational performance.

- Hypothesis Three

Moreover, there exist a high positive correlation relationship between perceived organisational support and employee performance ($n= 158, .678, p < 0.05$) we therefore, reject the null hypothesis (H_{03}) (i.e. there is no significant relationship between perceived

organisational support and employee performance) and state that there is a strong positive significant relationship between perceived organisational support and employee performance. The table further showed that perceived organisational support has strong positive relation with job insecurity and positive relationship with employment contract this finding is in agreement with the position of Atiku, Genty & Akinlabi, (2011), whose study finding submitted that technological adoption through e-banking will not only cause reduction in the level of manual process of carrying out activities; it also possess grater challenges to employee job security

The result of present study is in agreement with the empirical studies of: Salau (2022) who opined that there is a positive relationship between perceived organisational support and employee performance, Maan, Abid, Butt, Ashfaq and Ahmed, (2020) which demonstrated that POS positively influenced psychological empowerment and job satisfaction, Bohle, Chambel, Medina and Cunham (2018) who observed that high level of perceived organisational support helped intensify the effects of the relationship between job insecurity and affective organisational commitment.

• Hypothesis Four

Furthermore, there is moderate negative correlation exist between job insecurity and perceived organisational support (n= 158, -.512, p < 0.05) we therefore, reject the null hypothesis (H0₄) (i.e. there is no significant effect between job insecurity and perceived organisational Support) and accept the alternate hypothesis which state that there is statistically significant relationship between job insecurity and perceived organisational support.

The result of this present study is in agreement with the position of Bohle, Chambel, Medina and Cunham, (2018) who observed that high level of perceived organisational support helped intensify the effects of the relationship between job insecurity and affective organisational commitment, and Imam and Javed (2019) who found a significant positive relation and mediation effect of employee satisfaction between job security, organisation support and employee performance.

Table 1: Pearson Product Moment Correlation Table Showing the Relationship among Job Insecurity, Employment Contract, Perceived Organisational Support and Employee Performance.

| | | Employee Performance | Employment Contract | Job Insecurity | Perceived Org Support |
|-----------------------|---------------------|----------------------|---------------------|----------------|-----------------------|
| Employee Performance | Pearson Correlation | 1 | | | |
| | Sig. (2-tailed) | | | | |
| | N | 158 | | | |
| Employment Contract | Pearson Correlation | -.198 | 1 | | |
| | Sig. (2-tailed) | .010 | | | |
| | N | 158 | 158 | | |
| Job Insecurity | Pearson Correlation | -.169 | .174* | 1 | |
| | Sig. (2-tailed) | .022 | .000 | | |
| | N | 158 | 158 | 158 | |
| Perceived Org Support | Pearson Correlation | .678** | .379** | .512** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | |
| | N | 158 | 158 | 158 | 158 |

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

CONCLUSION AND RECOMMENDATION

The study investigated the effect of job insecurity on employee performance, it further examined the mediating effect of perceived organisational support on the relationship between job insecurity and employee performance. The data obtain was analysed using PPMC. The result of the study showed that there was a weak negative significant relationship between employment contract and employee performance, it further showed that there is a weak negative relationship between job insecurity and employee performance. Moreover, the result further posited that there is a strong positive significant relationship between perceived organisational support and employee performance, there is also statistically significant relationship between job insecurity and perceived organisational support. Therefore, there is a negative relationship between job insecurity and employee performance, and perceived organisational support has a positive significant mediating relationship between job insecurity and employee performance.

So, this study concluded that employees can only deliver optimally if there is adequate job security which guarantees employee a future on their job and constant provision of organisational support from management in managing employee differences not minding their gender or cultural orientations. Furthermore, the researcher recommends that management should put in place measure to ensure retention of younger and qualified employee and develop support culture that can promote their employees' welfare and organisational support perceptions in order to enhance employee performance positively.

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