

**THE INFLUENCE OF EMPLOYEE ORGANIZATIONAL
IDENTIFICATION ON EMPLOYEE PERFORMANCE IN
THE MOTOR VEHICLE INDUSTRY
IN KENYA**

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**A RESEARCH THESIS PRESENTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF DOCTOR OF
PHILOSOPHY DEGREE IN BUSINESS ADMINISTRATION,
SCHOOL OF BUSINESS ADMINISTRATION AND MANAGEMENT
SCIENCE, UNIVERSITY OF NAIROBI**

NOVEMBER, 2022

DECLARATION

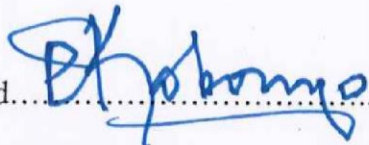
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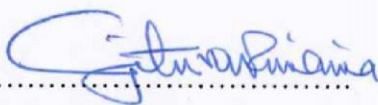
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DEDICATION

To my children,

You brought a lot of sense and light in my life.

And

To my Father,

The late retired SSP (Tanzania) Mr. John Francis Ombanda. Dad, your immense wisdom made me. Sitting by your side, abundant knowledge flew from you day by day, and I realized that the ‘Kerry Francis’ you read at Maseno School greatly influenced your perception of the world and so as mine. The wise teachings you gave me in the many times we walked together down the river Wuoroya, showing me the edges of our land are today visible. Your great sentiment that, ‘son, all the beautiful girls, nice houses and sleek cars are found in the books’, has surely come to pass. And how I wish you had lived just a little longer to read this thesis would have been my greatest happiness. We miss you Dad except there is nothing we can do but to honour your greatness for ever and ever. Till we meet again papa, rest in peace.

ACKNOWLEDGEMENT

My Lord God your name be blessed and praised above all.

Many thanks go to my supervisors, Dr. Twalib Medina Halako, Prof. K'Obonyo, and Prof. Gituro Wainaina for your brilliant and wise guidance. Each one of you played a very important role in making this thesis a reality. I admire your scholarly prudence. God bless you all.

A lot of gratitude to the departmental and doctoral defense panel teams for their thought provoking discussions that really added more value to the progress of the thesis. Each level was an experience that remains memorable. Not forgetting the Department of Business Administration staff, and the Graduate School staff for their support.

I extend great gratitude to all the teachers and lecturers who taught me through primary school to university level. Their incredible knowledge made impact in my academic path and gave me the jingo to handle the heavy research work.

My family has been a great source of determination. My sheer grit for success is owed to them. My wife's challenge that she was only focused on the graduation day and not anything in between really encouraged me to soldier on. God bless you Judith.

To all the human resource managers in the new car dealership, I appreciate you for your immense support with data collection despite strict COVID 19 protocols. Be blessed.

Lastly, I am grateful to my friends and relatives who supported me in various ways throughout the course. I am really thankful for your prayers and support.

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ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
CFAO	Compagnie Francaise de L’Afrique Occidentale
CMC	Cooper Motor Corporation
CSR	Corporate Social Responsibility
EOI	Employee Organizational Identification
HRM	Human Resource Management
KEMRA	Kenya Motor Vehicle Repairers Association
KMI	Kenya Motor Industries Association
OCB	Organizational Citizenship Behavior
SET	Social Exchange Theory
SIT	Social Identity Theory
SMART	Specific, Measurable, Achievable, Realistic and Timely

ABSTRACT

This study aimed at establishing Employee Organizational Identification (EOI) - Employee Performance relationship in the motor vehicle industry in Kenya. In addition Affective Commitment, Organizational Support and Organizational Citizenship Behaviour (OCB) were applied in the study as mediating and moderating variables respectively to further test the explanatory strength of EOI - employee performance relationship. The study further tested the joint influence of all the variables thus EOI, affective commitment, organizational support and OCB on employee performance. The motivation of this study arose from the coincidental resemblance in findings on Gallup's (2015) survey and that by CFAO (2019) that, 70% of employees did not identify with their organizations. That similarity of findings was intriguing and informed the researcher's decision to carry out the study. This study was anchored on social identification theory (SIT) because it has been shown to effectively explain the social identification perspective. In addition, two factor theory and social exchange theory (SET) were also adopted as supporting theories. The study had five objectives and five corresponding hypotheses. The study tested the objectives through the formulated corresponding hypotheses. On research methodology, the study adopted positivism philosophical approach because of its focus on quantitative evidence through test of hypothesis to prove theories and objectively predict outcomes. The study was based on descriptive cross sectional survey design. Data for analysis was obtained through structured questionnaires. Study sample was 332 respondents who were drawn from the 10 companies in the industry through simple random sampling method. The statements were measured on 5 point Likert scale format. Data analysis was done by use of regression models and results presented as descriptive and inferential. Outcomes were presented in tables and figures. The findings showed that EOI significantly influenced employee performance. It also showed that affective commitment partially mediated EOI - employee performance relationship. The study further showed that organizational support and OCB moderated EOI - employee performance relationship. The study finally established that the joint influence of EOI, affective commitment, organizational support and OCB on employee performance was significant. However, the study found that the role of organizational support was insignificant in the joint influence. The study also revealed that the power of EOI negatively diminished in the joint influence. The significant results of the study contributed to SIT, Two factor theory and SET postulations. Study findings also contributed to organizational policies and practices by bringing a better insight and understanding of employee performance behaviours. The study has proven that the interaction of EOI, affective commitment, organizational support and OCB positively influence employee performance. The study had limitations of subjectivity that may have crept in due to employee's attitude and bias but mitigating measures were taken effectively. The study suggested that further study be done using the same variables on a longitudinal design to determine the consistency of outcomes on the influence of EOI on Employee Performance with the mediating role and moderating influence of affective commitment, organizational support and OCB respectively. Further, the study recommends that motor vehicle organizations in Kenya should adopt EOI, affective commitment, organizational support and OCB factors to enhance employee performance, and that a similar study be done in the public sector in Kenya for generalization of findings.

CHAPTER ONE

INTRODUCTION

1.1 Study Background

Scholars have in the recent past shown growing interest in the study of Employee Organizational Identification (EOI) owing to its perceived ability to influence employee performance in organizations. EOI refers to the level of employees' attachment to their organizations (Tarakci et al., 2018). Employee identification portrays the extent to which employees relate with the values of the organization that are deemed similar to the values they hold high. Strong identification suggests that, there is high similarity of organizational values to employee values and such similarity enhances employee loyalty and belongingness to the organization (Ziapour, Khatony, Kianipour & Jafary, 2014).

Loyalty and belongingness are dimensions of EOI (Chiney, 2016). Though the benefits of EOI have been spelt out in literature to include better employee performance, employee performance has remained a serious concern for organizations. Beck and Harter (2015) reporting on Gallup's survey on employee belongingness in the American listed companies, showed that about 70 percent of employees do not identify with their organizations. Seventy percent is a huge workforce population that can not be ignored, hence Gallup's survey was a pointer that many organizations face performance challenges that borders lack of employee identification.

Despite this being true, little has been done by organizations to tap into the benefits of employee identification (Naseer et al., 2019). Different reasons have been alluded to by

previous researchers on why employees fail to identify with their organizations, and one such reason among others is employee perception of organizational values. Organizational values have been conceptualized in EOI as principles that guide interactions between organizations and employees (Allen & Gong, 2017).

Strong EOI is a sign of positive similarity of values, loyalty and belongingness interactions, which is likely to influence employee performance (Tajfel & Turner, 1979). Though research has shown that there is positive association between EOI and employee performance, the findings have been varying. Such variations require more attention because it is not clear whether the relationship between EOI and employee performance is direct or indirect through other variables. Hence this study aimed to establish this relationship by looking at other concepts that can either intervene or strengthen EOI – employee performance relationship.

Yucel (2015) opined that employees who have positive organizational identification have enhanced love for their work. Love for work is construed as affective commitment (Snyder & Cistulli, 2011). Studies have defined affective commitment in two main different perspectives that draw similar attachment influence. On one hand, it is an employee's passionate desire to stay with their organizations (Meyer et al. 2004). On the other hand, Snyder and Cistulli (2011) terms affective commitment as the psychological ownership employees develop triggering their desire to stay in the corporation. Strong affective commitment triggers a strong feeling to stay in the organization. The ability to remain in an organization for a long period of time is a manifestation of employee

identification. Though affective commitment has been correlated with many other variables in different contexts in the past, its emergence from EOI as a postcedent factor is worth noting (Meyer & Parfyonova, 2010). It can then be argued directionally that for EOI to influence employee performance, the presence of affective commitment is necessary.

Literature has equally argued that EOI – employee performance relationship requires manager’s support for it to be effective (Robbins, 2013). Eisenberger et al., (2001) claimed that manager’s supportive behaviours as conceptualized in organizational support, have important consequences on improving employee performance. Organizational support refers to the deliberate gifts employers offer their employees to assist them meet their socioeconomic needs without much frustrations.

Organizational support theory postulates that employees often view their organizations as having a disposition to treat them favourably, and that favourable treatment is reciprocated by good performance. Employees who perceive positive organizational support have a desire to stay, are more affectively committed and try hard to perform well (Demircan et al., 2009). Organizational support is established by creating healthy reciprocal interactions between employees and their organizations. Based on literature, this study adopted organizational support as variable that can strengthen EOI – employee performance relationship.

In addition, studies show that employees who highly identify with their companies have a strong desire to support their colleagues and the company to meet their objectives (Bolino and Tunely, 2003). Support for colleagues is a social behaviour construed in OCB. OCB refers to employee voluntary behaviours within an organization that are not in their job descriptions (Organ, 2006). OCB has been conceptualized as an employee supportive behavior that develops from strong EOI, and has positive influence on employee performance (Robbins, 2013).

Organ et al., (2006) opined that OCB dimensions namely altruism; courtesy and sportsmanship emanate from positive EOI. These dimensions have greater impact on employee relationships, their attitudes towards colleagues and the organization. OCB hence has been adopted in this study as a variable that can strengthen influence of EOI on employee performance.

This study was built on the assumptions of Social Identity Theory (SIT) which is also the anchoring theory of this study. SIT is a model that assumes that there are two sets of employees in the organization. Those who identify with the organization, are known to participate in cooperative behaviours that benefit the organization; and those who don't identify, are presumed to exhibit uncooperative behaviours (Ashforth, 2008). EOI hence is a construct that explains employee's level of identification. Strong identification has been linked to positive cooperative employee behaviours that include their performance (Tajfel & Turner, 1979).

The concept of EOI has been lauded for fostering employee loyalty and belongingness to an organization. SIT postulates that positively identified employees tend to perform well. Ziapour and Jaffery (2014) confirms that employees who positively identify have a desire to stay, remain loyal, have love for the organization and are likely to perform well.

The study had two supportive theories namely the two factor theory and the social exchange theory. The two factor theory is one of the motivation theories that is linked to employee performance. Two factor theory suggests that employees can either be motivated or dissatisfied on the same continuum in an organizations. It has been shown that motivated employees are likely to highly identify with their organization and engage in positive organizational outcomes (Robbins, 2013).

The theory assumes that employee's performance is determined by their level of motivation. Motivated employees are loyal and become affectively committed with the presence of satisfiers such as, accomplishments, appreciation, work satisfaction, responsibility and opportunities for growth. However, same employee's loyalty and affective commitment can reduce with the presence of factors that contribute to dissatisfaction such as company policy, manager's behavior, intergroup relationships and working conditions. According to the two factor theory both motivators and dissatisfier factors influence an employee's level of organizational identification and their performance (Armstrong, 2006).

This study further used Social Exchange Theory (SET) as a supportive theory. SET asserts that employee behaviours are a response to their organization behaviours (Homans, 1974). The theory postulates that employer's social behaviours towards employees strengthen employee identification with the organization. Social exchanges may be favours, benefits, resources or non-financial rewards awarded by employers. Eisenberger et al, (2011) claimed that the exchange process begins when organizational leaders resolve to support their employees' social needs in a positive way.

SET plays a major role in explaining how employer behaviours influence employee performance. For example, an appreciation for a good work done has the power to change a disgruntled employee into a content one. According to Homans (1974) SET premises that employee's performance depends on whether the reciprocal value rewarded by the organization is either reinforcing or punishing. It can then be argued that organizational reinforcement behaviours influence positive employee behaviours that include improved performance. Literature shows that organizational support and OCB are linked to the assumptions of SET because they both respond to actions with corresponding reactions.

This study was carried out in the motor vehicle industry in Kenya. The industry is one large sector that supports the government of Kenya policy on employment creation besides contributing to the overall GDP. However, surveys in this industry have revealed that the sector was faced with employee identification related challenges manifested in various employee behavioural deviances such as absenteeism, conflict of interest,

sabotage, theft, divided loyalty and so on that impact both employee and organizational performance (African Development Bank, 2017).

Literature has shown that the importance of EOI is in fostering employee loyalty and enhancement of belongingness to the organization (Tak, 2004; Van, 2006; Terzioglu, 2016). Divided loyalty can then be portrayed as a disorientation of an employee towards the organization (Tajfel & Turner, 1979). It can then be argued that the presence of divided loyalty in this industry justifies lack of identification and also negatively impacts on employee performance.

Employee performance challenges have recently been raised in the motor vehicle industry in Kenya. Such concerns were argued to relate to low employee identification that can be attributed to negative perception of the organization and non-focused training (Draft National Automotive Policy, 2019). Focused training has been found to foster employee loyalty, and loyalty is a dimension of EOI. It can then be argued that employees' level of training (formal or informal) is important in enhancing employee loyalty and by extension enhancing the level of EOI. Survey on employee belongingness by Compagnie Francaise de L'Afrique Occidentale (CFAO, 2019) revealed that about 70 percent of employees in the motor vehicle industry did not feel that they belong to their organizations. The findings by CFAO (2019) were comparable to Gallup's survey that had similar findings (Beck & Harter, 2015).

The motivation of this study arose from the coincidental resemblance in findings on Gallup's (2015) survey and that by CFAO (2019). Both surveys showed that about 70% of employees did not identify with their organizations. These similarity of findings were intriguing to the researcher given the geographic dispersion. This phenomenon informed the researcher's decision to carry out the study. The survey findings implied that low employee performance in this industry could be attributed to employee divided loyalty and divided loyalty is a manifestation of lack of organizational identification (Tajfel & Turner, 1979).

It was observed that majority of the staff in the motor vehicle industry in Kenya direct some customers to their make shift garages called "Jua Kali garages" besides their normal employment. That behaviour was viewed as a conflict of interest that borders sabotage (Kenya Motor Industries Association, 2017). This was a concern to the industry because it affects employer's profitability and employees' loyalty and commitment to work thereby compromising their performance.

Various studies have been done on employee performance in Kenya, but there is no evidence that there is a study that has analyzed employee divided loyalty and its impact on employee performance. The reasons why employees have a divided loyalty are worth studying, and since loyalty is a dimension of EOI, this study tested EOI - employee performance relationship because the growth of the Kenyan motor vehicle industry depended on the level of employee performance.

1.1.1 Employee Organizational Identification

The concept of EOI was introduced by Tajfel and Turner in the early 70s. Studies show that EOI is an employee's view of the company and the degree to which they feel that they belong and are valued members of the organization (Loi, 2014). It is the tie between employees and their organizations (Tajfel et al., 1979). It has been shown that employees do identify with broad set of factors in the organization, such as leaders, symbols, products, quality, organizational knowledge and so on (Ashforth & Mael, 1989). If the identification is strong then employees are likely to perform better. Positive EOI enhance job fulfillment, better feelings for the organization and the desire to remain in the organization (Khoshlahn, 2016). In addition Terzioglu (2016) opined that positively identified employees will want to defend their organizations against any negative criticism at all costs.

Literature shows that the indicators of EOI are loyalty, similarity, and belongingness (Cheney, 2016). According to Ziapour et al. (2014) Loyalty is the devotion of an employee to their work and the enthusiasm towards achieving the objectives of the organization and defending it affectionately. Similarity relates to an employee's view of the managers behaviours, organizational values and goals that employees perceive as positive and relates to their desires, while belongingness refers to the employees view of the workplace ownership and being an integral part of the organization. It was predicted that stronger EOI fosters love for the organization, enhance more extra-role behaviours, reduce feelings of desire to leave and enhance positive organizational outcomes.

Dutton et al. (1994) opined that there were three factors that advance EOI in organizations namely length of service, company image and value congruence. It is claimed that length of service explains the strength of EOI because the attractiveness of the organization varies with the year's one has spent in the organization. This implies that employees who have stayed in the organization for a long time will have better views about the organization's values and image (Ziapour et al, 2014). Employees who have long history of the organization have better opinion of group members; evaluative ability of organizational values and have clear rational emotional attachment that is embedded in EOI (Ziapour et al, 2014).

Company image determines an employee's self esteem depending on public's opinion of the organization. Low public opinion breeds low employee esteem and vice versa. While value congruence relates to the similarity of values held between employees and employers. Though positive aspects of EOI have been discussed by scholars, it is not clear to what extent EOI practices have been adopted in the motor vehicle context in Kenya, for this reason it is important to ascertain its application. Hence this study aimed to contribute to this discourse by establishing the influence of EOI on employee performance in the Kenyan motor vehicle industry.

1.1.2 Affective Commitment

Affective commitment has been expressed as the emotional aspects that endear employees to their organizations (Allen & Meyer, 1996). It is also the individual's passionate relationship with an organization (Yucel, 2012). The aspect of passionate

relationship is drawn from strong bonding with the organization which determines the level of identification. Directionally, research has shown that affective commitment is a direct consequence of EOI (Meyer & Parfyonova, 2010). In addition, affective commitment was measured in terms of extent of employee trust and the level of employee emotional attachment to their organizations (Snyder & Cistulli, 2011).

Literature has shown that affective commitment is triggered by four aspects namely individual attributes, nature of job, employee experience and organizational structure (Meyer & Parfyonova, 2010). When these aspects are perceived as favourable, emotional attachment becomes stronger and employees are likely to perform better. Other factors that influence affective commitment are individual employee attributes and company based attributes. Individual attributes include employee age, gender, education level and individual values, while company attributes includes nature of Job, managing styles, work related stressors, company policies and the degree of responsibility and so on (Attoh & Gong, 2017).

These aspects determine the levels of trust between employees and the employers. Trust is an important measure of affective commitment. Favourable and positive practices of the company attributes enhance trust and emotional attachment which are measures of affective commitment (Cheney, 2016). It can then be argued that EOI cannot influence employee performance without the intervention of affective commitment.

It is predicted that an employee who has strong EOI is likely to have high affective commitment (Yucel, 2012). Research has shown that affective commitment related with a wide range of positive outcomes in organizations ranging from reduced absenteeism, reduced turnover, improved employee behaviour and improved job performance (Meyer et al, 2002; Yucel, 2012). To have high affective commitment, EOI has to be strong (Meyer et al., 2010).

Snyder and Cistulli (2011) claimed that positively identified employees develop loyalty, form affective bonds with it, relate well with colleagues and make efforts to perform better. Though some studies have shown that EOI and affective commitment are same concepts, others have shown they are different constructs and that affective commitment is born out of EOI. This study contributes to this discourse by determining the role of affective commitment in EOI - employee performance relationship.

1.1.3 Organizational Support

Organizational support has been conceptualized as the degree to which an organization values and cares for her employees' welfare (Allen et al., 2017). It has been portrayed as the extent to which an employee believes that the organization appreciates one's contribution and cares about employee's welfare (Eisenberger, 2011; Kraimer & Wayne, 2004). Studies on organizational support assert that manager's conduct either enhance or weaken employee's view of the support received from their organizations.

According to Currie (2006) organizational support is strongly driven by leadership behaviour, supportive human resource practices and perceived fair treatment. Ogonchukwu and Ikon (2019) opine that employees tend to assign human like characteristics to organizations and such personification of the organization is manifested in the managers' behaviours, policies, norms, and culture that facilitate organizational support.

Studies have shown that organizational support construct has three important dimensions that enhance employee identification namely Social support, monetary support and career support (Kraimer & Wayne, 2004). Social support outlines the adaptation to work and facilitate company image practices that enhance employees self-esteem; financial support means helping employees with monetary needs for example need for training or sponsorship, bereavement and so on while career support is associated with career mobility of employees (Kraimer & Wayne, 2004).

According to Ogonchukwu and Ikon (2019) employees perceive the presence of organizational support when they feel that there is fair treatment across all workers. They further noted that organizational support plays an important role in modifying employee behaviour, for example, a simple manager's surprise visit with goodies during a baby shower or wedding party entices an employee to have a cordial and loyal relationship with the organization, which eventually impacts positive employee performance.

Studies have indicated a convergence of opinion that organizational support improves socio-emotional needs of employees by tightening their strong tie with the organization which treats them as valued and trusted members of the organization. Presence of organizational support strengthens employee's social identity and reinforces their beliefs that they are important members of the organization (Eisenberger, 2011). Organizations expect employees to be committed and loyal to their jobs but that is not direct.

The norm of reciprocity, projected in social exchange theory, assumes that an employee will be emotionally committed and loyal if the employer offered continuous support (Allen et al., 2017; Miao, 2019). Studies have also shown that when organizational support is positively perceived, employee performance is likely to improve (Manyasi et al., 2011). Though literature has shown consensus that organizational support influences employee performance through enhancing emotional attachment, trust and loyalty to the organization, it is not clear whether the relationship between EOI and employee performance would be strengthened by organizational support. This study contributed to this debate by determining the influence of organizational support on EOI - employee performance relationship.

1.1.4 Organizational Citizenship Behaviour

Studies have referred to OCB as employees' voluntary and informal conduct that is not guided by policies but pose better organizational outcomes (Organ, 1988). It is an individual behavior which is not specified in job description but results in employee effectiveness that is linked to high productivity in the long run (Robbins, 2013). It is

shown that OCB behaviour is manifested in five main streams namely civic virtue, courtesy, sportsmanship, conscientiousness and altruism (Podsakoff et al., 2000).

However, altruism, courtesy and sportsmanship are the dimensions perceived to trigger the desire to help colleagues than conscientiousness and civic virtue (Luthans, 2010). It is suggested that altruism boosts productivity through assisting others complete work; sportsmanship stimulates better teamwork and courtesy builds better attitude that enhances good relations (Luthans, 2010).

Luthans (2010) opined that OCB positively influences employee performance by creating better teambuilding and maintaining good cooperation among members. According to Robbins (2013) OCB benefits the organization as well as the employee. Strong OCB enable employees support organizational interests, give creative suggestions that improve decision making, increase their individual responsibility and improve skills through shared learning. Such behaviour demonstrate a positive image of the organization and are projected as factors that strengthen EOI and improve employee performance (Allen et al., 2017).

Studies have postulated that OCB strengthens EOI through maintenance of group membership and by improving employees' ability to give creative suggestions that enhance individual performance (Robbins, 2013). Literature have equated OCB to a good soldier pattern, where employees display complementary behaviors that go outside recognized job descriptions thereby seamlessly bridging organizational practices and

policies on one side, and dynamic reality of socialism on the other side in terms of stimulating individual performance (Organ, 1988). These arguments are very important for this study and this study hence contributes to this line of debate by determining the influence of OCB on the link between EOI and employee performance.

1.1.5 Employee Performance

Employee performance refers to the manner in which an employee fulfills their job roles and executes their assigned tasks within a specified period. It involves an employee's effectiveness, quality productivity and efficiency of their output, other than assessing how valuable an employee is to the organization (Bergeron, 2014). Research has indicated that employee performance is the main concern for all organizations because it is the process through which organizations meet their objectives.

Employee performance was also referred to as the capabilities of an employee to achieve set work objectives (Ryan & Deci, 2000; Grant, 2010). Literature show that employee performance assessment focus on both contextual and task evaluations (Yaghoubi, 2013). Performance appraisal exercise evaluates the level of task attainment in terms of quality and quantity achieved within a given period. Contextual behaviour on the other hand, is evaluated by feedback on instructions, commitment, and team playership and so on within a specified period of time (Armstrong, 2007).

Task performance and contextual performance have been identified by Bergeron (2014) as the main factors of measures of employee performance. Task performance comprises

skills ability and the use of knowledge to do a task, for example an accountant will do balance sheet because he has an accounting knowledge. In addition, Terzioglu and Uslu (2016) opined that Task performance involves the aptitude to handle multitasks; task skills which involve application of technical awareness to perform a job successfully; and task habits that are essential abilities to consciously respond to assignments with minimal supervision.

Contextual performance on the other hand is the employee efforts that is dependent on the circumstances that form the work environment which enables employees go beyond the specific requirements of job descriptions (Bergeron, 2014). Contextual performance is influenced by employee's attitude, job stress, and motivation and so on towards work. It is predicted that employees who show positive attitude towards work, are likely to highly identify with the organization and exhibits high contextual abilities that enable one to perform better.

Baard et al, (2014) showed contextual performance as an outcome of positive interrelationships between an individual work behaviour and teamwork behaviour. They further opined that contextual performance behaviours involves ability for an employee to remain organized on three key aspects namely setting personal work objectives; sustaining dialogue between leader and employee in order to keep performance on track, and measuring actual performance against set targets.

Measuring employee performance has thus become somewhat complex due to the competing nature of contextual and task issues especially today when social challenges such COVID – 19, dictates some employees to work from homes. According to Grant (2010) the emphasis today is on contextual performance behaviours (quality, attitude, communication) which actually is associated with employee identification that is the concern of this study. This study hence contributes to the debate by analyzing if the contribution of EOI on employee performance would be significant.

1.1.6 Motor Vehicle Industry in Kenya

This industry is very important because it provides Kenya's crucial transport system that includes transportation of passengers and goods. Reports show that the motor vehicle industry contributed 15% of Kenya's GDP by 2022 besides offering job opportunities to the citizens, thereby contributing to the 2030 development pillars in the areas of infrastructure and human resource development (Kenya National Bureau Statistics, 2020).

The industry comprises companies that sell and distribution new cars, used cars, car assembly and car spares parts (Kenya Motor Industry Association (KMI, 2020). These corporations are few but command a huge fiscal contribution to the Kenyan economy. They have high market concentration ratio and each one specializes in a particular type of vehicle(s) brands.

The companies retail and distribute a range(s) of vehicle brands and offer after sales service (KMI, 2020). These companies include Toyota Kenya, Cooper Motor Corporation (CMC), Isuzu Kenya, Simba Corporation, D.T. Dobie, Nissan Kenya Limited, Rover Motors Association (RMA) group, Urysia, Kenya Grange and Inchape (K) ltd (KMI, 2020). The business nature of these companies is to make profits and grow. This requires employees in this sector to be loyal, affectively committed and perform highly for organizational objectives to be achieved.

The motor vehicle industry in Kenya is wide and comprises vehicle assemblers, spare part and accessories dealers, firm equipment's (tractors), second hand (used) car dealers and brand new car distributors. The scope of this study was limited to dealers who sell new cars only because these are corporations that have clear structures for staff management, are large in size and have a large staff establishment hence the employee behaviours bordering EOI and their performance can be present.

Report by Higgins (2018) showed that this industry experienced a challenging employee behaviour where employees engaged in sabotage behaviour that compromised their loyalty and ability to perform effectively. Employee sabotage is manifested in employee divided loyalty that impacts their performance. Gichuke (2013) attributed sabotage to conflict of interest where staff own jua kali garages that are not registered by Kenya Motor Vehicle Repairers Association (KEMRA). The mood survey by CFAO (2019) on employee belongingness, showed that about 70 percent of employees in affiliate

companies did not perceive belongingness. This is likely to affect employee performance in the industry. Employee belongingness is a measure of EOI.

Knippenberg (2000) noted that both employee loyalty and affective commitment enhance employee performance. Though this may be true, it doesn't hold where divided loyalty is observed. Divided loyalty is a sign that EOI is weak and employee performance may be affected. It can then be argued that the motor vehicles industry in Kenya is experiencing employee challenges that are associated with low EOI due to the divided loyalty.

Studies have shown that strong EOI influences employee performance (Ziapour et al., 2014). However, the behaviour of divided loyalty is a problem that negatively impacts employee performance. Based on divided loyalty challenges, the researcher found it necessary to undertake a research that involved in the influence of EOI on employee performance and the motor vehicle industry in Kenya as described, was found to be the suitable environment to carry out the study.

1.2 Research Problem

Scholars have interrogated the relationship between EOI and employee performance and different suggestions for improving employee performance including enhancing EOI have been discussed. However, there have been no clarity as to whether the presence of EOI would directly influence employee performance (Meyer et al., 2010; Yaghoubi et al., 2013; Cheney, 2016).

Social Identity theory assumes that employees' positive behaviour is a consequence of the strength of their social identity and the level of their belongingness to the organization (Terzioglu & Uslu, 2016). The theory postulates that the more employees identify with their organizations, the more they are likely to improve their performance (Yaghoubi, 2013).

Studies have suggested that strong EOI is likely to influence employee performance (Yucel, 2012). Though previous studies have positively related EOI to many organizational and employee outcomes, inconsistencies noticed on the intensity of findings necessitated a further study. It was then important to further examine EOI - employee performance relationship in a different context for clarity and to enable sufficient generalization of the findings. This study hence contributed to this debate by testing the influence of EOI on employee performance.

Ashforth and Mael (1989) opine that for EOI to influence employee performance, a sense of emotional attachment has to exist. Emotional attachment is a measure of affective commitment (Meyer & Allen, 1996). This was supported by Yaghoubi (2013) who posited that highly identified employees, affectionately love their organizations, feel they are appreciated members of the organization and perform beyond expectations. Riketta (2005) opined that employees who positively identify with their organizations, develop emotional attachment for it.

Emotional attachment is shown in literature as a psychological suasion that endears employees to the organization. According to Yaghoubi (2013) affectively committed employees are motivated to exert high performance. Studies have shown strong EOI as a positive psychological attitude structure that is an antecedent of affective commitment (Meyer & Allen, 1996).

It can then be argued that EOI cannot influence employee performance directly without the presence of affective commitment. This means that in the absence of affective commitment, EOI may not influence employee performance effectively. One of the goals of this study was to test the role of affective commitment in EOI - employee performance relationship, and the argument that affective commitment is necessary for that relationship to be effective qualifies it as mediator variable to be tested.

Studies have also shown that organizational support strengthens employee's level of identification and affective commitment (Yucel, 2012; Eisenberger et al., 2011). Organizational support can be described as the view of employees about the nature of support they receive from their leaders. According to Snyder and Cistulli (2011) organizational support soothes the psycho-social expectations of employees thereby enhancing a strong tie between employees and the organization, enhances affective commitment through positive mood and creates the desire to remain in the organization.

It can then be argued that without organizational support, employee performance may not be effective. This argument is worth testing to find out if the presence of organizational

support in EOI - employee performance relationship is significant. This study hence sought to test the moderating influence of organizational support in the association between EOI and employee performance.

Claims have also been made that positive EOI fosters OCB (Terzioglu & Uslu, 2016). Studies have shown that OCB enhances contextual performance (Van et al., 2006; Luthans, 2010; Robbins, 2013). Contextual performance is a measure of employee performance in this study. It can then be argued that the presence of OCB can strengthen the relationship between EOI and employee performance. Organ (1988) opined that the presence of OCB allows workers to involve in behaviours that assist themselves and the establishment. It has been shown that employees who perceive strong OCB become more creative in their work.

Creativity is embedded in contextual performance construct. Van et al. (2006) suggested that strong EOI triggers positive employee social behaviour that is beneficial to the organization. Employee social behaviour is associated with OCB meaning that strong OCB can strengthen contextual performance (Robbins, 2013; Luthans, 2010). With this understanding, it can then be argued that OCB is necessary for employee performance to improve. This study hence sought to test the moderating influence of OCB on EOI - employee performance relationship.

Studies in the Kenyan motor vehicle industry showed that there was the presence of employee divided loyalty challenges that were likely to impact on their performance.

This study predicted that, the problem of divided loyalty in this industry could be solved by enhancing employee organization identification, affective commitment, organizational support and OCB (Terzioglu & Uslu, 2016; Yaghoubi, 2013). Recent studies in the European motor vehicle industry indicated incidences of divided loyalty where employees engaged in sabotage behaviours, more so at Tesla Motor Company (Higgins, 2018).

Sabotage behaviour has been linked to weak EOI (Tajfel et al., 1979), and lack of affection for the organizations (Meyer & Allen, 1996). Survey by CFAO group of companies in 2019, in the affiliate motor vehicle dealerships in Kenya on employee satisfaction and belongingness also indicated divided loyalty among employees. The survey results indicated that 70 percent of the respondents did not feel they belonged to their organizations. Lack of belongingness was a sign of weak EOI as opined by Chiney (2016).

This study argued that divided loyalty challenges observed in the new vehicle industry in Kenya can be solved by introducing EOI, affective commitment, organizational support and enabling employees to engage in self-support behaviours (OCB). Based on the observations of divided loyalty indicators in the industry, it can be argued that it is the presence of weak EOI that lowers employee performance.

While this can be true, it has not been scientifically tested. It was thus important to test EOI - employee performance relationship in this industry in Kenya. The problem of

divided loyalty witnessed in this industry makes the sector ideal for a study involving EOI as a predictor and employee performance as dependent variable with affective commitment as a mediating variable and organizational support and OCB as moderating variables respectively.

Studies have previously tested EOI - employee performance relationship, though the findings have not been sufficient. Tuna et al. (2018) did a study on employee identification and individual performance with other variables in a hospital set up in Turkey among nurses, and found a positive but moderate association between organizational identification and individual performance, and a weak relationship when cynicism was introduced.

Cynicism is associated with self-interest which reduces employee trust. Trust has been shown as an indicator of affective commitment (Yucel, 2012). To address this weakness, the study sort to test the relationship between EOI and employee performance by introducing affective commitment as an intervening variable in this relationship.

Study by Lam et al. (2011) on employee identification and team performance in the automotive dealership in China found a moderate linkage between EOI and team performance. Though the study focused on team performance, it found that belongingness was necessary in achieving team performance. This study sought to ascertain if EOI, where belongingness is a measure, influences individual performance in the motor vehicle industry in Kenya.

Organ (1988) did a study on influence of justice and psychological empowerment on firm performance with the role of OCB, and found that team belongingness was a social group system that is associated with altruism. Altruism is a dimension of OCB, and studies show that OCB positively influences contextual performance (Lam et al., 2011). This argument was worth testing to determine if OCB can moderate EOI - employee performance relationship.

Bravo et al., (2011) studied employee well-being, organizational support and job satisfaction in Chile prisons. The study found that organizational support improves psychological wellbeing of employees. Literature has shown that psychological wellbeing is associated with affective commitment (Meyer et al., 2010). As much as organizational support has been shown to improve psychological wellbeing, and psychological wellbeing is associated with affective commitment through enhancing trust, this relationship has not been tested. Hence it was important to determine the influence of organizational support in this study by testing if organizational support can moderate EOI - employee performance relationship.

Omari (2012) did a study on cognitive factors and employee outcomes with other variables in the Kenyan public corporations found that psychological wellbeing of employees influenced employee outcomes. Psychological wellbeing has been associated with affective commitment as seen earlier. Affective commitment was shown to enhance employee trust and emotional attachment to an organization. These literature discussions

qualifies the mediating role of affective commitment. It was then important to test if affective commitment would mediate EOI - employee performance relationship.

Study by Twalib (2017) on the effect of trust among other predictors on career mobility in Kenya breweries limited found that trust significantly influenced career mobility. It is expected that career mobility would only emerge from good employee performance. Trust then is argued to have some association with employee performance. Trust is projected in literature as a dimension of affective commitment which is a postcendent of EOI.

Though trust was found to have significant influence on career mobility, the contexts are different. This study focuses on the motor vehicle industry in Kenya. As explained earlier, employees in this industry are perceived to have divided loyalty challenges that impacts their performance. It was hence important to examine the role of affective commitment, where trust is domiciled, in EOI - employee performance relationship.

A further study by Kidombo (2007) on organizational commitment and firm performance among other variables, found that soft or progressive human resource strategies positively influenced affective commitment, and affective commitment enhanced firm performance. Organizational support is an approach of the progressive human resource strategies that focuses on authentic leadership which has been predicted to influence employee performance (Khoshlahn, 2016). It can be argued that, if soft human resource strategies enhance affective commitment leading to better firm performance, then it is important for

this study to test the influence of organizational support in the EOI - employee performance relationship in the motor vehicle industry.

Previous studies done in the motor vehicle industry in Kenya have basically focused on firm performance, organizational commitment and strategic positioning. None, based on the researcher's knowledge has been done on EOI - employee performance relationship. Majority of the studies involving EOI and individual performance, affective commitment, organizational support or OCB have been done a lot more in the western context. It is not clear if the western findings would have similar implications to the findings in the Kenyan context given the contextual differences.

This study hence aimed to determine the relationship between EOI and employee performance in the Kenyan context. The methodological gap established from literature was that majority of the previous studies analyzed teams as units of analysis. It was also observed that data collection from teams had a risk of intra and inter group dynamic challenges that does not make it more effective. This study addressed this gap by collecting data from individual employees as a unit of measurement.

Analysis of literature indicated that the effectiveness of the influence of EOI on employee performance required an integrated approach that involves introducing mediating and moderating variables. This assumption was worth testing. Hence this study resolved to test the assumption by asking the question: what is the role of affective commitment,

organizational support and OCB in the relationship between EOI and employee performance in the motor vehicle industry in Kenya?

1.3 Objectives of the Study

The aim of this study was to establish the role of affective commitment, organizational support and OCB on the relationship between EOI and employee performance in the motor vehicle industry in Kenya. However, specific objectives were to:

- (i). Establish the influence of employee organizational identification on employee performance in the motor vehicle industry in Kenya.
- (ii). Determine the effect of affective commitment in the relationship between employee organizational identification and employee performance in the motor vehicle industry in Kenya.
- (iii). Determine the influence of organizational support on the relationship between employee organizational identification and employee performance in the motor vehicle industry in Kenya.
- (iv). Determine the influence of organizational citizenship behavior on the relationship between employee organizational identification and employee performance in the motor vehicle industry in Kenya.
- (v). Establish if the joint effect of employee organizational identification, affective commitment, organizational support and organizational citizenship behavior on employee performance is significant in the motor vehicle industry in Kenya.

1.4 Value of the Study

Enhancing employee performance is generally not an easy practice, and many organizations are grappling with issues to improve employee performance with minimal success. It was expected that improving employee's level of organizational identification would influence individual performance. This study tested this assumption and the results are expected to enhance company manager's awareness for enabling EOI attitudes that influence employee performance. Managers will then be encouraged to instill practices that enable employees identify with their organizations to improve employee performance.

Most organizations develop policies contingent to challenges. Employee performance is one such a challenge to organizations today. The outcomes of this study contributes to performance management policy by setting out a framework that can be adopted by organizations to enhance guidelines for managing employee performance by modifying EOI as an attitude. This study therefore provided a source of framework for policy development involving EOI regulations by various participants in policy process such as the government, non-governmental organizations, private institutions, the labour unions and line managers.

Lastly, test of hypotheses gave evidence and brought out better insights about EOI - employee performance association, role of affective commitment and the influence of organizational support and OCB in the relationship. Through this knowledge on performance management is enhanced. The findings of this study added to the academic

discourse on EOI and employee performance behaviours, and further provided reference materials for research in organizational behaviour involving EOI, affective commitment, organizational support, OCB on employee performance as fundamental concepts in human resource management studies thereby contributing to theory.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section comprises discussions on the theories anchoring the research study, critical analysis of literature review and discussions on variable relationships. The chapter also analyzed the gaps in knowledge that were informed by previous related empirical studies. A conceptual framework establishing the variable relationships was also presented in this chapter.

2.2 Theoretical Foundation

Employee performance is affected by many factors such as employee perceptions, attitudes, social interrelationships, company provisions (physical/mechanical), personal skills, and the level of employee commitment (Grant, 2010). Studies have shown that these attributes are associated with EOI and influence the extent to which employees perform tasks in organizations (Khoshlahn, 2016; Terzioglu, 2016). Employee performance is explained in organizational behaviour studies and the theories that best explain employee performance are behavioural theories that include Social Identification Theory.

Literature shows that individual performance is determined by employee perceptions and attitudes which is associated with EOI, level of love for the organization which is associated with affective commitment, organizational support and employee social behaviour which is associated with OCB. These are concepts that have been used in this

study. This study therefore was anchored mainly on SIT because it has been shown to effectively explain the social identification perspective. The study was also supported by two factor theory and the social exchange theory.

2.2.1 Social Identity Theory

Social Identification Theory (SIT) was profounded by Tajfel and Tuner in 1970's. The theory envisages that people tend to develop and uphold a positive social identification through three key components namely loyalty, similarity and belongingness. SIT emphasizes the aspect of group conformity. The theory predicts that favourable organizational perceptions enable employees develop strong identification with it or vice versa. This postulation makes SIT a key theory that can effectively predict outcomes of employee – organizational relationships.

Majority of studies have explained the importance of SIT in predicting the identification process and indicating why individuals either identify or disidentify with their organizations (Ashforth, 2008; Tajfel et al., 1979). Ashforth (2008) claimed that strong employee identification enhance organizational loyalty and foster the feeling of wanting to remain a key member of the group. According Tajfel et al. (1979), employees' feeling of wanting to remain in the organization is belongingness. Belongingness is determined by the extent to which employees perceive shared similarity of values deemed positive with the firm.

Studies have shown consensus that the debate regarding the structure of employee identification, the motives for employee identification and how identification influence individuals and group behaviours can well explained in SIT (Abraham & Gilat, 2007). SIT hence has been viewed as a theory that postulates three main psychological processes that enable group conformity namely; social categorization, identification and comparisons (Tajfel & Turner, 1979).

Positive perceptions of the psychological process factors enhance group conformity. SIT further predicts that the extent to which an employee relates effectively as a group member depends on group conformity (Ashforth, 2008). Conformity leads to loyalty and loyal employees' support their organizations achieve set objectives. Studies have shown that positive identification enhance better prosocial behaviours towards group members (Tak, et al., 2004). It can then be predicted that strong EOI enhance better employee behaviours that include performance behaviours. This study hence aimed to contribute to this argument by assessing if the outcome of EOI – employee performance relationship supports SIT predictions.

Numerous organizational benefits have been postulated in SIT. SIT predicts that for EOI to influence employee performance, an employee has to be affectively committed to their organizations. Literature has shown EOI to be an antecedent of affective commitment (Ashforth, 2008). Though SIT has been shown to have positive predictions on identification process, it has been criticized for offering psychological bases for employee

prejudice, intergroup conflicts and discrimination through social categorization (Katzenbach & Smith, 1993).

The theory was also cited for having a weakness in its difficulty to explain the extent to which employee identification alone would impact employee performance, because it is probably known that employees would always respond positively to favorable organizational practices such as a pay rise, with good performance even if their level of identification was low (Ricketta, 2005). This was deemed to limit the predictive power of SIT.

This study addressed the weakness by comparing if the mediating and moderating roles of affective commitment, organizational support and OCB can have sustained significance on the link between EOI and employee performance. Despite the criticism and weakness of SIT, it remains an important theory predicts EOI – employee performance relationship. The most important aspect of EOI is its ability to enhance employee loyalty, belongingness and commitment to an organization which studies have shown is necessary in improving employee performance.

2.2.2 Two Factor Theory

The theory was profounded by Herzberg in 1959. The theory postulates that employee's gratification enhances psychological feeling and love for the organization. The theory supposes that there are two factors that an organization can always adjust in order to motivate employees to high performance. Researchers have generally agreed that the two

factor theory influences employee performance in many ways (Grant, 2010). Armstrong (2006) posits that employee behaviour can be improved by effectively motivating and satisfying employee needs, and that enhances EOI.

The theory Postulates that motivators breed affective commitment, and affective commitment develops based on the level of loyalty and belongingness employees' exhibit. Based on the theory predictions, it can be debated that EOI develops with motivator factors such as achievement, recognition, job satisfaction, responsibility and opportunities for growth, and reduces with dissatisfier factors such as company policy, management practices, poor relationships and poor work conditions. Hence presence of affective commitment is very necessary for EOI to influence employee performance.

Two factor theory argues that only meeting extrinsic or hygiene factors of employees would not motivate them to exert more effort but just prevents employee dissatisfaction (Robbins, 2013). It is intrinsic or motivation factors that enable employees want to remain in the organization. Intrinsic factors are associated with level of EOI (Jong et al., 2006).

The implication of the two factor theory is that, for employee performance to improve more efforts should put on intrinsic factors that strengthens EOI, because intrinsic factors are the ones that studies have shown to have positive contributions to employees' levels of loyalty that enables employees to produce more (Robbins, 2013). This study

contributes to this argument by examining if the EOI – employee performance relationship outcomes supports the two factor theory predictions.

Critics of the two factor theory claimed that the methods used by Herzberg did not measure to what extent motivator factors influence job performance but rather just expressed factors perceived to be motivators in organizations (Jones & Lloy, 2005). It was claimed that Herzberg focused only on the internal employer related factors ignoring employee behavioural factors that impact individual performance as well. The weakness of this theory was that, it was too specific and rigid in listing motivator and satisfier factors ignoring the volatile nature of human behaviour, individual characteristics and situational factors, for example, what motivate a person today may not motivate them in a few years later (Grant, 2010).

Despite such criticism the two factor theory remains the model that best explains how employee behaviour would be shaped to improve their performance. Hence the outcomes of the test involving EOI - employee performance relationship would support the predictions of the two factor theory.

2.2.3 Social Exchange Theory

The theory was advanced by Homans in early 1960's. The theory assumes that relationships are strengthened by the perceived value of social exchange which are either tangible or intangible (Homans, 1974). Social exchange actions involve give and take

between employees and their leaders or employee and employee. The perceived assessment of the exchange influence the strength of the relationship.

Studies have shown that the length of a relationship between two parties plays an important role in the social exchange assessment (Eisenberger et al., 2011; Blau, 1964). As relationships mature, gradual evaluation of the exchange balance takes place and social cost-benefits analysis become more realistic. The constant evaluation of the exchange balance can lead to either stronger relationship or termination of the relationship if perceived negatively (Hutchison & Charlesworth, 2007).

SET portends that the strength of interactions between two parties is dependent on the social values of give and take that are offered for exchange. In this case, it is an interactive reciprocal liaison between an employee and the firm (Blau, 1964). Hutchison and Charlesworth (2007) opined that both organizational support and OCB have been described as concepts in social exchange that strengthens positive interactions between employees and their organization's and employees to employees respectively. Strong positive interactions enhance employee loyalty and the love for organization which ultimately influence performance behaviour.

According to Homans (1974) the theory predicts that an employee will perform a unit of activity depending on whether the value rewarded by the organization is perceived as either reinforcing or punishing. In addition, Blau (1964) opined that employees' voluntary social behaviour conceived in OCB dimensions namely courtesy, altruism and

sportsmanship are social exchanges that lead to better employee support systems that enhance their performance.

Though SET emphasizes reciprocal benefits of a relationship between two people, critics of the theory argue that exchange behaviour can be understood only at the psychological level but it would be difficult to quantify the degree of exchange (Hutchison & Charlesworth, 2007). The weakness of SET was that it was based on an exchange concept which is very difficult to calculate, for instance it was not easy to quantify the social cost of a relationship as the theory would want us to believe. This study will address this weakness by introducing affective commitment, organizational support and OCB in the EOI - employee performance relationship. Despite such criticism, this study adopts the theory because of its importance in explaining the social exchange process that boosts employee performance.

2.3 Employee Organizational Identification and Employee Performance

Studies done in the past showed that there was some relationship between EOI and employee performance. For example, Mauna (2014) did a study on organizational identification, employee wellbeing and individual output, and found that there was positive relationship between employee identification and labour output. Ziapour et al. (2014) did a study on identification and employee productivity and found that, employees who positively identify with their organizations become loyal, remained in the organization and performed better.

Garud (2001) did a study on identification and organizational performance among other variables and established that, employees who positively identified, had high affective commitment. It is shown that affective commitment enhance employee performance. Lee (2007) did a study on employee identification and employee attitude and found that individuals who positively identified exhibited better attitude towards work. Though previous studies have shown consensus that there is an EOI - employee performance relationship, the varying differences in findings posted on the strength of the relationship calls for further assessment.

Terzioglu (2016) studied identification factors affecting individual performance among other variables and found that EOI was one among the factors. Terzioglu opined that EOI is a psychological phenomenon that triggers variations in employee perceptions in determining whether employees become loyal or develop negative attitude towards the organization. Cheney (2016) studied employee identification and engagement and found that identified employees make better decisions, are affectively committed and interact well with colleagues. Such attributes depicts a sense of belongingness which is a measure of EOI.

Cheney (2016) further emphasized that the presence of organizational behaviours such as trusting employees, allowing autonomy, offering commensurate rewards, allowing job fit and so on can strengthens EOI, and strong EOI is likely to influence employee performance. Building on the literature, it is presumed that strong EOI raises employee performance. This presumption has not been exhaustively tested hence this study aimed

at testing EOI - employee performance relationship for the generalization of findings.

The study tested this relationship through a null hypothesis that-;

Ho₁: employee organizational identification does not influence employee performance.

2.4 Employee Organizational Identification, Affective Commitment and Employee Performance

Literature has not clearly shown whether EOI - employee performance relationship is direct or through other interventions. Study by Tajfel and Turner (1979) on integrative theory of intergroup conflicts found a number of factors that support EOI and can effectively influence employee performance. One of such factors was affective commitment. Tajfel's study further showed that in terms of directionality EOI is an antecedent of affective commitment. Similarly, a study by Suliman (2002) involving learning, commitment, job satisfaction and work performance found that affective commitment mediated the association between learning and work performance.

Study by Snyder and Cistulli (2011) on psychological contract and affective commitment among other variables found that affective commitment intervenes the employee attitude and job performance relationship. Literature has shown that EOI is an employee attitude that determines the perceptions employees make of an organization and the corresponding decisions about the amount of effort to exert (Campbell, 2015). It can then be argued that affective commitment can play a role in EOI - employee performance relationship.

Literature has shown that organizations can change employee behaviours by modifying their self-identity and harnessing gains of emotional attachment posited by affective commitment. The two factor theory suggests that factors that trigger emotional attachment such as recognition, achievements and so on are psychological in nature and breed trust and affectivity, which are measurement of affective commitment, in organizations. (Jones & Lloyd, 2005).

Studies have further indicated that levels of affective commitment varies with the strength of EOI (Tuna et al., 2018; Santas et al., 2016; Mauno 2014; Snyder & Cistulli, 2011). Meaning that when EOI is strong, affective commitment is higher and vice versa. Study done by Hall and Schneider (1972) on the correlates of EOI as a function of career pattern, suggested that the level of job satisfaction is determined by one's level of affective commitment, and affective commitment is born out of positive EOI (Tajfel, 1979).

These arguments are consistent with the proposition of the two factor theory which claims that satisfiers enhance level of EOI which eventually breeds affective commitment that motivates employees to high performance. Though these findings may be true, the effects of affective commitment in EOI - employee performance relationship have not been clearly established. This study addressed that gap by testing the role of affective commitment in EOI - employee performance relationship in the motor vehicles industry in Kenya. The study hence analyzed the mediation role of affective commitment on EOI – employee relationship by testing the following null hypothesis-;

Ho₂: affective commitment does not mediate the relationship between EOI and employee performance.

2.5 Employee Organizational Identification, Organizational Support and Employee Performance

Past studies have shown consensus that EOI - employee performance relationship does exist. However, it is not clear whether this relationship would be strengthened by other environmental factors. For example, Eisenberger et al, (2011) did a study on manager's support and organizational outcomes and found that organizational support enhances job satisfaction and that job satisfaction stimulates employee performance. Study by Bell and Menguc (2002) on transformational leadership and organizational identification, found that supportive behaviours of the managers enhance EOI.

Studies have shown that every employee needs to be supported to achieve their growing emotional and physical needs as laid down in Maslow's hierarchy of needs (Stamper, 2011). The kind of organizational support that satisfies emotional and physical needs has been described in terms of social support, financial support and career support. The three support structures have been shown to be the dimensions of organizational support, which when accorded to employees, their sense of belongingness would be satisfied and their emotional attachment to the organization strengthened (Sluss et al., 2008).

According to Suliman (2002) the premise of organizational support is based on reciprocity principle that when organizations give employees favours they expect back a

corresponding return in the long run. According to the social exchange principle, even the most dedicated and skilled employee will only give positive contribution when they perceive there is support and care from their employer (Garud, 2001). Based on discussions in literature, it can be argued that the link between EOI and employee performance can be strengthened by organizational support.

Previous studies have shown that organizational support raises employee's levels of affective commitment and that improves employee performance (Snyder & Cistulli, 2011; Robbins, 2013; Eisenberger et al., 2011). The SET presumptions are that employee's reciprocal behaviour is determined by their judgments of their manager's level of supporting them to achieve their individual aspirations as much they need to meet organizational goals. Study by Sluss, Klimchak and Holmes (2008) on the quality of perceived organizational support and EOI on employee performance found that organizational support significantly strengthened employee performance.

Eisenberger et al, (2011) asserts that organizational support conveys to employees a message that positive effort is rewarded thereby assuring a reciprocal positive performance behaviour. While these findings may be true, the influence of organizational support in EOI - employee performance relationship has not been clearly established. This study addressed that gap by determining the influence of organizational support in EOI - employee performance relationship as indicated in the following null hypothesis-;

Ho3: organizational support does not moderate the relationship between EOI and employee performance.

2.6 Employee Organizational Identification, Organizational Citizenship Behaviour and Employee Performance

A number of scholars have interrogated the association between OCB and employee performance (Organ, 1988; Bell and Menguc, 2002; Robbins, 2013). According to Luthans (2010) OCB dimensions such as altruism enhance productivity because it triggers employees desire to assist colleagues complete work in a work environment where workplace ownership is strong. Workplace ownership is related to belongingness which is a dimension of EOI.

Study by Bambale (2011) on the link between OCB and firm performance among other variables found that there was a strong OCB -job satisfaction relationship. Job satisfaction has been found to motivate employees to high performance. Chan (2014) opined that other than job satisfaction influencing employee performance, it is associated with affective commitment which is an antecedent of EOI. Based on literature discussions, this study argues that OCB can strengthen the EOI - employee performance relationship.

A study by Feather and Rauter (2004) on OCB and identification among other variables, found that workers who positively identify with their organizations go extra mile to assist the organization and fellow members' complete tasks. Working extra mile to assist colleagues is an aspect of OCB. According to Podsakoff et al. (2003), OCB significantly boosts EOI, meaning that the presence of OCB in a relationship involving EOI and

employee performance is likely to raise employee performance. A study conducted by Bell and Menguc (2002) on OCB among other variables, found that OCB strengthens EOI by enhancing social attractiveness of the organization to employees.

Another study by Bambale (2011) on OCB and leadership paradigm found a positive association between OCB and employee performance. The study arguably indicated that OCB can potentially moderate the relationship between EOI and employee performance. The ability of OCB to positively contribute to better employee outcome is well acknowledged by literature; however its influence on EOI - employee performance relationship has not been clear. This study analyzed this gap by testing the influence of OCB on EOI - employee performance relationship under the null hypothesis that-;

Ho4: OCB does not moderate the relationship between EOI and employee performance.

2.7 Employee Organizational Identification, Affective Commitment, Organizational Support, Organizational Citizenship Behaviour and Employee Performance

Studies have shown that EOI is an antecedent factor of affective commitment (Tajfel et al., 1979). Literature has also acknowledged the vital role affective commitment plays in explaining positive organizational outcomes including employee performance (Meyer et al., 2010). This implies that affective commitment is born out of EOI. That intricate connection can be argued in terms of direction that EOI can only influence employee performance through affective commitment. This study used that directional approach to assess the role of affective commitment in EOI - employee performance relationship.

Organizational theorists assert that though EOI brings positive employee attitude, it is leader supportiveness that triggers love for an organization. Love for organization motivates employees to performance better (Eisenberger, 2011). It can then be implied that the presence of organizational support is necessary for EOI to influence employee performance. This debate is supported by Demircan et al. (2009) who opined that, managers' support enhances employee emotional attachment to the organization thereby strengthening their commitment and this confirms the importance of organizational support in EOI - employee performance relationship.

Organ (1988) opined that OCB is an employee constructive behaviour that is not expressed in their formal job descriptions but emerge out of employee social interactions. Strong social interactions influence group member's loyalty. Loyalty is a measure of EOI. Literature shows that strong EOI triggers employee loyalty and belongingness to a social group with better interactions that can breed positive extra work behaviours that is associated with OCB (Podaskoff, 2000). Based on literature discussions, it can be argued that the presence of OCB would strengthen EOI - employee performance relationship. To further the debate, this study tested the influence of OCB on EOI - employee performance relationship.

Though literature has shown positive linkages among the variables used in this study, the outcomes have been varying. It can be noted that most of those studies were carried out in different contexts and environments such as in Europe and Asia – in the hospital settings and municipal offices among others. This study is being done in the motor

vehicle industry in Kenya. These contextual differences are worth considering and this gap will be addressed by testing the variables in the Kenyan environment and more specifically in the motor vehicle industry for the generalization of the findings.

According to Meyer et al. (2006), the influence of EOI on employee performance is unlikely to be direct. Empirical studies have assessed employee performance on various variables used in this study. However, the researcher did not identify any study that has used all the variables in a single study. This intricate relationship of the variables used in this study is worth testing to determine the effectiveness of their respective mediation role and moderation influence in EOI - employee performance relationship.

Based on literature results, this study aimed to test the EOI - employee performance relationship by introducing affective commitment, organizational support and OCB in the study in order to determine the joint influence of the variables on employee performance, hypothesized as follows-;

Ho5: The joint effect of EOI, affective commitment, organizational support and OCB on employee performance is not significant.

2.8 Summary of Literature and Knowledge Gaps in Research

Some gaps in knowledge were identified by this study. These gaps in knowledge were derived from the review of literature on various studies highlighting the relationship between variables used in this study namely EOI, affective commitment, organizational

support, and OCB and employee performance. Details of the literature and gaps in knowledge are summarized as shown in Table 2.1

Table 2.1: Summary of Literature and Gaps in Research

Previous Research	Focus of Previous Study	Methodological Approach	Finding	Gaps in Research	Current Focus
Rujnan Tuna et al., (2018)	Influence of EOI on nurses performance	Adopted Cross-sectional, Descriptive and Correlation Method	EOI moderately influenced nurses' performance.	It was not clear whether EOI influenced Nurse's performance directly or indirectly.	This study tested the mediation role of affective commitment, moderating influence EOI – employee performance relationship.
Twalib (2017).	LMX and career mobility	Descriptive survey	Trust significantly influenced career mobility.	The study tested Trust in the brewery industry.	This study tested Trust as an indicator of affective commitment in the motor vehicle industry.
Drzensky and Dick (2013)	Effects of EOI on inter group dynamics.	This was a longitudinal design	EOI moderately influenced group dynamics	The challenges of inter group dynamics might have contributed to moderate results	This study tested if OCB as a strong group conformity concept that can strengthen EOI - employee performance relationship.
Negin Memari, Omid Mahdie and A.B Marnani (2013)	Commitment of employees on job performance.	Descriptive Survey	Commitment - employees' job outcomes was significant.	It was not clear which dimension of commitment significantly influenced employee job performance.	This study tested the role affective commitment in EOI - employee performance relationship.
Omari (2012)	Whether cognitive factors influence employee outcomes	Descriptive survey	Intervention of cognitive factors triggered employee outcomes.	The manifestation of EOI in cognitive factors was not addressed.	This study tested EOI as an independent variable in the linkage between EOI and employee performance
Lam et al, (2011).	Building high team performance culture through identification.	Case study	Significant EOI - team performance relationship	Team dynamics may influenced significant team performance.	Focus on individuals as unit of analysis demonstrates better EOI - employee performance relationship

Source: Researcher (2022)

2.9 Conceptual Framework

Managing employee performance behaviour is somewhat a complex initiative hence requires better strategies in order to achieve both employee and employer objectives. Social identification theory predicts that employees' strong sense of identification to an organization leads to better performance.

Studies have argued that when employees strongly identify, affective commitment emerges and that has positive and significant effect on employee performance. In addition, literature has shown that both organizational support and OCB have an influence on employee performance (Abraham, 2007). Figure.2.1 is a conceptual model that show five hypotheses for this study as derived from literature review.

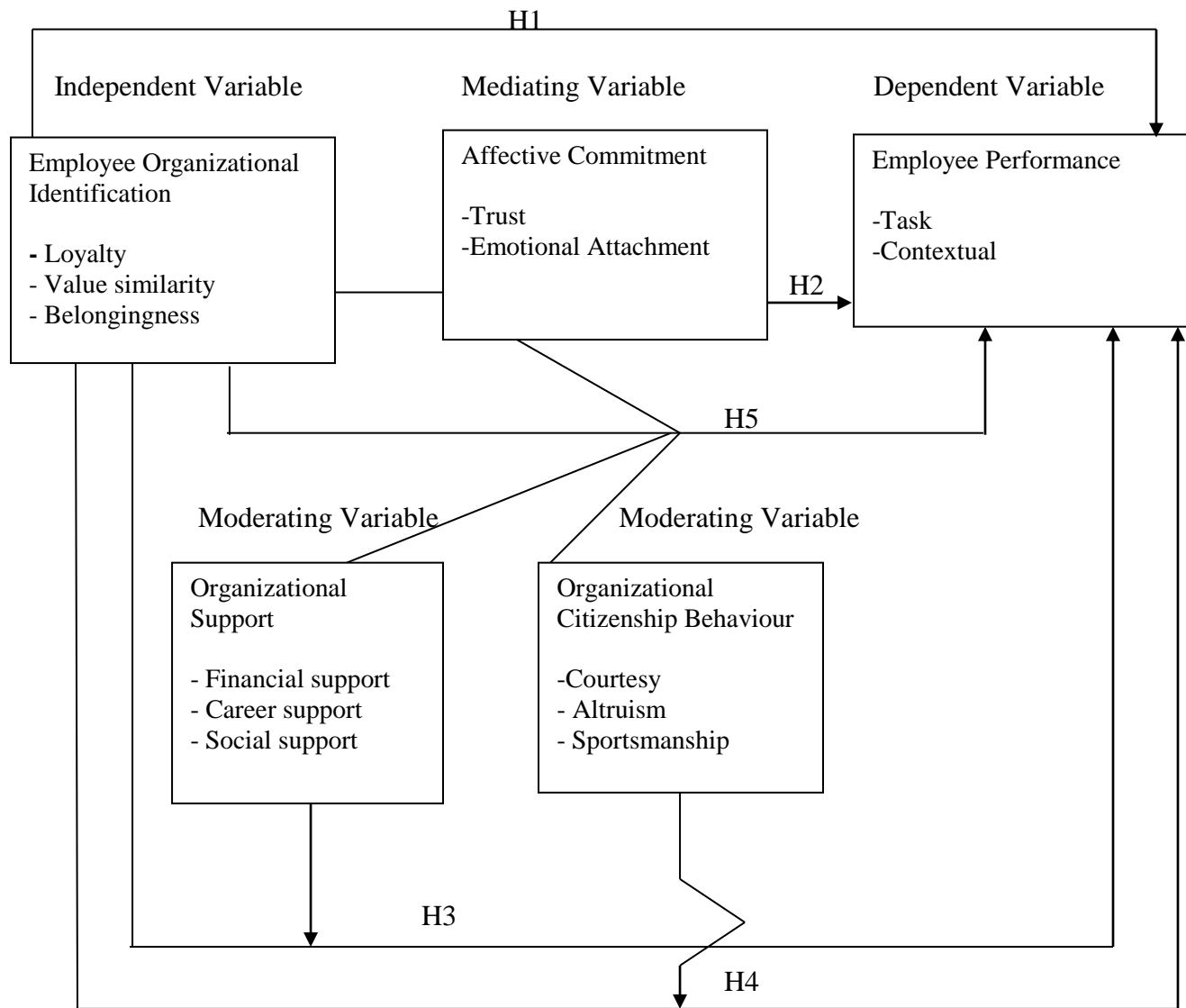


Figure 2.1: Conceptual Model
 Source: Researcher (2022)

2.10 Study Hypotheses

Ho₁: Employee Organizational Identification does not Influence Employee Performance

Ho₂: Affective commitment does not mediate the relationship between employee organizational identification and employee performance.

Ho₃: Organizational support does not moderate the relationship between employee organizational identification and employee performance.

Ho₄: Organizational citizenship behavior does not moderate the relationship between employee organizational identification and employee performance.

Ho₅: The joint effect of employee organizational identification, affective commitment, organizational support and organizational citizenship behaviour on employee performance is not significant.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the methodology of the study. It explains the research philosophical approach used, the design of research adopted, the study population and the sample design. Further, the chapter discusses data collection methods, operationalization of variables, test of validity and test of reliability, data analysis tools and presentation format.

3.2 Philosophical Orientation

Philosophical orientation refer to the beliefs that research is evolving in a positive direction and it portrays the assumptions a researcher makes about the purpose, design and methodology of the study (Saunders et al., 2009). Research beliefs revolve around ontology which describes the nature of reality, epistemology which is a process of knowledge and how knowledge assertions are scientifically justified and generalized, axiology which describes the role of ethical values in research decisions and methodology which is the process of research (Creswell, 2013).

The scope of epistemological and ontological positions vary because they relate differently to how the society views the world and develop knowledge (Weinreich, 2009). Ontology is concerned with the existing problems that affects society. Ontological questions seek to find what kind of reality exists. Whereas epistemological questions seek to debate causality of reality for the generalization of truth. Epistemology relates to how

social problems can be solved through scientific justification for establishment of truth. It assumes the very bases of knowledge, its nature and form, and how it can be communicated to the society to solve social behavioural problems (Wojnar, 2007).

Organizations are presented as societies that are faced with social problems that require solutions which are scientifically arrived at. It can then be argued that, this study's ontological perspective is that employees in the motor vehicle industry have a divided loyalty problem that affects their performance. On the other hand, the epistemological argument in this study then relates to the causes and effects of employee divided loyalty problem that can be scientifically solved to justify the truth. This study then attempted to solve the divided loyalty problem through epistemological exploration of EOI – employee performance relationship.

Research philosophy, according to Creswell (2013), is a strategy and method chosen by researcher based on knowledge development considerations. There are basically four philosophical orientations researchers can adopt namely; Pragmatism which is concerned with dealing with a research problems from mixed models; Positivism that is concerned with data collection and test of hypothesis; Realism that is concerned with disclosure (reality) of the truth about objects and Interpretivism which is concerned with subjective interpretation of reality (Creswell, 2013).

Of the four types of philosophical approaches, it is Positivism that focuses on the importance of objectivity and evidence in searching for knowledge (Weinreich, 2009).

Positivism deals with the study of social reality and future predictions of a phenomenon. According to Wojnar (2007), positivist studies assume things can be studied as they appear and the link between cause and effect is proven as scientific laws which are true.

The general elements of positivism are concerned with methodology, value of freedom, causality, operationalization, independence and reductionism. Positivists adopt a quantitative methods and the purpose of quantitative approach is to test theories, determine causalities, establish relationships between variables, and predict outcomes through operationalization of concepts (Weinreich, 2009).

The study adopted positivist paradigm. Positivism supports analysis of variables, problem conceptualization, deductive review of literature and data analysis (Saunders, Lewis & Thornhill, 2009). Positivist developing knowledge through concept operationalization, hypothesis testing and data collection. Quantitative data is collected through questionnaires for the generalization of findings, and this study met these criteria.

3.3 Research Design

This study adopted descriptive cross-sectional survey design. The design analyzes a problem at one particular point in time. This survey design is used to establish relationships among variables (Weinreich, 2009). It uses structured questionnaires to collect data from the population. The unit of analysis for this study were the employee, from whom the respondents were picked. Cross sectional surveys consider: when, which,

how, where and under what conditions the data was collected and procedures for collecting and analyzing it (Saunders et al., 2009).

Cross sectional studies are important because they describe the current situation as it is and enable the researchers to establish cause and effect of study phenomenon. In this study, it is the influence of EOI on employee performance and make inferences and predictions for future trends. A number of previous researchers that adopted the positivist philosophy, used descriptive cross-sectional design, for example, Tuna et al. (2018), Twalib (2017), Muindi (2014), Mbithi (2014), Munjuri (2013), Omari (2012), as well as Jong and Gutteling (2006).

3.4 Study Population

The study population comprised all permanent employees in the new motor vehicle dealership in Kenya. The total number of permanent employees in the 10 main motor vehicle companies in Kenya (see Appendix II) was 2,425 as at August, 2020 (KMI, 2020). This was shown in Table 3.1. The study population included all permanent employees in the industry ranging from managers to shop floor employees. According to KMI (2020), there were 10 registered dealers in new motor vehicles (pre-registered) currently in Kenya.

The study focused on employees who work on permanent terms only because they have security of tenure that can effectively express better the differences in the levels of identification than the contract or casual staff. The motor vehicle industry was preferred because of the observed divided loyalty and nature of their practices that included offering in-house and international specialized training to their employees which are viewed as organizational support strategies that would influence level of identification. Further, the nature of employees' technical work ensured job fit that would enable commitment. It was then important to analyze the identification levels of the permanent staff because despite all the seemingly positive triggers of organizational identification in the industry, divided loyalty was still observed.

3.5 Sample Design

This study adopted a predetermined sample size table by Krejcie and Morgan (1970) which shows sample sizes against any given population (see Appendix III). Based on the table by Krejcie, a population of 2400 employees is represented by a sample size of 331 respondents. This study had a population of 2,425 at the time; hence the sample size was calculated as shown in Table 3.1.

The total sample was proportionately divided among the 10 new motor vehicle dealers and was calculated as $n = (X/N * 332)$. Where n is the sample size per company; X is population per company; and N is the total population. Simple random sampling method was used to pick respondents from each company. This method was suitable because it employs a blind chance selection in a normal population. It is effective in minimizing

bias as every member of the group has the same chance of being picked (Saunders et al., 2009). Distribution of the samples and sample size is shown in Table 3.1.

Table 3.1: Sample Size

No.	Company	Distribution per Company	Sample Size
1	Isuzu Kenya	350	48
2	CMC	580	79
3	D.T.Dobie	320	44
4	Nissan Kenya	170	23
5	Subaru Kenya	120	16
6	Inchape (K) Ltd	160	22
7	Toyota Kenya	425	58
8	Simba Corporation	80	11
9	Kenya Grange	150	21
10	Urysia	70	10
	Total Population	2,425	332

Source; FKE Records (2021)

3.6 Data Collection

The study was based on primary data sources. Data was collected by use of structured questionnaire mailed to the respondents. The respondents comprised of the managers, supervisors and the general workers in the respective firms in the industry. The questionnaire was adopted from literature and improved to meet the objectives of this study. The questionnaire statements were presented in a five point Likert scale format ranging from 5 - very large extent to 1 - very small extent.

The questionnaire had six parts and respondents were required to show their level of acceptance with the statements. Part A – showed statements on demographic attributes, part B - statements about EOI which were adopted from Chiney (1983). Parts C -

affective commitment. Statements for affective commitment were adopted from Meyer and Allen (1997). Parts D - organizational support. Statements on organizational support were adopted from Eisenberg et al. (2011). Part E - OCB statements which were adopted from Organ (1988), and lastly part F - employee performance, whose statements were adopted from Bergeron (2014).

Feedback on employee performance was given by the human resource managers based on performance appraisal records. The questionnaires were administered through an arrangement with respective human resource managers who assisted with dropping and picking up answered questionnaire from the respondents. Permissions were sought for data collection and ethical considerations were observed as necessary. See Appendix I that shows the questionnaires.

3.7 Operationalization of Variables

Study variables were expressed in a way that makes them clearly distinguishable, measurable, and understandable (Weinreich, 2009). This study adopted affective commitment, organizational support, and OCB as concepts to measure their various locus of influence in EOI - employee performance relationship as shown in Table 3.2

Table 3.2: Operationalization of Variables

Variables	Role	Indicators	Explanation of indicators	Metrics	Related literature	Questionnaire section
EOI	Independent	Loyalty Similarity Belongingness	Commitment level Identification level Comparisons, ownership	Likert scale	Cheney (2016), Ashforth and Mael (1989)	Part B
Affective commitment	Mediating	Trust Emotional attachment	Keeping promise, autonomy. Job fit, defensiveness	Likert scale	Allen, Meyer, (1990), Snyder and Cistulli (2011)	Part C
Organizational support	Moderating	Financial Career Social	Training, welfare, incentives Growth, transfers, promotions Health, counseling, club	Likert scale	Kraimer and Wayne (2004), Eisenberger (2011)	Part D
OCB	Moderating	Courtesy Altruism Sportsmanship	Gentleness, good manners, thoughtfulness. Kindness, selflessness, considerate Sharing, courage, self-control	Likert scale	Somech and Zahavy, (2004), Organ (1988)	Part E
Employee performance	Dependent	Task Performance Contextual performance	Efficiency, skills. Leadership, team player, determination	Likert scale.	Bergeron (2014), Trevino (2005)	Part F

Source: Researcher (2022)

3.8 Test of Reliability

Reliability refers to the consistency in measurement which should give same repeated results over a period of time (Bollen, 2013). Data on social sciences are mainly influenced by random or systematic errors that need to be controlled in order to obtain higher reliability. This study used alpha coefficient method by Cronbach (1951) popularly referred to as Cronbach's alpha to test for reliability. Nunnally (1978) opined that the standard of measure for reliability of 0.70 or higher was sufficient to confirm reliability for a study.

The questionnaire items used to obtain information to measure the research objectives were pilot tested for consistency. Though the statements were adopted from previous reliable sources, their use for this study were customized to suit the objectives and hypothesis of the study. It can be noted that both pilot test and research supervisors' opinions strengthened the statements making them suitable instruments for measuring the linearity of variables' used in the study.

3.9 Validity Tests

According to Robson (2011) validity is the extent to which the obtained results are perceived to be true. Validity is an important criteria for quality in research tests. A test with high validity means that the items of measure are closely related to the intended focus. This study's items were effectively discussed with the research supervisors for suitability of their use in the study to measure variables relationships.

Studies use either internal (credibility) validity or external (transferability) validity. Internal validity is the extent to which established relationship between a treatment and an outcome is fundamentally reliable (Pallant, 2011). External validity is degree to which outcomes of a study are universally accepted as a true findings. This study used factor analysis to assess construct -validity that is, the level to which participants are knowledgeable in the constructs of the study. There are several researchers who have used factor analysis method to assess construct validity with successful results previously such as Costello and Osborne (2005); Tabachnick and Fidell, (2007); Dumenci and Achenbach, (2008); and Norris and Lecavalier, (2010).

3.10 Diagnostic Tests

Testing assumptions of research variables is an important process in a study. Different diagnostic tools have been used by researchers to analyze population's parameters and cause and effect relationships. This study used the most common diagnostic tools in social science to assess the motor vehicles industry population parameters and variables relationships. The diagnostic tests used in this study were tests for linearity, multicollinearity, normality and heteroscedasticity (Razali, Razali, & Tahir, 2011).

To test for linearity, correlation analysis was used, while Q-Q plots and Kolmogorov-Smirnov were used to test for normality. Variance Inflation Factor (VIF), tolerance, condition number, and correlation analysis of independent variables were used to test for multicollinearity, whereas plotting standardized residuals against regression standardized predicted values, and Levene's test were done to test for homoscedasticity.

3.11 Data Analysis and Presentation

Analyzing data involves organizing, structuring and giving meaning to the collected data. This research adopted descriptive statistic to examine the distinctive features of the interviewees consisting of frequencies and measures of dispersion. Linear regression was applied to test the linkage between EOI and employee performance. To test the influence of organizational support and OCB in EOI – employee performance, the study applied stepwise regression method.

To examine the role of affective commitment, four step path analyses by Baron and Kenny (1986) method was applied. While to test for the joint effects of EOI, affective commitment, organizational support and OCB on employee performance, the study used multiple regression analysis. Analytical methods together with objectives and hypotheses, are presented in Table 3.3.

Table 3.3: Summary of Statistical Tests for Hypothesis and Interpretation

Research Objectives	Hypotheses	Model of Analysis	Results Interpretations
Establish the influence of EOI on employee performance	HO1. EOI does not influence employee performance.	Simple linear regression analysis $EP \neq \beta_0 + \beta_1 EOI_1 + \varepsilon$ where EP is employee, EOI is employee organizational identification; β_{r_s} are parameters; ε is error term	R ² show explanatory power F - ratio show goodness of fit; p-value show overall and individual significance
Determine the role of affective commitment in the relationship between EOI and employee performance	HO2. Affective commitment does not mediate the relationship between EOI and employee performance.	Four step Path analysis by Baron and Kenny (1986) Step i) $EP \neq \beta_0 + \beta_1 EOI + \varepsilon$ Step ii) $AC \neq \beta_0 + \beta_1 EOI + \varepsilon$ Step iii) $EP \neq \beta_0 + \beta_2 AC + \varepsilon$ Step iv) $EP \neq \beta_0 + \beta_3 EOI AC + \varepsilon$ where AC is affective commitment to	R ² show explanatory power F-ratio show goodness of fit; p-value show overall and individual significance
Determine the influence of organizational support on the relationship between EOI and employee performance.	HO3 Organizational support does not moderate the relationship between EOI and employee performance.	Step wise regression analysis i) $EP \neq \beta_0 + \beta_1 EOI + \varepsilon$ ii) $EP \neq \beta_0 + \beta_1 EOI + \beta_2 OS + \varepsilon$ iii) $EP \neq \beta_0 + \beta_1 EOI + \beta_2 OS + \beta_3 EOI * OS + \varepsilon$ where OS is organizational support	R ² show explanatory power F-ratio show goodness of fit; p-value show overall and individual significance
Determine the influence of OCB in the relationship between EOI and employee performance	HO4. OCB does not moderate the relationship between EOI and employee performance	Step wise regression analysis i) $EP \neq \beta_0 + \beta_1 EOI + \varepsilon$ ii) $EP \neq \beta_0 + \beta_1 EOI + \beta_2 OCB + \varepsilon$ iii) $EP \neq \beta_0 + \beta_1 EOI + \beta_2 OCB + \beta_3 EOI * OCB + \varepsilon$ where OCB is organizational citizenship behaviour	R ² show explanatory power F-ratio show goodness of fit; p-value show overall and individual significance
Establish if the joint effect of EOI, affective commitment, organizational support and OCB on employee performance is significant	The joint effect of EOI, affective commitment, organizational support and OCB on employee performance is not significant.	Multiple linear regression analysis $EP \neq \beta_0 + \beta_1 EOI + \beta_2 AC + \beta_3 OS + \beta_3 OCB + \varepsilon$	R ² show explanatory power F-ratio show goodness of fit; p-value show overall and individual significance

Source: Researcher (2022)

CHAPTER FOUR

ANALYSIS OF DATA AND FINDINGS

4.1 Introduction

This chapter discussed analysis of data based on the study objectives. The study had five objectives namely to; establish the influence of EOI on employee performance; determine the role of affective commitment in EOI - employee performance relationship; determine the influence of organizational support on EOI - employee performance relationship; determine the influence of OCB on EOI - employee performance relationship; and establish the joint influence of EOI, affective commitment, organizational support and OCB on employee performance.

Corresponding null hypotheses were used to test the objectives and outcomes of the tests were presented in simple linear regression, hierarchical regressions and multiple regression. Study outcomes were presented in Figures and Tables. The regression results determined the significance of the relationships and strength of the variables. The result models determined the significant levels of the correlation coefficients (R) and coefficient of determination (R^2).

F- Ratio levels indicated the goodness of fit of the model while the beta coefficient scores indicated the criterion and unit change in variations. In addition the response rate, socio-demographics analysis, tests of validity and reliability, diagnostics tests, hypotheses tests, and discussion of results are addressed in this chapter.

4.2 Response Rate

The study had 332 respondents from the motor vehicle industry in Kenya. Questionnaires were distributed to the randomly chosen respondents from each company in the industry. The distribution method was mainly through personnel emails and printed hard copies. The email method was found appropriate in compliance with the COVID-19 pandemic protocols that required less personal contact and enhanced social distancing. However, the actual questionnaires that were received back were 280. Filled up questionnaires were returned through emails and hard copies. The rate of response is presented in Table 4.1.

Table 4.1: Rate of Response

No.	Company	Questionnaire's sent out to Respondents	Questionnaire's received back from Respondents	Response Rate in percent
1	Isuzu Kenya	48	48	100
2	CMC	79	61	77
3	D.T.Dobie	44	44	100
4	Nissan Kenya	23	18	78
5	Subaru Kenya	16	14	88
6	Inchape (K) Ltd	22	11	50
7	Toyota Kenya	58	46	79
8	Simba Corporation	11	10	91
9	Kenya Grange	21	18	86
10	Urysia	10	10	100
	Total	332	280	84

Source: Researcher (2022)

Table 4.1 show, the rate of response for this study was 84 percent. In comparison, this was a response rate higher than some similar studies done previously for instance, Sharlene et al. (2016) had a response rate of 23 percent, Twalib (2017) had 72 percent, Omari (2012) had 48 percent, Eisenberger (2011) had 70 percent and Muindi (2014) had 72 percent, among others.

Table 4.1 also show the response rates from individual companies. For instance, there were 100 percent responses from Isuzu Kenya, D.T.Dobie and Urysia companies, while the rest of the companies had between 77 percent and 91 percent response rates except Inchape (K) Limited that had a response rate of 50 percent. According to Fowler (1995) and Mugenda and Mugenda (2008), a rate of response of 60 percent is validly representative.

The 84 percent response rate for this study was therefore representative enough to allow carrying out the research. This high rate of response is credited to the fact that most employees were working from home or just remaining at home because of reduced staff numbers at the workplaces due to COVID-19 pandemic. It can then be assumed that as a result of staying at home, staff had enough time to answer the questions. The good response rate also implied that the respondents understood and related well with the items of questionnaire.

4.3 Social Demographic Characteristics

Respondent's socio-demographic attributes were important in this study because according to Tajfel (1979), level of employee identification varies with employee's position at work, chronological age, length of service and level of education. Gender disparity was also an important factor in this study as it helps in the understanding of male – female population differences in the motor vehicle industry in Kenya. These employee characteristics have been assumed to trigger attitudes that relate to EOI besides influencing the levels of other variables used in this study thus, affective commitment,

organizational support, OCB and employee performance. The socio-demographic analysis results are presented in Table 4.2.

Table 4.2: Socio-Demographics Characteristics

Employee	Characteristics	Respondents	Percent
Gender	Male	219	78.2
	Female	59	21.1
	No response	2	0.7
	Total	280	100
Job title	Administrators, managers, and planners	94	33.6
	Supervisors	72	25.7
	Engineers and technicians	36	12.9
	Salespersons and accountants	29	10.4
	Clerks, drivers and cleaners	29	10.4
	Supply chain officers	17	6.1
	No response	3	1.1
Total	280	100	
Respondent's age (years)	19 to 29	32	11.4
	30 to 39	132	47.1
	40 to 49	63	22.5
	50 and above	49	17.5
	No response	4	1.4
Total	280	100	
Length of service (years)	0 to 10	183	65.4
	11 to 20	61	21.8
	21 to 30	30	10.7
	31 and above	6	2.1
Total	280	100	
Level of education	PhD	0	0
	Bachelor's degree	127	45.4
	Master's degree	67	23.9
	Diploma	56	20.0
	'O' level and professional certificate	28	10.0
	No response	2	0.7
Total	280	100	

Source: Data analysis (2022)

The gender composition analysis of the respondents was important factor as it shows gender distribution of employees in the industry. The study shows that there were 219 male and 59 female respondents. As shown in Table 4.2, male respondents were the

majority at 78 percent while the female respondents were minority at 21 percent. This disparity could be associated with the nature of technical work in the motor vehicle industry in Kenya where there is dominance of the male gender in technical skills.

In addition, Table 4.2 show that 33.6 percent of the respondents were in management positions; 25.7 percent were supervisors; 12.9 percent were technicians and engineers; 10.4 percent were accountants; 10.4 percent were clerks- drivers and cleaners; and 6 percent were supply chain officers. The staff distribution implies that majority of the respondents were employees who hold senior job titles. This implies that the motor vehicle industry has an inverted cone shaped staff establishment where there are more management staff than other workers.

Regarding the age of the respondents, Table 4.2 show that majority of the staff in the motor vehicle industry in Kenya were aged between 30 and 39 years representing 47.1 percent of the employees in the industry. It is presumed that this is the agile age bracket at which some good work experience and knowledge of the organization has been gained to guide EOI decisions. Those between 19 and 29 years; 40 and 49 years and above 50 years represented 11.4 percent, 22.5 percent, and 17.5 percent, respectively. Employee's chronological age is an important factor in determining and informing mental propositions about the level of identification.

With respect to the spread of respondents by length of service, the analysis shows that majority (65.4 percent) of the respondents had held their position for less than 10 years.

This can imply that labour mobility is higher at this period. The study also show that about 22 percent of the employees had stayed for between 11 and 20 years; 11 percent had stayed in the industry for between 21 and 30 years while only 2 percent had stayed in the motor vehicle industry for over 30 years.

Length of service has been shown to have positive linkage to loyalty which is a dimension of EOI (Tuna et al., 2019). Hence length of service can be applied in the industry to show strength of EOI. Table 4.2 shows only 33 percent of staff remained in their organizations for 11 years and above.

Analysis on education levels frequency, Table 4.2 show that majority of staff, about 45 percent, had bachelor's degree qualifications. About 24 percent, 20 percent, and 10 percent had master's degree, diploma and professional certificate qualifications respectively. Cumulatively, about 89 percent of staff in this industry had diploma qualifications and above, while there was no respondent with a doctorate qualification. Tajfel (1979) associated level of qualification with the strength of employee identification.

4.4 Reliability and Validity Tests

According to Creswell (2013), both reliability and validity are conceptions applied in research to gauge the quality of a study. They point out how well a test measures the cause and effect in a relationship. Reliability hence refers to the consistency of a measure

and its replicability, while validity indicates the accuracy of a measure (Saunders et al., 2009). This study tested for reliability and validity.

A pilot analysis was carried out to determine if data collection instruments were properly designed in a way reliable and valid to collect the relevant information that addressed the objectives of this study. The questionnaires were pilot tested on a total of 24 employees with 8 employees drawn from each of the three major companies that were selected at random. The findings of the pilot study informed certain adjustments on the instruments used. The adjustments were made in consultation with research supervisors. This study used factor analysis to test for validity. Factor analysis involves the extraction of common factors from the data that are commonly scored.

4.4.1 Test of Reliability

To measure reliability, this study adopted Cronbach's alpha method that uses alpha coefficient. Cronbach alpha uses the rule of thumb of the value 0.70. The assumptions of Cronbach alpha test of reliability is that any value above 0.70 to 1 has higher reliability (Cresswel, 2013). Summary of reliability scores for the five variables used in this study is presented in Table 4.3.

Table 4.3: Measures for Internal Consistency Reliability for all Variables

Variable	Items	Cronbach Alpha	Comments
EOI	9	0.928	Reliable
Affective Commitment	8	0.931	Reliable
Organizational Support	9	0.90	Reliable
OCB	9	0.857	Reliable
Employee Performance	6	0.758	Reliable

Source: Data analysis (2022)

Table 4.3 show that EOI scale had the highest score of internal consistency with a Cronbach alpha coefficient of 0.928 followed by affective commitment, organizational support, OCB, and employee performance at 0.931, 0.90, 0.857 and 0.758 respectively. All the scales indicated high scores above the rule of the thumb hence; internal consistency of the instruments for collection of data was confirmed.

Table 4.4 show Cronbach alpha scores for individual measures of EOI, affective commitment, organizational support, OCB, and employee performance. Table 4.4 also show that all the alpha coefficients of the sub variables ranged from 0.705 to 0.932 suggesting high reliability. Details of internal consistency scores for variable measures were presented in Table 4.4.

Table 4.4: Internal Consistency for Sub variable Items Scores

Variable	Measures	Items	Cronbach Alpha	Comments
EOI	Loyalty	3	0.765	Reliable
	Similarity	3	0.802	Reliable
	Belongingness	3	0.932	Reliable
	Overall EOI	9	0.928	Reliable
Affective commitment	Trust	4	0.867	Reliable
	Emotional attachment	4	0.907	Reliable
	Overall	8	0.931	Reliable
Organizational support	Social support	3	0.705	Reliable
	Financial support	3	0.739	Reliable
	Career support	3	0.884	Reliable
	Overall	9	0.900	Reliable
OCB	Altruism	3	0.748	Reliable
	Sportsmanship	3	0.814	Reliable
	Courtesy	3	0.786	Reliable
	Overall	9	0.857	Reliable
Employee performance	Task	3	0.720	Reliable
	Contextual	3	0.756	Reliable
	Overall	6	0.758	Reliable

Source: Data Analysis (2022)

Table 4.4 show that all the scores were above alpha index of 0.7, implying the items for data collection were reliable. Table 4.4 also show that belongingness had a higher reliability score of 0.932 among the measures of EOI. Emotional attachment scored higher at 0.907 among affective commitment measures. Career support scores were higher at 0.884 among organizational support measures. Sportsmanship scored higher at 0.814 among OCB measures while contextual performance had the highest score of 0.756 among the employee performance measures.

4.4.2 Test of Validity

The study used 41 items to measure EOI - employee performance relationship. A sample of 332 employees was used for this purpose. Test of validity on the 41 instruments was meant to assess the instruments ability to satisfactorily gather data necessary for this

study in order to respond to the research objectives. To achieve this, factor analysis was applied to test for validity using Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test on the 41 items. Generally, KMO scores of between 0.8 and 1 indicate adequacy of sampling (Pallant, 2011). The suitability of factor analysis for this study was indicated by Bartlett's test of sphericity score. This score is important as it indicates strength of the relationships among variables (Tabachnick & Fidell, 2007). KMO outcomes are presented in Table 4.5.

Table 4.5: Test of Validity Scores

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.838
Bartlett's Test of Sphericity	Approx. Chi-Square	10903.439
	df	280
	Sig.	0.000

Table 4.5 show that KMO scores on a set of 41 items of data collection statements was adequate at 0.838. Overall, the results were significant at p-value less than 0.05, indicating that 83.8 percent of the variability in employee performance is explained by EOI, affective commitment, organizational support and OCB. The output further shows that the statements used in the study were sufficient to enable data collection.

Table 4.5 further show that chi-square results were significant at $\chi^2 = 10903.439$, indicating that there was suitability and strength of the factors. This implied that the data was good and adequate enough to carry out the study. On the other hand, Principal Component Analysis obtained showed the communalities extraction scores for each item. The communalities of the items ranged from 0.512 to 0.853, which were high.

Communalities with high values indicate that the factors explained a higher variation which was significant. Results for communalities were presented in Table 4.6.

Table 4.6: Communalities Scores

Items	Initial	Extraction
I defend my organization no matter the situation	1.000	0.738
I sacrifice my spare time to work for this organization without extra pay	1.000	0.746
I feel good discussing my organization with outsiders	1.000	0.676
My personal values are so much congruent to those of my organization	1.000	0.782
I always wear my company's artifacts during and outside working hours	1.000	0.624
I always feel that the skills I acquired suits the skills required in this organization	1.000	0.803
My opinion matters in this organization	1.000	0.763
I feel like a family member of this organization	1.000	0.815
I am in this company to stay	1.000	0.821
I believe my organization does what it says.	1.000	0.734
I don't intend to look for another job elsewhere	1.000	0.665
My supervisor offers me the opportunity to do what I am good at	1.000	0.730
I have more freedom to make decisions about the work I do	1.000	0.697
A praise to the company is like personal compliments to me	1.000	0.819
I get happy when I think about my organization	1.000	0.884
My job is the ideal job I was looking for when I took it.	1.000	0.721
My skills and qualifications fit the job I am doing perfectly	1.000	0.823
My firm organizes team building exercises and experiences	1.000	0.598
My organization supports corporate social responsibilities (CSR) activities	1.000	0.705
My organization sponsors my club membership	1.000	0.512
I get help from my employer for personal financial problems that are not work related.	1.000	0.593
I have benefited from the company when bereaved or in sickness.	1.000	0.669
My organization pays incentives to enable staff achieve college qualifications	1.000	0.549
My organization has clear progression policy	1.000	0.774
My organization offers effective career advice my career goals	1.000	0.853
My supervisor encourages me to enroll for further training to improve my career growth prospects	1.000	0.578
I like helping my colleagues complete their challenging tasks	1.000	0.784

Items	Initial	Extraction
I feel happy when I assist my firm make a critical decision	1.000	0.594
I often serve the firm's customers past working hours	1.000	0.761
I like to associate with my work colleagues	1.000	0.768
I would risk my neck to support or stand with my colleagues	1.000	0.716
Going an extra mile for my colleague is a good thing to do	1.000	0.739
I always greet everyone in my department before starting work	1.000	0.563
I like comforting colleagues when I notice they look disturbed.	1.000	0.711
I always acknowledge my colleagues' contributions or accomplishments	1.000	0.680
I use more appropriate techniques depending on the nature of the task	1.000	0.558
My skills are appropriate for my job	1.000	0.813
I always meet targets with less supervision	1.000	0.586
I feel great to serve my company's customers even if it means working past normal time	1.000	0.729
It is important to me that people are happy with my job performance	1.000	0.672
My job requires continuous learning	1.000	0.646

Extraction Method: Principal Component Analysis.

Source: Researcher (2022)

The study used factor extraction criterion rule of above 0.50 as the baseline retention criteria for items. Table 4.6 shows that communalities extraction values were all above 0.5. The communalities ranged from 0.512 to 0.853 implying that the items of measure fitted well to measure EOI - employee performance relationship with affective commitment as the mediator and organizational support and OCB as moderators respectively in this study. All the items satisfied the criterion hence were retained in the study.

4.5 Diagnostic Tests

The study diagnostic tests were; tests of linearity, normality, homoscedasticity and multicollinearity. The study adopted Q-Q plots, Kolmogorov-Smirnov test; VIF, tolerance, condition number, correlation analysis of independent variables; plotting

standardized residuals against regression standardized predicted values and Levene's test in order to test for linearity, normality, multicollinearity and homoscedasticity respectively.

4.5.1 Linearity Test

Prior to conducting linear regression, a linear relationship ought to exist between two or more predictor variables and dependent variable (Tabachnick & Fidell, 2013). Linear association among predictor variables and dependent variable can be established by use of scatter plots (Hair et al., 2014) or Pearson's correlation coefficient. This study applied Pearson's product moment correlation to test for linearity. Table 4.6 show linearity scores.

Table 4.7: Correlation Analysis

		Employee performance	EOI	Affective commitment	Organizational support	OCB
Employee performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	280				
EOI	Pearson Correlation	.587**	1			
	Sig. (2-tailed)	.001				
	N	280	280			
Affective commitment	Pearson Correlation	.654**	.779**	1		
	Sig. (2-tailed)	.000	.000			
	N	280	280	280		
Organizational support	Pearson Correlation	.342	.466**	.602**	1	
	Sig. (2-tailed)	.065	.010	.000		
	N	280	280	280	280	
OCB	Pearson Correlation	.236	.232	.363*	.295	1
	Sig. (2-tailed)	.209	.217	.049	.114	
	N	280	280	280	280	280

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

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

Source: Researcher (2022)

Table 4.7 show that the linearity scores indicated significant correlations among the variables ranging from 0.232 to 0.779. Table 4.6 shows variable correlation scores between EOI and employee performance was 0.587, affective commitment and employee performance was 0.654, organizational support and employee performance was 0.342 while OCB and employee performance was 0.236. All the linearity test scores are positive indicating incremental relationships. These results implied that the variables correlated well and that data was significant at P value < 0.05. The results confirmed that the requirements for linearity were met.

4.5.2 Normality Test

To test for normality, this study used Q-Q plots and Kolmogorov Smirnov (K-S) testing. The results of Q-Q plots were presented in Figures 4.1 to 4.13, whereas Table 4.8 shows K-S test results. K-S test was used because the population was above 2,000 people otherwise Shapiro wilk is used for populations below 2000 (Razali et al., 2011). For this study, the population was 2,425 employees in the motor vehicle industry in Kenya.

Table 4.8: Test of Normality Scores

Variables	Kolmogorov-Smirnova		
	Statistic	df	Sig.
EOI	.267	275	.000
Affective commitment	.223	275	.001
Organizational support	.246	275	.000
OCB	.295	275	.000
Employee performance	.312	275	.000

a. Lilliefors Significance Correction

Source: Researcher (2022)

Table 4.8 show that all the variables have significant normal distribution. The Kolmogorov Smirnov test produces results that are used with the degrees of freedom parameter to test for normality. The Kolmogorov Smirnov results shows EOI value is 0.267, affective commitment 0.223, organizational support 0.246, OCB 0.295 and 0.312 for employee performance. The degrees of freedom was 275 which was equal to the number of data sets that would vary at p-value less than 0.05. This was evidence for normal distribution.

The Q-Q plots analysis for the variables subscales were also used to confirm normality in this study. Q-Q plot refers to a graphical representation of the statistical assessment of data if it is normally distributed. Q-Q test of normality of the variable sub scales measurements were presented in Figure 4.1 to 4.13.

EOI Subscale Q-Q Plots

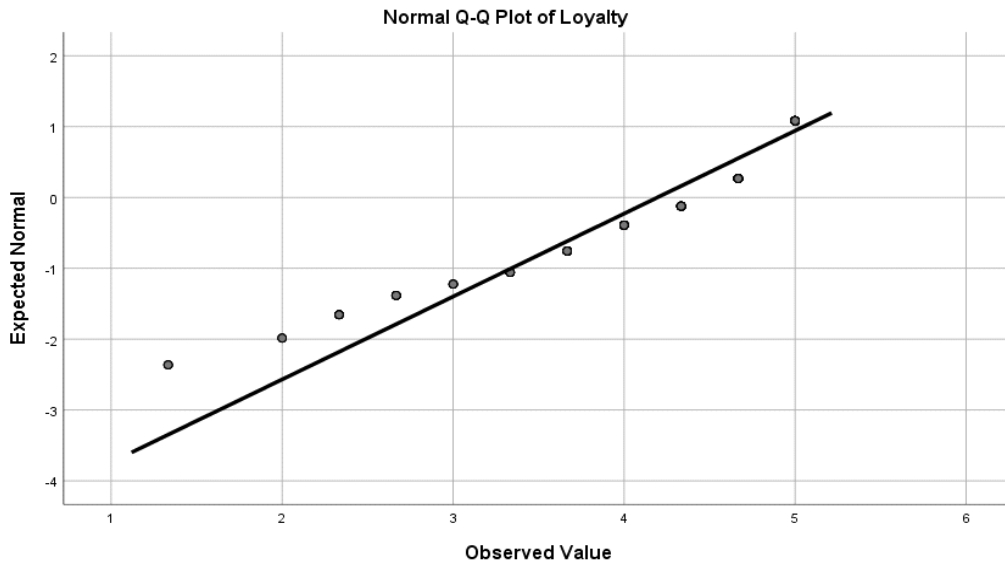


Figure 4.1: Loyalty Indicator

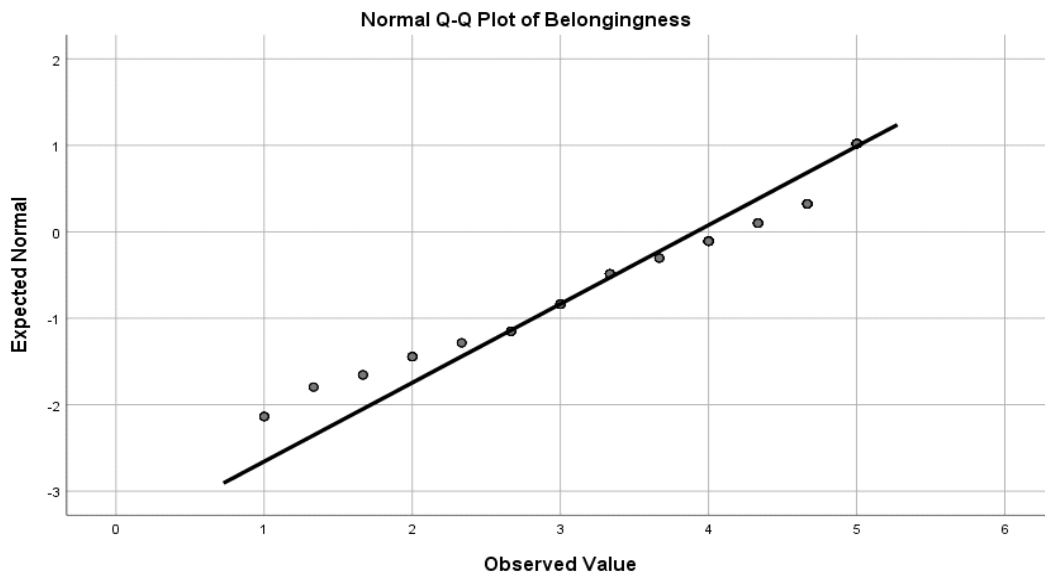


Figure 4.2: Belongingness Indicator

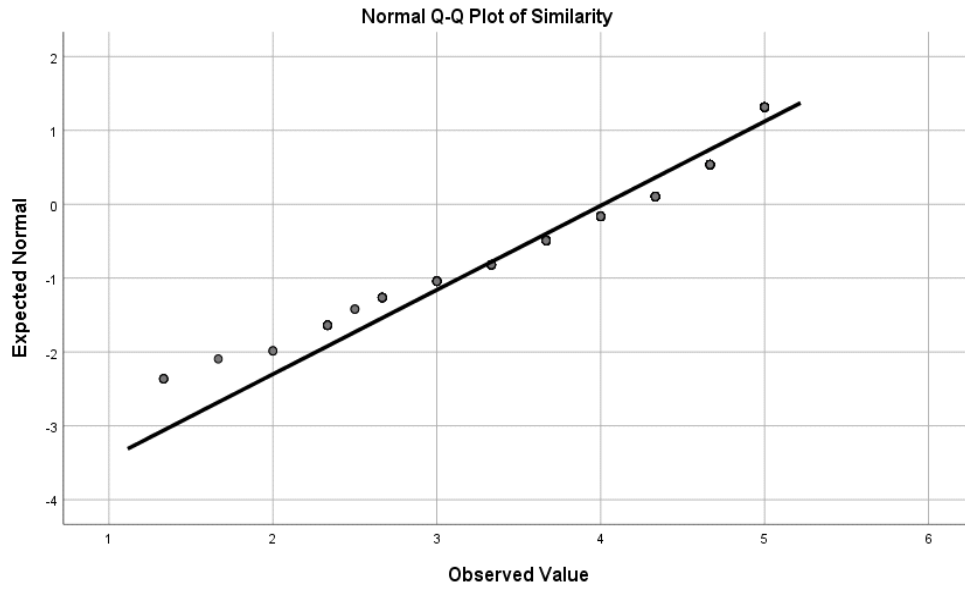


Figure 4.3: Similarity Indicator

Affective Commitment Subscale Q-Q Plots

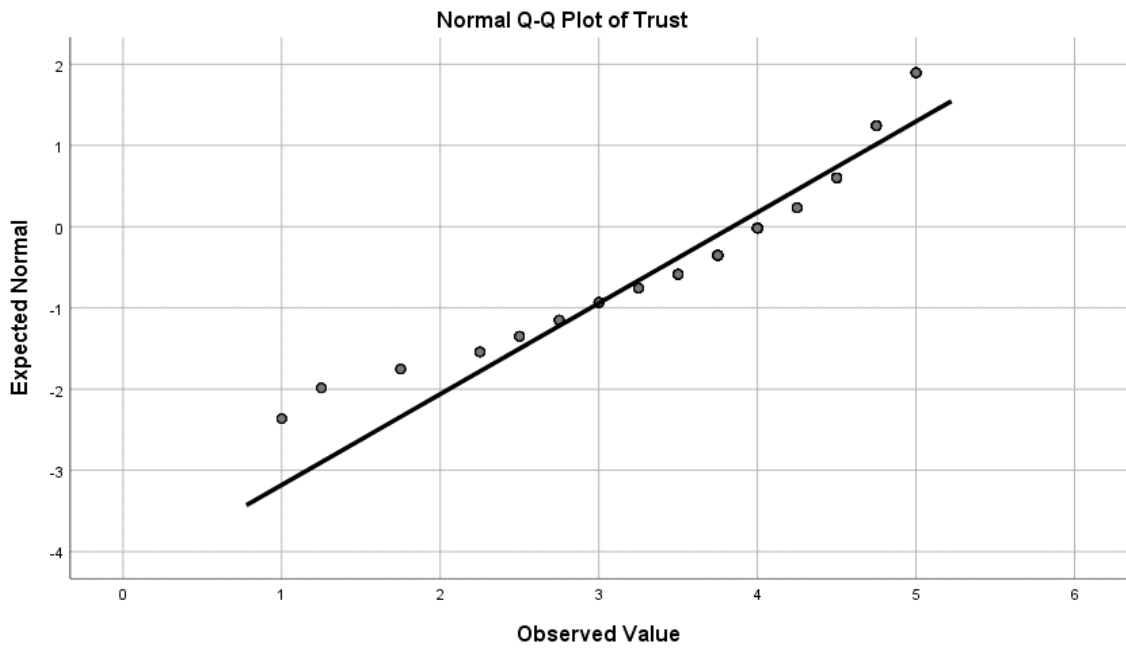


Figure 4.4: Normality for Trust

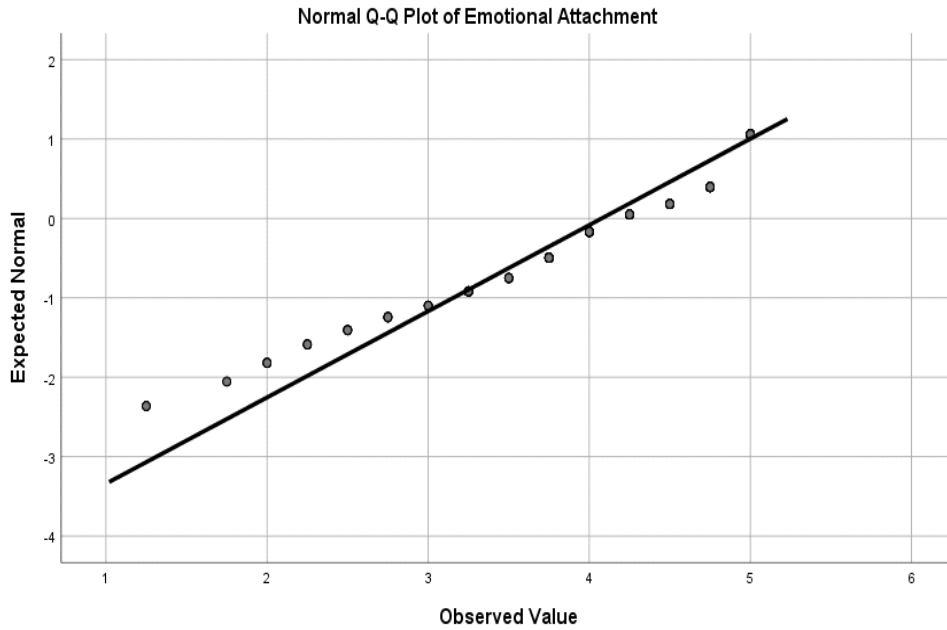


Figure 4.5: Normality for Emotional Attachment

Organizational Support Subscale Q-Q Plots

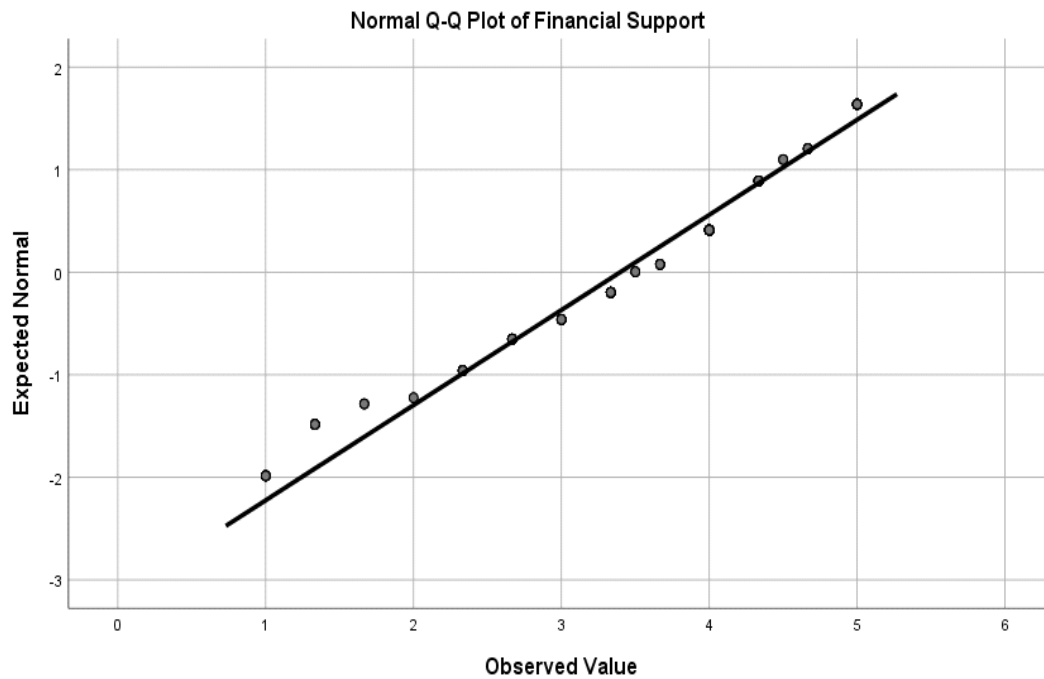


Figure 4.6: Normality for Financial Support

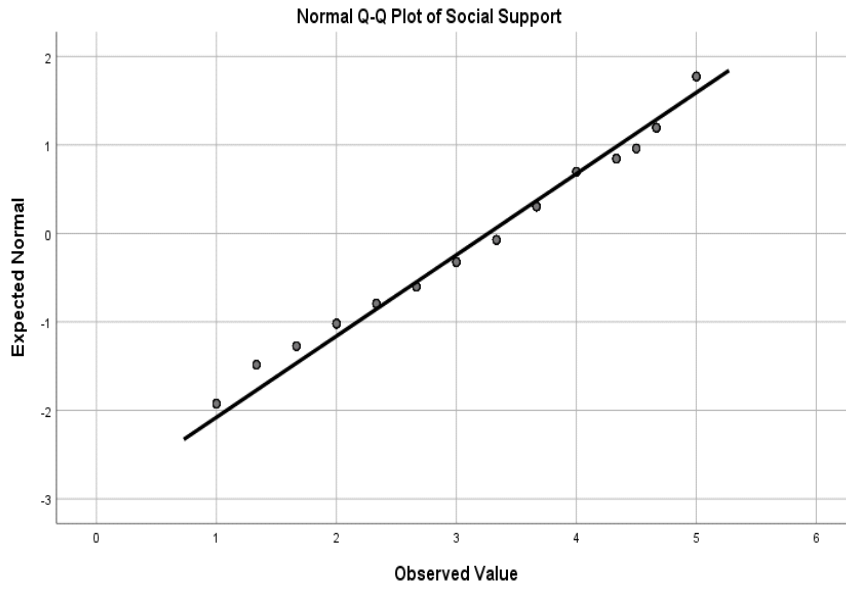


Figure 4.7: Normality for Social Support

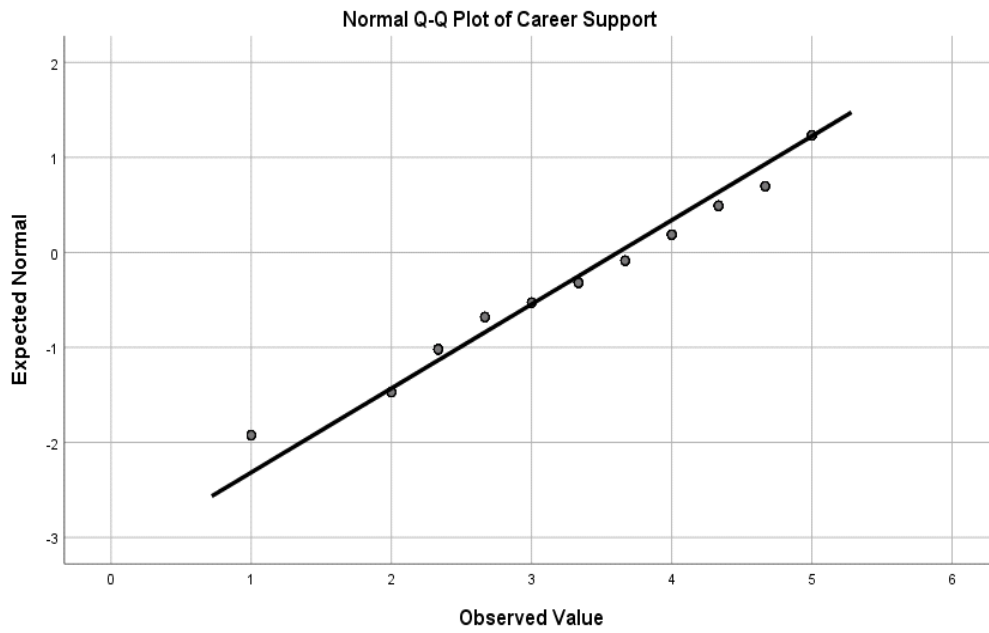


Figure 4.8: Normality for Career Support

OCB Subscale Q-Q Plots

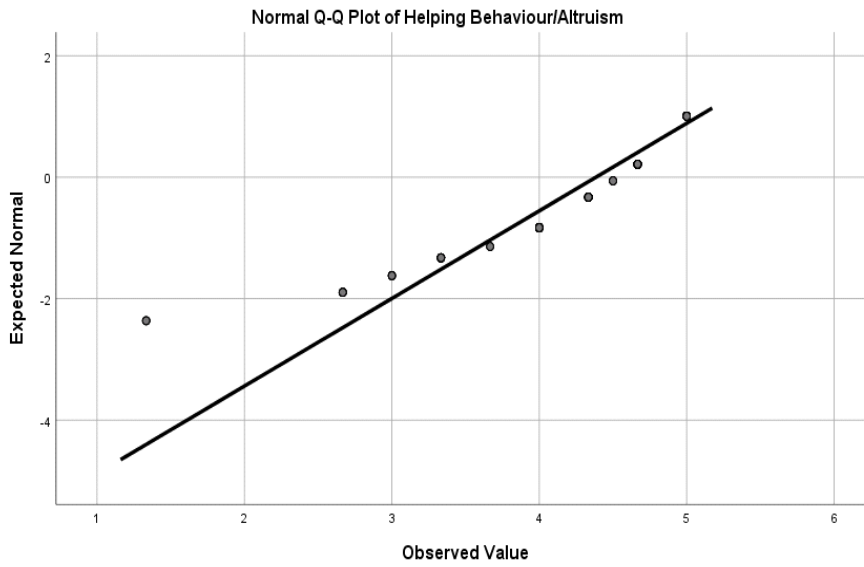


Figure 4.9: Altruism Indicator

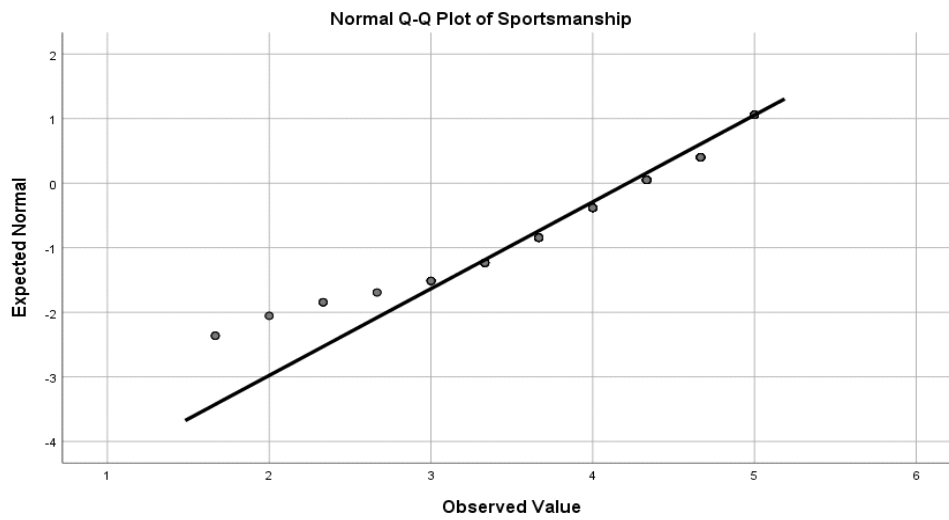


Figure 4.10: Sportsmanship Indicator

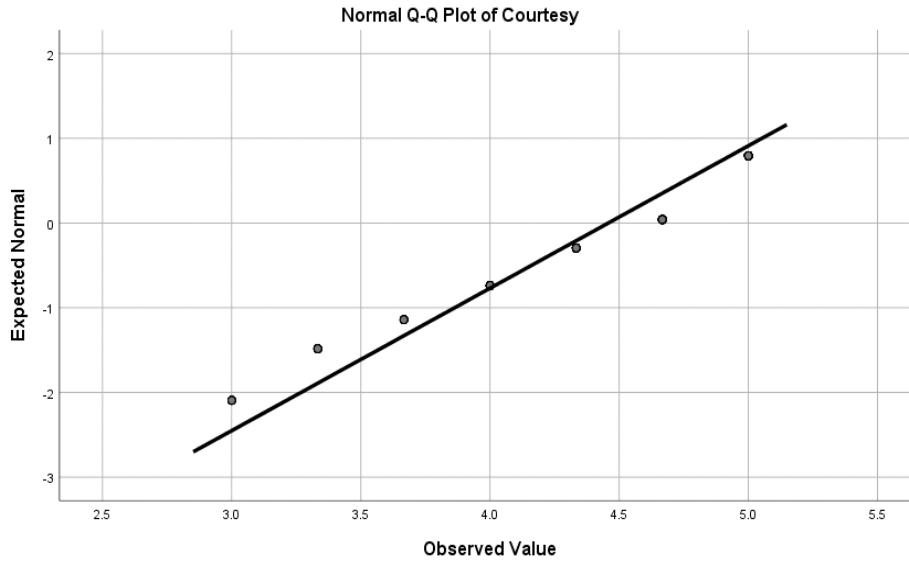


Figure 4.11: Courtesy Indicator

Employee Performance Subscale Q-Q Plots

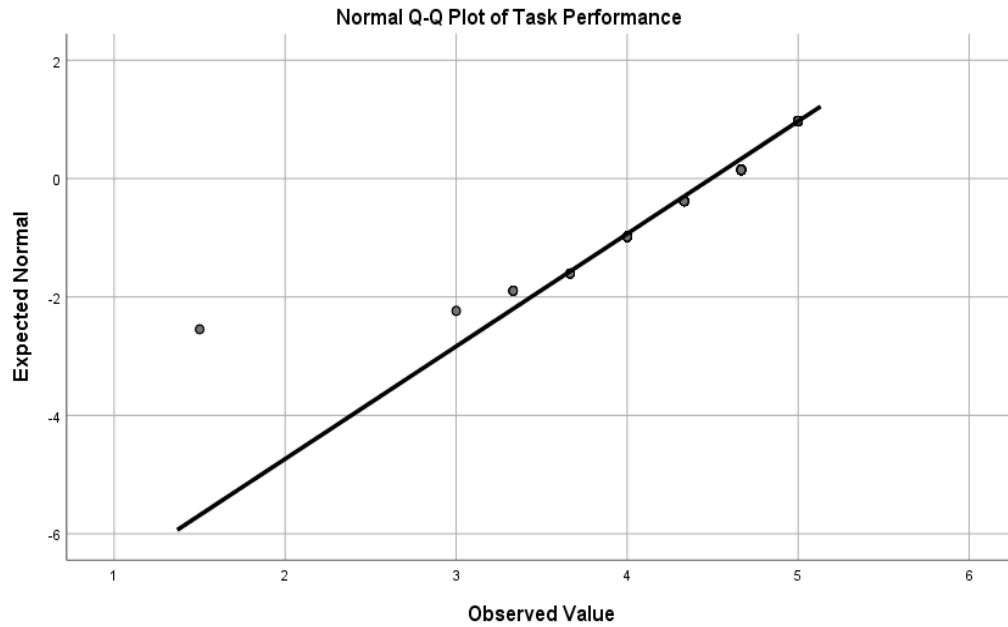
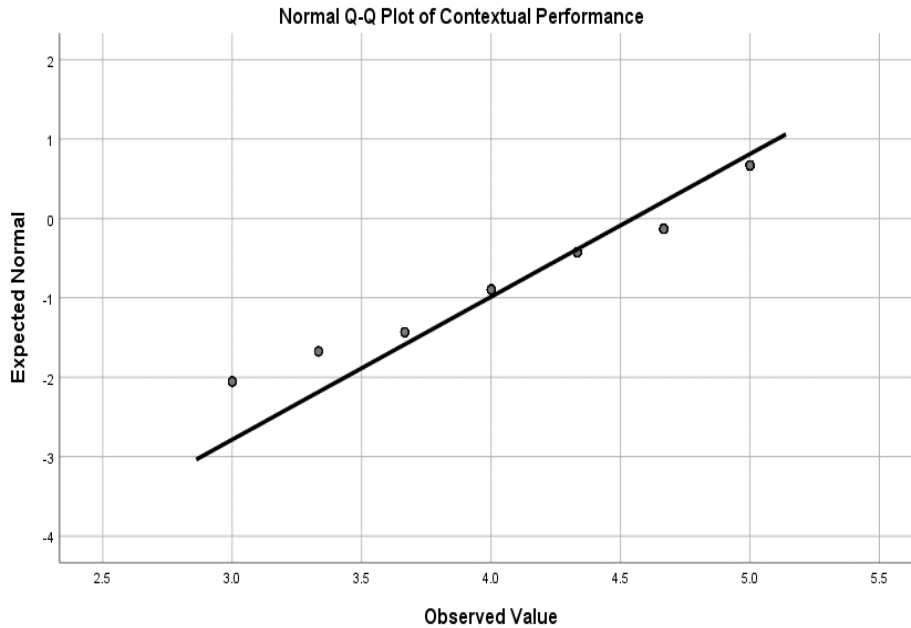


Figure 4.12: Task Performance Indicator



Source: Researcher (2022)

Figure 4.13: Contextual Performance Indicator

Figures 4.1 to 4.13 show Q-Q plots for both expected and observed values of normality. Results from the figures shows that there were no violation of the assumption of normality, since all the sub variables (which are measures of the variables) had a goodness of fit to the normal distribution. It can be observed that all the data points in each figure of measure were close to the diagonal 45 degrees line.

4.5.3 Multicollinearity Test

This study adopted VIF, tolerance, condition number, and correlation analysis of independent variables to test for multicollinearity. Table 4.9 shows that all tolerance, VIF, and condition number values were less than 1, 10, and 30 respectively and therefore, these results implied that there was no problem of multicollinearity.

Table 4.9: Results of Test of Multicollinearity

Variables	Collinearity Statistics		
	Tolerance	VIF	Condition Number
EOI	0.196	5.108	5.093
Affective commitment	0.161	6.200	9.004
Organizational support	0.294	3.401	15.283
OCB	0.666	1.502	17.837

Dependent Variable: Employee performance

Table 4.9 show that multicollinearity test scores were significant. The outcomes shows that all variables have a tolerance scores less than 1 and VIF scores less than 10 while the condition numbers were less than 30. The Table further indicate that affective commitment has the highest VIF at 6.20 and the lowest tolerance value of 0.161. OCB on the other hand had the lowest VIF at 1.502 and the highest tolerance score of 0.666. The output gave evidence that multicollinearity was not a problem in the study.

4.5.4 Homoscedasticity Test

The assumption of homoscedasticity is central to linear regression models, and this study used both plot of standardized residuals against regression standardized predicted values, and Levene's test of homogeneity of variance to test for homoscedasticity. The plot of standardized residuals against regression standardized predicted values is shown in Figure 4.14, whereas Table 4.10 show the statistic scores of Levene's test.

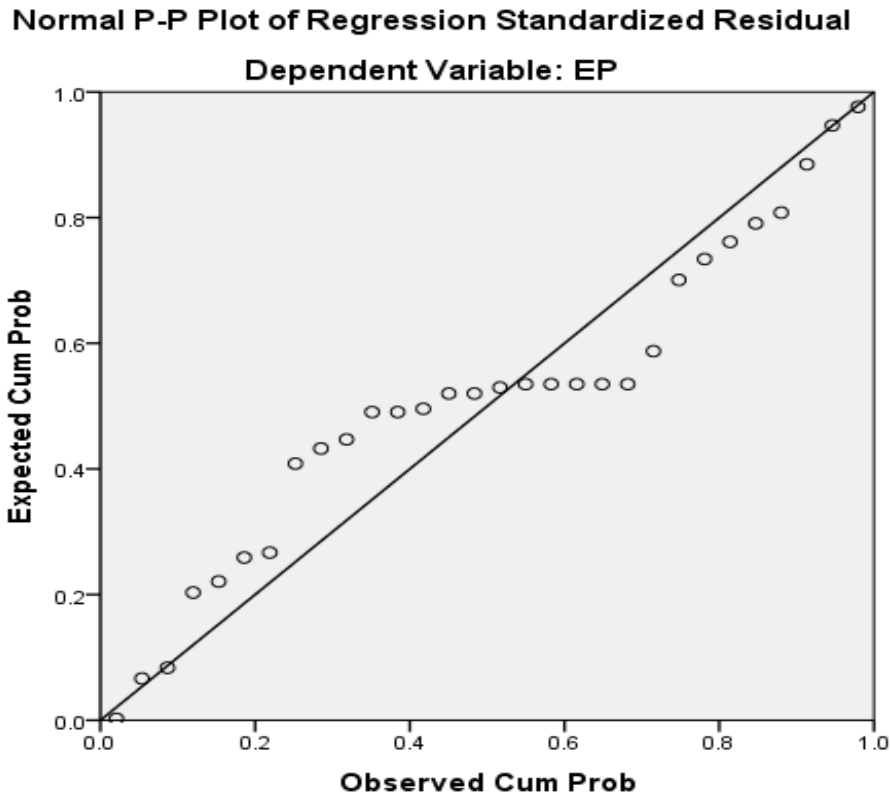


Figure 4.14: Standardized Residual Regression Scores

Source: Researcher (2022)

It can be observed from Figure 4.14 that the standardized residuals against regression standardized predicted values cleaved along the straight line. The tails actually touched the line on both ends demonstrating data was normally distributed and that all variables met normal distribution requirements.

This study also tested for homoscedasticity using the Levene test. Levene's test, tests whether the variances of the samples are statistically different. Homoscedasticity refer to a situation where the error term is equal across all the scores of independent variables (Saunders et al., 2009). That is what homoscedasticity test wants to confirm in this study.

This then would imply that there is confidence in the scores of tests as shown by t-test or F test result in the study. Table 4.10 points out results of Levene’s test of homogeneity of variance scores.

Table 4.10: Levene’s Test Scores of Variances

Variables	Levene’s Scores	df1	df2	Sig.
EOI	3.685	15	264	0.000
Affective commitment	2.556	15	264	0.001
Organizational support	4.102	15	264	0.000
OCB	9.745	15	264	0.000

Dependent Variable: Employee Performance

Source: Researcher (2022)

It was assumed that variances of the population in the motor vehicle industry in Kenya from where samples were drawn were equal. As Table 4.10 show, the highest levenes score is 9.745 while the lowest variance is 2.556. The computed ratio was 3.8 meaning that independent variable variances did not deviate much. The Table also show that all the p-values were less than 0.05 level of significance. This means that the sample variances were unlikely to have been caused by random sampling from a population that has equal variances. Hence, the study concluded that there was no violation of the suppositions of homogeneity of equal variance in sampling process.

4.6 Descriptive Analysis of Study Variables

This section discusses the descriptive analysis of the variables used in the study. The findings shown in this section, are summarized data sets that represent the behaviours of the employees in the motor vehicle industry in Kenya. Respondents' views were analyzed based on Likert scale ranging from 5 to 1, where 5 - very large extent; 4 - large extent; 3 - moderate extent; 2 -small extent; and 1 - very small extent. Results of the analyses were presented as mean scores, standard deviations (SD) and coefficient of variations (CV). According to Dumenci (2008), CV compares data dispersion from the mean.

The higher the CV value, the low the manifestation of the variable among the respondents and vice versa. The rule was that, $CV < 10$ is very low, 10-20 is low, 20-30 is moderate and $CV > 30$ is high. Knowing the mean scores and standard deviation help the researcher understand variations in the behaviours of the population based on the study variables. Descriptive statistic of each variable of the study namely EOI, affective commitment, organizational support, OCB and employee performance is discussed and presented in this section.

4.6.1 Employee Organizational Identification

EOI was the predictor variable in this study. Respondents were asked to state their views about the variable as observed in their organizations. The study adopted 5 Likert scale to measure the variable. The respondents' views of EOI indicators were tested and mean scores, standard deviations and coefficient of variations computed. The results are shown in Table 4.11.

Table 4.11: Summary Scores of EOI Indicators

Variable	Indicators	Frequency	Mean	Standard Deviation	CV (%)	Rank
EOI	Loyalty	280	4.2	0.85	20.2	1
	Similarity	280	4.0	0.88	22	2
	Belongingness	280	3.9	1.10	28.2	3
	Overall EOI	280	4.0	0.84	21	

Source: Researcher (2022)

Results in Table 4.11 show that, EOI indicators yielded mean scores ranging from 3.9 to 4.2, while standard deviations ranged from 0.85 to 1.10 and the coefficient of variation ranged from 20 to 28 percent. The overall EOI results indicated moderate variation from the mean (mean = 4.0, SD = 0.84, CV = 21%). The overall results implied that EOI was modestly manifested in the industry. The outcome also showed that loyalty indicator had the highest contribution to EOI (mean = 4.2, SD = 0.85 and CV = 20.2%). This suggested that employees generally demonstrated modest loyalty in the motor vehicle industry.

Similarity indicator scored mean of 4.0, SD = 0.88 and CV 22 percent, suggesting that employees generally demonstrated modest similarity of values with their employers. However, belongingness indicator contributed the lowest in EOI influence (mean = 3.9, SD = 1.10, CV = 28.2 %). This implied that employees' demonstration of belongingness was low in the industry.

The study used 9 statements to measure EOI attitude. The statements were adopted from earlier studies by Ashforth and Mael (1989) and Cheney (2016) who measured loyalty, similarity and belongingness as dimensions of organizational identification. This study used the same sub variables of EOI to test for EOI – employee performance relationship. The results of EOI indicators are presented in Table 4.12.

Table 4.12: Respondents Score of EOI Statements

Indicators	Statements	Frequency	Mean	Standard Deviation	CV (%)
Loyalty	I defend my organization no matter the situation	280	4.2	0.83	19.7
	I sacrifice my spare time to work for this organization without extra pay	280	4.2	1.02	24.2
	I feel good discussing my organization with outsiders	272	4.2	1.22	29
	Composite Mean	280	4.2	0.85	20.2
Belongingness	My opinion matters in this organization	280	3.8	1.18	31
	I feel like a family member of this organization	280	4.0	1.16	29
	I am in this company to stay	270	3.9	1.18	30.2
	Composite Mean	280	3.9	1.10	28.2
Similarity	My personal values are so much congruent to those of my organization	275	4.1	1.04	25.3
	I always wear my company's artifacts during and outside working hours	280	3.6	1.18	32.8
	I always feel that the skills I acquired suits the skills required in this organization	280	4.4	0.87	19.8
	Composite Mean	280	4.0	0.88	22

Source: Data analysis (2022)

Table 4.12 show loyalty indicator statement that ‘I defend my organization no matter the situation’ scored mean of 4.2, SD = 0.83, CV = 19.7 percent which indicated low dispersion from the mean. This result indicated that respondents’ demonstrated satisfactory liking for their organizations. Analysis of the statement that ‘I sacrifice my spare time to work for this organization without extra pay’ scored mean of 4.2, SD = 1.02 and CV = 24.2 percent.

This moderate score implied that the respondents were hesitant to work extra time without pay. Further, analysis of the statement that ‘I feel good discussing my organization with outsiders’ scored mean of 4.2, SD =1.22, CV = 29 percent. This indicated moderate dispersion from the mean, implying that the respondents were unlikely happy discussing their organizations with outsiders. Results on loyalty indicator showed that the respondents’ demonstration of loyalty measure was low in the industry.

Table 4.12, also show results for belongingness statement that ‘I feel like a family member of this organization’ scored mean of 4.0, SD = 1.16 and CV = 29 percent. This implied that there was modest demonstration of organizational ownership in the industry. Further, analysis of statement that ‘I am in this company to stay’ scored mean of 3.9, SD =1.18 and CV = 30.2 percent. This indicated a high dispersion from the mean suggesting that respondents were highly likely to change jobs anytime. While results of the statement that ‘my opinion matters in this organization’ scored mean of 3.8, SD = 1.18 and CV = 31 percent. This also indicated high dispersion from the mean and suggested that employees’ opinions in decision making processes in the industry were highly restrained.

Results on belongingness indicator showed that the respondents' demonstration of belongingness measure was low in the industry.

Results for similarity indicator further showed that, the statement 'I always feel that the skills I acquired suits the skills required in this organization' scored mean of 4.4, SD = 0.87, CV = 19.8 percent. The low dispersion from the mean indicated that similarity of skills requirement (job fit) was well demonstrated in the industry. The results also indicated that it is employees' skills that contributed the highest in similarity influence. The analysis also showed that personal values and organizational values congruence scored mean of 4.1, SD = 1.04 and CV = 25.3 percent.

This implied that there was moderate dispersion from the mean, suggesting that value of employees and the values of employers were not quite similar in the industry. However, statement that 'I always wear my company's artifacts during and outside working hours' scored mean of 3.6, SD = 1.18 and CV = 32.8 percent. This result indicated high dispersion from the mean, suggesting that the respondents had reservations about wearing company artifacts outside working hours. This implied that respondents did not basically identify with their organizations.

In summary, the study tested the 9 (nine) EOI statements that correctly described how the respondents felt about their individual organizations. The findings showed that the respondents demonstrated low organizational identification in the motor vehicle industry in Kenya.

4.6.2 Affective Commitment

Affective commitment was the intervening variable in this study. Respondents were again asked to give their views about affective commitment variable. The views were measured in the same 5 Likert scale format. The respondents' views on affective commitment indicators were tested and the outputs are shown in Table 4.13.

Table 4.13: Summary Scores of Affective Commitment Measures

Variable	Indicators	Frequency	Mean	Standard Deviation	CV (%)	Rank
Affective Commitment	Trust	280	3.9	0.89	22.8	2
	Emotional Attachment	280	4.1	0.91	22.2	1
	Overall	280	4.0	0.86	21.5	

Source: Researcher (2022)

Table 4.13 show that, the overall results for affective commitment indicators were mean = 4.0, SD = 0.86 and CV = 21.5 percent. This indicated a moderate dispersion from the mean suggesting that the respondents manifested modest affective commitment in the industry. Table 4.13 also show that it was emotional attachment that contributed the greatest, followed by trust in the ranking order of influence.

Results showed that emotional attachment indicator scored mean of 3.9, SD = 0.89 and CV = 22.8 percent. This implied that respondents demonstrated modest emotional attachment in their organizations. Further, results on trust indicator showed that the scores were mean = 3.9, SD = 0.89 and CV = 22.8 percent. This indicated moderate dispersion from the mean. It also implied that the respondents demonstrated moderate trust in the organizations.

The study used 6 statements to measure affective commitment. The respondents views on trust and emotional attachment statements were tested and results shown in Table 4.14.

Table 4.14: Respondents Scores of Affective Commitment Statements

Sub Scale	Statements	Frequency	Mean	Standard Deviation	CV (%)
Trust	I believe my organization does what it says.	280	4.1	0.93	22.7
	I don't intend to look for another job elsewhere	276	3.5	1.25	35.7
	My supervisor offers me the opportunity to do what I am good at	280	4.1	0.99	24
	I have more freedom to make decisions about the work I do	276	3.8	1.04	27.3
	Average Score		3.9	0.89	22.8
Emotional Attachment	A praise to the company is like personal compliments to me	276	4.1	1.04	25.3
	I get happy when I think about my organization	280	4.1	1.02	24.8
	My job is the ideal job I was looking for when I took it.	280	3.9	1.04	26.7
	My skills and qualifications fit the job I am doing perfectly	280	4.2	1.05	25
	Average Score		4.1	0.91	22.2

Source: Researcher (2022)

Table 4.14 show that the results on trust indicator statement that ‘I believe my organization does what it says’ scored mean of 4.1, SD =0.93 and CV = 22.7 percent. This indicated a moderate score, and it implied that the organizations would unlikely do what they promise to do. Further, analysis of the statement that ‘my supervisor offers me the opportunity to do what I am good at’ scored mean of 4.1, SD = 0.99 and CV = 24 percent. This indicated moderate finding, and it implied that supervisors unlikely allowed employees do what they are good at.

On statements that ‘I have more freedom to make decisions about the work I do’ scored mean of 3.8, SD = 1.04 and CV = 27.3 percent, which was moderate. This implied that employees were restrained to make their own decisions about work. Results of the statement that ‘I don’t intend to look for another job elsewhere’ scored mean of = 3.5, SD = 1.25 and CV = 35.7 percent. This indicated high CV, implying that employees’ turnover rate was high in the industry. Analysis of trust indicator showed that there was lack of trust in the industry.

Table 4.14 also show that analysis of the statements that ‘a praise to the company is like personal compliment to me’ scored mean of 4.1, SD = 1.04 and CV = 25.3 percent. This was moderate finding and implied that the respondents were likely to absolve themselves from company compliments. Further, analysis of the statement that ‘I get happy when I think about my organization’ scored mean of 4.1, SD = 1.02 and CV = 24.8 percent. This was also moderate finding and implied that the respondents were not quite happy with their organizations.

Analysis on statement that ‘my job is the ideal job I was looking for when I took it’ scored mean of 3.9, SD = 1.04 and CV = 26.7 percent. The modest result implied that the jobs employees held were unlikely the ideal jobs they looked for, and that could probably lead to job discontentment which can lower employee identification. Again, analysis on statement that ‘my skills and qualifications fit the job I am doing’ scored mean of 4.2, SD = 1.05, and CV = 25 percent. This indicated a moderate score and implied that the respondents were unlikely doing the jobs for which they were qualified to do. Results for emotional attachment showed that there was lack of emotional attachment in the industry.

In summary, the study tested 6 (six) statements for affective commitment that correctly described how the respondents felt about their individual organizations. The findings showed that the respondents demonstrated moderate affective commitment in the motor vehicle industry in Kenya.

4.6.3 Organizational Support

Organizational support was the moderating variable in this study. Respondents’ views about organizational support practices were sought. Their views were based on structured organizational support statements varied on 5 point Likert scale. The respondent’s views were analyzed and outcomes are shown in Table 4.15.

Table 4.15: Summary Scores of Organizational Support Measures

Variable	Indicators	Frequency	Mean	Standard Deviation	CV (%)	Rank
Organizational Support	Social Support	280	3.3	1.09	33	3
	Financial Support	278	3.4	1.07	31.5	2
	Career Support	280	3.6	1.13	31.4	1
	Overall OS	280	3.4	0.96	28.2	

Source: Researcher (2022)

Table 4.15 show that mean scores ranged from 3.3 to 3.6, SD ranged from 1.07 to 1.13 and CV ranged from 31.4 percent to 33 percent, suggesting that respondents' views on the variable was low. The overall results for organizational support indicators scored mean of 3.4, SD = 0.96 and CV = 28.2 percent. This indicate moderate outcome and implied organizational support practices were unlikely in the industry. Table 4.15 show that it was career support that contributed the highest in organizational support, followed by financial support and social support respectively.

Further, analysis showed that social support indicator scored mean of 3.3, SD = 1.09 and CV = 33 percent. This indicated high dispersion from the mean, implying that social support was a very an unlikely practice in the industry. Analysis of financial support indicator showed that the scores were mean of 3.4, SD = 1.07 and CV = 31.5 percent. The high coefficient of variation implied that financial support was equally a very an unlikely practice in the industry. Regarding career support, the scores were mean = 3.6,

SD = 1.13 and CV = 31.4 percent. This result also indicated high CV value, implying that career support practice was equally a very an unlikely occurrence in the industry.

The study used 9 statements to measure organizational support variable indicators. The respondents views of social support, financial support and career support statements were tested and results shown in Table 4.16.

Table 4.16: Respondents’ Scores of Organizational Support Statements

Indicators	Statements	Frequency	Mean	Standard Deviation	CV
Social Support	My firm organizes team building exercises and experiences	280	3.7	1.34	36
	My organization supports corporate social responsibilities (CSR) activities	280	3.9	1.18	30
	My organization sponsors my club membership	268	2.1	1.50	71
	Average Score	280	3.3	1.09	33
Financial Support	I get help from my employer for personal financial problems that are not work related.	274	2.9	1.30	44.8
	I have benefited from the company when bereaved or in sickness.	268	4.0	1.17	29
	My organization pays incentives to enable staff achieve college qualifications	276	3.3	1.50	45
	Average Score	278	3.4	1.07	31.5
Career Support	My organization has clear progression policy	277	3.6	1.21	33.6
	My organization offers effective career advice to reach my career goals	280	3.7	1.27	34
	My supervisor encourages me to enroll for further training to improve my career growth prospects	280	3.6	1.29	35.8
	Average Score	280	3.6	1.13	31.4

Source: Researcher (2022)

Table 4.16. Show social support indicator statement that ‘my firm organizes team building exercises and experiences’ scored mean of 3.7, SD = 1.34 and CV = 36 percent. The high CV score of 36 percent implied that team building exercise was not a common practice in this industry. Analysis of the statement that ‘my organization supports corporate social responsibilities (CSR) activities’ scored mean of 3.9, SD = 1.18 and CV = 30 percent. The high coefficient of variation value indicated that CSR activities were seldom practiced. Results of the statement that ‘my organization sponsors my club’s membership’ scored mean of 2.1, SD = 1.50, CV = 71 percent. This very high dispersion from the mean indicated that employees were very restrained from club membership.

Further, analysis of financial support statement that ‘I get help from my employer for personal financial problems’ scored mean of 2.9, SD = 1.30 and 44.8 percent. This high score implied that the motor vehicle organizations hardly practiced financial support for their employees. Analysis of statement that ‘I have benefited from the company when bereaved or in sickness’ scored mean of 4.0, SD = 1.17 and CV = 29 percent. This implied that bereavement and sickness support was modest. Again, analysis of the statement that ‘my organization pays incentives to enable staff achieve college qualifications’ scored mean of 3.3, SD = 1.50, CV = 45 percent. This high variation implied that college sponsorship was highly unlikely in this industry.

Analysis of views regarding career support statements that ‘my organization has clear progression policy’ scored mean of 3.6, SD = 1.21 and CV = 33.6 percent. This implied that support on career progression was seldom practiced in the motor vehicle industry.

Analysis on statement that ‘my organization offers effective career advice to reach my career goals’ scored mean of 3.7, SD = 1.27 and CV = 34 percent. The high dispersion from the mean implied that career advice practices were also not a common practice in the industry. Again, analysis on statement that ‘my supervisor encourages me to enroll for further training to improve my career growth prospects’ scored mean of 3.6, SD = 1.29, CV = 35.8 percent. This finding implied that supervisors are highly unlikely to encourage employees to improve themselves.

In summary, the study tested 9 (nine) statements for organizational support that correctly described how the respondents felt about their individual organizations. The findings showed that the respondents demonstrated lack of organizational support in the motor vehicle industry in Kenya.

4.6.4 Organizational Citizenship Behaviour

OCB was the second moderating variable in this study. Respondents were asked to state their views about OCB practices in their organizations based on the statements provided. The statements were structured on 5 point Likert scale. The respondent’s views were tested and outcomes are shown in Table 4.17

Table 4.17: Summarized Scores of OCB Measures

Variable	Practices	Frequency	Mean	Standard Deviation	CV	Rank
OCB Dimensions	Altruism	280	4.4	0.69	15.7	2
	Sportsmanship	280	4.2	0.76	18.1	3
	Courtesy	278	4.5	0.59	13	1
	Overall OCB	280	4.4	0.56	12.7	

Source: Researcher (2022)

Table 4.17 show that the mean scores of OCB ranged from 4.2 to 4.5, SD ranged from 0.59 to 0.76 and the CV ranged from 13 percent to 18 percent. The results indicated low dispersion from the mean, suggesting that the respondents' demonstration of OCB practices were satisfactory (mean = 4.4, SD = 0.56, CV = 12.7 %). Table 4.17 also show that, it is courtesy that contributed the highest in OCB influence, followed by altruism and sportsmanship respectively.

Further, analysis of altruism indicator scored mean of 4.4, SD = 0.69 and CV = 15.7 percent. This low dispersion from the mean implied that respondents' manifested altruism practices satisfactorily. Again, analysis of sportsmanship views scored mean of 4.2, SD = 0.76 and CV = 18.1 percent. The low CV implied that sportsmanship behaviour was well demonstrated in the industry. Analysis of courtesy indicator scored mean of 4.5, SD =

0.59 and CV = 13 percent. The low CV implied that courtesy behaviour was also well demonstrated in the industry.

The study used 9 statements to measure OCB indicators. The respondents' views of altruism, sportsmanship and courtesy statements were tested and findings presented in Table 4.18.

Table 4.18: Outcomes of OCB Indicator Statements

Sub Scale	Statements	Frequency	Mean	Standard Deviation	CV
Helping Behaviour / Altruism	I like helping my colleagues complete their challenging tasks	280	4.4	0.69	15.7
	I feel happy when I assist my firm make a critical decision	278	4.5	0.82	18.2
	I often serve the firm's customers past working hours	278	4.3	1.01	23.5
	Average Score	280	4.4	0.69	15.7
Sportsmanship	I like to associate with my work colleagues	278	4.3	0.90	21
	I would risk my neck to support or stand with my colleagues	280	4.0	0.89	22.2
	Going an extra mile for my colleague is a good thing to do	280	4.3	0.86	20
	Average Score	280	4.2	0.76	18.1
Courtesy	I always greet everyone in my department before starting work	278	4.5	0.66	14.7
	I like comforting colleagues when I notice they look disturbed.	278	4.3	0.83	19
	I always acknowledge my colleagues' contributions or accomplishments	278	4.6	0.63	13.7
	Average Score	278	4.5	0.59	13

Source: Researcher (2022)

Table 4.18 show that altruism statement that 'I like helping my colleagues complete their challenging tasks' scored mean of 4.4, SD = 0.69, CV = 15.7 percent. The low dispersion from the mean implied that respondents' behaviour of helping each other do work was well demonstrated. Further, test on the statement that 'I feel happy when I assist my firm

make a critical decision' scored mean of 4.5, SD = 0.82 and CV = 18.2 percent. This implied that the respondents' manifestation of helping behaviour was high. However, the statement that 'I often serve the firm's customers past working hours' scored mean of 4.3, SD = 1.01 and CV = 23.5 percent. This moderate dispersion from the mean implied that employees were unlikely to work past working hours.

Table 4.18 also show that the statement regarding sportsmanship indicators that 'I like to associate with my work colleagues' scored mean of 4.3, SD = 0.90 and CV = 21 percent. This was a moderate finding and implied that manifestation of interpersonal relationships was modest. Analysis of the statement that 'I would risk my neck to support or stand with my colleagues' scored mean of 4.0, SD = 0.89 and CV = 22.2 percent. This moderate result implied that the respondents' seldom defended their colleagues. Further, analysis of the statement that 'going an extra mile for my colleague is a good thing to do' scored mean of 4.3, SD = 0.86, CV = 20 percent. This low result implied that respondents demonstrated modesty in assisting each other in the industry.

The respondents were again asked to give their opinion about courtesy indicator statements. Analysis of the statement that 'I always greet everyone in my department before starting work' scored mean of 4.5, SD = 0.66, CV = 14.7 percent. The low dispersion from the mean implied that respondents demonstrated high social behaviour in the motor vehicle industry. Further, analysis of the statement that 'I like comforting my colleagues when I notice they look disturbed' scored mean of 4.3, SD = 0.83, CV = 19 percent. This was also low score.

It implied that the respondents demonstrated high concern towards their colleagues. Analysis of the statement that ‘I always acknowledge my colleagues contributions or accomplishments’ scored mean of 4.6, SD = 0.63 and CV = 13.7 percent. This results suggested lower variability in the respondents’ opinions, implying that respondents were highly likely to complement each other thereby demonstrating good friendliness in the organizations.

In summary, the study tested 9 (nine) statements for OCB that correctly described how the respondents felt about their individual organizations. The findings showed that the respondents highly demonstrated the application of OCB in the motor vehicle industry in Kenya.

4.6.5 Employee Performance

Employee performance was the dependent variable in this study. Respondents were asked to give their views about the provided statements on employee performance. The views were analyzed using 5 point Likert scale as mentioned in section 4.6. Mean scores, standard deviations and coefficient of variations were computed for employee performance indicators. The results are presented in Table 4.19.

Table 4.19: Summary of Overall Means and Standard Deviations for Measures of Employee Performance

Variable	Indicators	Frequency	Mean	SD	CV	Rank
Employee Performance	Task Performance	280	4.5	0.52	11.5	2
	Contextual Performance	279	4.6	0.55	11.9	1
	Overall EP	280	4.5	0.47	10.4	

Source: Researcher (2022)

Table 4.19 presents summary of overall outcomes of employee performance indicators. Results show that contextual performance contributed the highest to employee performance as compared to task performance. Results also show that the overall scores for employee performance were mean = 4.5, SD = 0.47 and CV = 10.4 percent. This low coefficient of variation from the mean implied that the respondents highly demonstrated ability for good performance across the industry.

Further, analysis of contextual performance indicator scored mean of 4.6, SD = 0.55 and CV = 11.9 percent, which was low variation from the mean. This implied that the respondents highly manifested contextual performance behaviours in the industry. The results also showed that task performance indicator scored mean = 4.5 SD = 0.52 and CV = 11.5 percent, which also denoted low variation from the mean. This implied that respondents demonstrated high ability for task performance in the industry.

The analysis of employee performance tested 6 statements that were given to the respondents for their opinions. The output was in form of mean scores, standard deviations and coefficient of variations. Results of the analysis are shown in Table 4.20.

Table 4.20: Respondents Score on Employee Performance Indicators

Indicators	Statements	Frequency	Mean	Standard Deviation	CV
Task Performance	I use relevant techniques to do my work	280	4.4	0.64	14.5
	My skills are appropriate for my job	280	4.4	0.77	17.5
	I always meet targets with less supervision	267	4.7	0.46	9.8
	Average Score	280	4.5	0.52	11.5
Contextual Performance	I feel great to serve my company's customers even if it means working past normal time	279	4.5	0.72	16
	It is important to me that people are happy with my job performance	279	4.7	0.52	11
	My job requires continuous learning	279	4.5	0.88	19.5
	Average Score	279	4.6	0.55	11.9

Source: Researcher (2022)

Table 4.20 show the statement on task performance that ‘I use relevant techniques to do my work’ scored mean of 4.4, SD = 0.64 and CV = 14.5 percent, which indicated low variation. This implied that the respondents’ across the industry highly demonstrated use of appropriate work techniques to accomplish tasks. Analysis of the statement that ‘my skills are appropriate for my job’ scored mean of 4.4, SD = 0.77 and CV = 17.5 percent which was also low variation. This implied that the respondents’ appropriate skills for work were manifested across the industry.

Further, analysis of the statement that 'I always meet targets with less supervision' scored mean of 4.7, SD = 0.46 and CV = 9.8 percent, which was very low variation from the mean. This implied that the respondents highly demonstrated ability for meeting targets with less supervision across the industry. It also meant that ability for meeting targets with less supervision contributed the highest to task performance.

Analysis of contextual performance statement that 'I feel great to serve my company's customers even if it means working past normal time' scored mean of 4.5, SD = 0.72 and CV = 16 percent, which denoted low variation from the mean. This implied that the respondents across the industry highly demonstrated willingness in working past normal work hours. Further, analysis of the statement that 'it is important to me that people are happy with my job performance' scored mean of 4.7, SD = 0.52 and CV = 11 percent.

This low variation implied that the respondent across the industry highly demonstrated concern for their performance. It also meant that being commended for their performance contributed the highest the influence to contextual performance. Lastly, analysis of the statement that 'my job requires continuous learning' scored mean of 4.5, SD = 0.88 and CV = 19.5 percent. This result also denoted low variation, and implied that the respondents generally underscored the importance of continuous job learning in enhancing loyalty and performance in the industry.

In summary, the study tested 6 (six) statements for employee performance that correctly described how the respondents felt about their individual organizations. The findings showed that the respondents demonstrated strong ability to perform work in the industry.

4.7 Test of Hypotheses

The study had five hypotheses namely: EOI does not influence employee performance; affective commitment does not mediate EOI - employee performance relationship; organizational support does not moderate EOI - employee performance relationship; OCB does not moderate EOI - employee performance relationship; and the joint influence of EOI, affective commitment, organizational support and OCB on employee performance is not significant.

Each hypothesis was tested for correlation coefficient (R), coefficient of determination (R^2), F - ratio for goodness of fit, T- statistic, Beta coefficients and overall significance. Probability Value (P-Value) was set at 0.05 to show the significance or otherwise of the hypothesized relationship. More specifically, if the F - ratio was significant at P- value < 0.05, the significance of overall model was confirmed, implying that the regression model used had a goodness of fit hence appropriate for the data. The interpretation of goodness of fit was that null hypotheses were rejected or otherwise not rejected. Outcomes of each test of hypothesis is presented in this section.

4.7.1 Test of the First Hypothesis

The first hypothesis of the study stated that H_{01} : employee organizational identification does not influence employee performance. The null hypothesis was developed from the first objective which was to establish if EOI influences employee performance. Simple linear regression was used to test the null hypothesis modelled as $EP = \beta_0 + \beta_1EOI + \varepsilon$. Results of the test of the first null hypothesis are shown in Table 4.21.

Table 4.21: Regression Output for the Influence of EOI on Employee Performance

Model Summary					
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	
1	.587a	.344	.321	.70744	

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.354	1	7.354	14.693	.001b
	Residual	14.013	278	.500		
	Total	21.367	279			

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.776	.451		6.150	.000
	EOI	.425	.111	.587	3.833	.001

a. Predictors: (Constant), EOI
b. dependent variable: employee performance

Source: Data Analysis (2022)

Table 4.21 show that there is a strong positive EOI - employee performance relationship ($R = 0.587$). The coefficient of determination was ($R^2 = 0.344$), implying that 34 percent of the changes in employee performance were attributed to EOI effect. The remaining 66 percent was caused by other factors that this study did not consider. Table 4.21 also show that ($F = 14.963, P < 0.05$), implying that there was goodness of fit of the regression model. This significant outcomes of the test of first hypothesis meant that the null hypothesis that EOI does not influence employee performance was rejected.

Table 4.21 also show that the coefficient score for EOI was ($\beta = 0.425, P < 0.05$). This significant outcome implied that 0.425 change in employee performance was attributed to a unit change in EOI, hence the model that; employee performance = $2.776 + 0.425EOI + 0.111\varepsilon$ was determined. The model confirmed that hypothesis one, which stated that EOI does not influence employee performance, was rejected.

4.7.2 Test of the Second Hypothesis

Ho₂: Affective Commitment does not mediate the Relationship between EOI and Employee Performance

Objective two of the study was to determine the role of affective commitment in EOI - employee performance relationship. The study had a corresponding hypothesis that was developed to test if affective commitment intervenes EOI - employee performance relationship. To test for mediation, the study used four path model proposed by Baron and Kenny (1986).

The four path step analysis conditions were that if step one indicated positive and significant results then the test proceeds to step two otherwise it stops there. If step two indicated positive and significant results the test proceeds to step three otherwise it stops at this stage. If the test indicated positive and significant results in step three then it continues further to step four otherwise the process stops at this stage. If EOI is not significant when affective commitment is controlled at this stage then full mediation is confirmed. However, if both EOI and affective commitment are significant then partial mediation is confirmed (MacKinnon, Fairchild, & Fritz, 2007). The regression test was therefore done in steps as follows;

Step 1: Employee performance was regressed on EOI. The results are shown in Table 4.22.

Table 4.22: Regression Output for the Influence of EOI on Employee Performance

Model Summary						
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate		
1	.587a	.344	.321	.70744		
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.354	1	7.354	14.693	.001b
	Residual	14.013	278	.500		
	Total	21.367	279			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.776	.451		6.150	.000
	EOI	.425	.111	.587	3.833	.001

a. Dependent Variable: EP
b. Predictors: (Constant), EOI

Source: Data analysis (2022)

Table 4.22 present regression outcomes of step 1 analysis. The results indicate a significant positive association between EOI and employee performance ($R = 0.587$). The coefficient of determination was ($R^2 = 0.344$), meaning that about 34 percent of the variation in employee performance was due to EOI. The F-ratio was 14.693 at $P < 0.05$. the significant F value indicate a goodness of fit of the model for this study, meaning that the model $EP = \beta_0 + \beta_1EOI + \varepsilon$ in step 1 of the analysis fitted the data well.

Table 4.22 also show that coefficient for EOI was ($\beta = 0.425$, $T = 3.833$, $P < 0.05$). This significant implied that 0.425 increase in employee performance was attributed to a unit change in EOI, hence the model is presented as; employee performance = $2.776 + 0.425EOI + 0.111\varepsilon$ was determined.

Therefore, the decision in step 1 was that the influence of EOI on employee performance was significant, hence the condition for continuing with the process to step 2 was met and the test successfully proceeded to step 2.

Step 2: In step 2, affective commitment was regressed on EOI. The outcomes are shown in Table 4.23.

Table 4.23: Regression Output for the Influence of EOI on Affective Commitment

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.779a	.607	.593	.75616		
ANOVAa						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	24.690	1	24.690	43.181	.000b
	Residual	16.010	278	.572		
	Total	40.700	279			
Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.862	.482		1.788	.001
	EOI	.779	.119	.779	6.571	.000
a. Predictors: (Constant), EOI						
b. Dependent Variable: AC						

Source: Researcher (2022)

Outcomes in Table 4.23 show a strong positive EOI - affective commitment association ($R = 0.779$). This implies that as EOI increases, affective commitment increases as well.

The coefficient of determination ($R^2 = 0.607$), suggested that EOI significantly influence affective commitment. The significant F ratio of 43.181 at $P < 0.05$, show a goodness of fit of the model in this study.

The outcomes of the coefficient of determination ($R^2 = 0.607$) further implied that about 61 percent of change in affective commitment was attributed to EOI. The remaining 39 percent were due to other variables that were not considered in this study. The beta coefficients for EOI were positive and significant ($\beta = 0.779$, $T = 6.571$, $P < 0.05$), implying that affective commitment positively increases by every 0.779 unit change in EOI.

The significant F- ratio in step 2 ($F = 43.181$, $P < 0.05$), indicated that the regression model had a goodness of fit for the study. Based on the outcomes, the derived model that $AC \neq \beta_0 + \beta_1EOI + \varepsilon$. in step 2 was rejected and the alternative equation $AC = \beta_0 + \beta_1EOI + \varepsilon$, accepted. This finding gave evidence that EOI influence affective commitment. Outcomes in step 2 were significant hence the condition for continuing with the process in step 3 was met and the test successfully proceeded to step 3.

Step 3: employee performance was regressed on affective commitment. The regression test results are shown in Table 4.24.

Table 4.24: Regression Output for the Influence of Affective Commitment on Employee Performance

Model Summary						
Model	R	R ²	Adjusted R ²		Std. Error of the Estimate	
1	.654a	.428	.408		.66048	
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.152	1	9.152	20.980	.000b
	Residual	12.215	278	.436		
	Total	21.367	279			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.584	.421		6.132	.000
	Affective Commitment	.474	.104	.654	4.580	.000
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Affective Commitment						

Source: Data Analysis (2022)

Outcomes in Table 4.24 show a strong positive affective commitment - employee performance relationship ($R = 0.654$). This inferred a strong relationship between affective commitment and employee performance. The coefficient of determination ($R^2 = 0.428$), implied that about 43 percent change in employee performance was caused by affective commitment. The remaining 57 percent was due to other factors not included in this study.

The significant F- ratio ($F = 20.980$, $P < 0.05$), show a goodness of fit of the regression model in this study. The beta coefficient for affective commitment were positive and

significant ($\beta = 0.474$, $T = 4.58$, $P < 0.05$). This meant that employee performance increases by every beta 0.474 unit change in affective commitment.

Results of step 3 show significant positive influence of affective commitment - employee performance relationship. This was important for the test to proceed. The F-ratio of 20.980 at P value 0.05 indicated goodness of fit of the model in this study, hence the model $EP \neq \beta_0 + \beta_2 AC + \varepsilon$ in step 3 was rejected and the alternative model equation $EP = \beta_0 + \beta_2 AC + \varepsilon$ confirmed. Therefore, the decision in step 3 was that the influence of affective commitment on employee performance is significant. Meaning that the condition for continuing with the process to step 4 was met, hence the test proceeded to step 4.

Step 4: Involved the multiple regression test for the influence of EOI, affective commitment on employee performance. In step 4, employee performance was regressed on EOI and affective commitment. The outcomes of the multiple regression test are shown in Table 4.25.

Table 4.25: Multiple Regression Output for the Influence of EOI and Affective Commitment on Employee Performance

Model Summary						
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate		
1	.666a	.443	.402	.66370		
ANOVAa						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	9.473	2	4.737	10.753	.000b
	Residual	11.893	277	.440		
	Total	21.367	279			
Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.462	.447		5.508	.000
	EOI	.142	.166		.854	.041
	AC	.364	.166		2.194	.037

Dependent Variable: EP
 Predictors: (Constant), EOI, AC
 Source: Data Analysis (2022)

Table 4.25 show results of multiple regression of EOI and affective commitment on employee performance. The coefficient of correlation ($R = 0.666$), indicated a significantly strong and positive relationship between affective commitment and employee performance. The coefficient of determination ($R^2 = 0.443$), suggested that the influence of EOI and affective commitment on employee performance was significant. It also show that 44.3 percent change in employee performance was explained by combined EOI and affective commitment. The remaining 56 percent was as a result of other factors that this study did not consider.

The F ratio was significant and high ($F = 10.757, P < 0.05$), suggesting that the model had a goodness of fit for the study. The beta coefficient for EOI and affective commitment were positive and significant ($\beta = 0.364, T = 2.194, P < 0.05$ respectively), indicating that employee performance increased by beta 0.364 unit change in the combined influence of EOI and affective commitment.

Table 4.25 further indicated that the presence of affective commitment saw beta coefficients increased from beta of 0.142 to 0.364, $P < 0.05$ with addition of affective commitment. Both beta coefficients were significant and positive, suggesting that affective commitment partially mediated EOI - employee performance relationship. Hence the regression model presented as; $EP \neq \beta_0 + \beta_3 EOI AC + \varepsilon$ was rejected and an alternative model $EP = \beta_0 + \beta_3 EOI AC + \varepsilon$ was determined. Hence the derived regression model determined was; $\text{Employee performance} = 2.462 + 0.142 EOI * 0.364 AC + 0.166 \varepsilon$.

This outcome confirmed that hypothesis two which stated that affective commitment does not mediate the relationship between EOI and employee performance was rejected and an alternative hypothesis that affective commitment mediates EOI - employee performance relationship accepted. In summary, outcomes in Table 4.25 gave evidence that affective commitment partially mediated EOI - employee performance relationship.

4.7.3 Test of the Third Hypothesis

Ho₃: Organizational Support does not moderate the Relationship between Employee Organizational Identification and Employee Performance.

The third objective of the study was to determine the moderating influence of organizational support on EOI - employee performance relationship. A hypothesis that organizational support does not moderate EOI - employee performance relationship was developed and tested. The moderation test adopted stepwise regression analysis method.

Conditions for the stepwise regression model involved; first step, regression test for EOI on employee performance. The second step had the addition of organizational support into the test equation, while the third step involved the interaction effect for EOI, organizational support on employee performance in the model. The results of these tests are shown in Table 4.26

Table 4.26: Regression Output for the Moderation Influence of Organizational Support on EOI - Employee Performance Relationship

Model Summary									
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.587a	.344	.321	.70744	.344	14.693	1	278	.001
2	.615b	0.379	0.377	0.37209	0.379	169.530	2	278	0.000
3	.637c	0.405	0.401	0.36473	0.026	12.337	3	277	0.001
ANOVA									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	7.354	1	7.354	14.693	.001b			
	Residual	14.013	278	.500					
	Total	21.367	279						
2	Regression	23.472	2	23.472	169.530	.000b			
	Residual	38.489	278	0.138					
	Total	61.961	279						
3	Regression	25.113	3	12.556	94.390	.000c			
	Residual	36.848	277	0.133					
	Total	61.961	279						
Coefficients									
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
		B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	2.776	.451		6.150	.000			
	EOI	.425	.111	.587	3.833	0.001	1.000	1.000	
2	(Constant)	3.246	0.107		30.343	0.000			
	EOI, OS	0.302	0.023	0.615	13.020	0.000	1.000	1.000	
3	EOI, OS, OS*EOI	0.203	0.036	0.414	5.609	0.000	0.394	2.535	
Dependent Variable: Employee Performance									
Predictors: (Constant), Employee Organizational Identification, Organizational Support, organizational support * Employee organizational Identification									

Source: Researcher (2022)

Results in Table 4.26 show that step one test indicated a positive significant EOI - employee performance relationship ($R = 0.587$, $R^2 = 0.344$, $P < 0.05$). This meant that

EOI strongly influence employee performance, and that 34 percent of change in employee performance was caused by EOI. With the addition of organizational support in step two, coefficient correlation increased from $R = 0.587$ to $R = 0.615$ in strength and coefficient of determination changed from $R^2 = 0.344$ to $R^2 = 0.379$, an increment of 0.035, while the $P < 0.05$ which was significant and positive. This implied that the addition of organizational support strengthened EOI - employee performance relationship. Hence the derived model in step two that $EP \neq \beta_0 + \beta_1EOI + \beta_2OS + \varepsilon$ was rejected and the alternative model $EP = \beta_0 + \beta_1EOI + \beta_2OS + \varepsilon$ was confirmed.

Table 4.26 further, show the results in step three test of the two way interaction between EOI and organizational support on employee performance ($\beta_3EOI*OS$). Upon interaction the coefficient of correlation value increased further ($R = 0.637$, $P < 0.05$), indicating significant and stronger influence of organizational support on EOI - employee performance relationship. Coefficient for determination also increased from $R^2 = 0.344$ to $R^2 = 0.405$, which was significant and positive.

This implied that about 6 percent of the variations in employee performance was accounted for by the interaction between EOI and organizational support. This finding meant moderation had taken place hence the derived model

$EP \neq \beta_0 + \beta_1EOI + \beta_2OS + \beta_3EOI*OS + \varepsilon$ was rejected and alternative model

$EP = \beta_0 + \beta_1EOI + \beta_2OS + \beta_3EOI*OS + \varepsilon$ was accepted. The decision here was that organizational support moderates the influence of EOI on employee performance.

From Table 4.26, step one ANOVA test indicates the significant F value was 14.693 at P value 0.001, which confirms goodness of fit of the hypothesis model in this study. Step 2 shows F ratio was 169.530 at $P < 0.05$ implying the regression model had goodness of fit. Step three indicated that $F = 94.390$, $P < 0.05$ suggesting the model has goodness of fit.

The significant F ratio in step 3 meant that the interaction between EOI and organizational support on employee performance was significant. These outcomes suggest that the null hypothesis that organizational support does not moderate EOI - employee performance relationship was rejected and alternative hypothesis that organizational support moderates EOI - employee performance relationship accepted.

Results of beta coefficient of the interaction term ($\beta = 0.203$, $T = 5.609$, $P < 0.05$), suggested that the outcome was significant and positive. The significant beta coefficient meant that moderation had taken place. The significant beta scores implied that, a unit increment in EOI contributes 0.425 increase in employee performance. However, when organizational support was added, employee performance increased by 0.302. When the interaction term was introduced in the equation, employee performance decreased to $\beta = 0.203$ at P-Values less than 0.05.

The significant interaction outcome implied that organizational support moderated EOI – employee performance relationship. This finding proved that the null hypothesis that organizational support does not moderate the association between EOI and employee

performance was rejected and alternative hypothesis that organizational support moderates the relationship between EOI and employee performance was accepted.

4.7.4 Test of the Fourth Hypothesis

Ho₄: organizational citizenship behaviour does not moderate the relationship between employee organizational identification and employee performance

Objective four of the study sought to determine the moderation influence of OCB on the association between EOI and employee performance. OCB as a second moderator was important in this study because it is initiated by employees themselves while the first moderator (organizational support) is initiated by the employer.

Further, organizational support is an ordinal variable whose impact varies with the job position of an employee while OCB is a categorical variable that categorizes employee attributes into different dimensions such sportsmanship, courtesy, civic behaviours and so on. To test the fourth objective, a hypothesis that OCB does not moderate EOI - employee performance relationship was developed. The test adopted stepwise regression analysis method.

Conditions for the stepwise regression model involved; first step, regression test for EOI on employee performance. The second step had the addition of OCB into the test model while the third step involved the interaction effect for EOI, OCB on employee performance. Regression output is shown in Table 4.27.

Table 4.27: Regression Outcome for the Moderation Influence of OCB on the relationship between EOI and Employee Performance

Model Summary									
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics				
					R ²	F Change	df1	df2	Sig.
1	.587a	.344	0.321	.70744	.344	14.693	1	28	0.001
2	.676b	0.457	0.455	0.34779	0.457	234.262	2	278	0.000
3	.721c	0.520	0.517	0.32761	0.063	36.289	3	277	0.000

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.354	1	7.354	14.693	.001b
	Residual	14.013	278	.500		
	Total	21.367	279			
2	Regression	28.335	2	28.335	234.262	.000b
	Residual	33.625	278	0.121		
	Total	61.961	279			
3	Regression	32.230	3	16.115	150.144	.000c
	Residual	29.731	277	0.107		
	Total	61.961	279			

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	2.776	0.451		6.150	.000		
	EOI	0.425	0.111	0.587	3.833	0.001	1.000	1.000
2	(Constant)	2.047	0.163		12.537	0.000		
	EOI, OCB	0.569	0.037	0.676	15.306	0.000	1.000	1.000
3	(Constant)	1.975	0.154		12.798	0.000		
	EOI, OCB, OCB *	0.430	0.042	0.511	10.262	0.000	0.698	1.433
	EOI							

Dependent Variable: Employee Performance
 Dependent Variable: Employee Performance
 Predictors: (Constant), EOI
 Predictors: (Constant), EOI, OCB, OCB * EOI

Source: Data Analysis (2022)

Table 4.27 show results in step one analysis that EOI – employee performance relationship was significant and positive ($R = 0.587$, $P < 0.05$). The coefficient of determination ($R^2 = 0.344$, $P < 0.05$), implied that EOI explained 34 percent of the changes in employee performance are attributed to EOI while the remaining 66 percent resulted from other variables that this study did not consider.

Table 4.27 further show that the F- ratio in step one was ($F = 14.963$ at $P < 0.05$), which was significant. This outcome indicated goodness of fit of the model in the study. Beta coefficient for EOI was ($\beta = 0.425$, $T = 3.833$, $P < 0.05$), which was significant. These results implied that step one model $EP \neq \beta_0 + \beta_1EOI + \varepsilon$ was rejected and alternative model $EP = \beta_0 + \beta_1EOI + \varepsilon$ model was confirmed.

Step two involved the addition of OCB variable. The results of step two ($R = 0.676$, $P < 0.05$), indicated an increment in strength from $R = 0.587$ in step one to $R = 0.676$ in step two. This is an addition of 0.089, which is significant. The coefficient of determination is significant ($R^2 = 0.457$, $P < 0.05$). It also indicated an increment in variability of 0.113, from $R^2 = 0.344$ in step one to $R^2 = 0.457$ in step two.

This significant increment implied that the addition of OCB in EOI - employee performance relationship raised employee performance by 11.3 percent. The remaining 88.7 percent was attributed to other variables that this study did not consider. The results in step two ($F = 234.262$, $P < 0.05$), indicated goodness of fit of the model in the study. Beta values were also significant and positive ($\beta = 0.569$, $T = 15.306$, $P < 0.05$),

suggesting that employee performance increased by $\beta = 0.569$ unit change with the combined influence of EOI and OCB.

Step three involved the interaction term. The results show that coefficient of correlation was significant ($R = 0.721$, $P < 0.05$). This indicated an increment of 0.14 from $R = 0.587$ in step one to $R = 0.727$ in step three, indicating moderation had taken place. It also showed a strong influence of OCB on EOI -employee performance relationship. This implies that OCB significantly moderates EOI - employee performance relationship.

Table 4.27 also show that the correlation of determination was significant ($R^2 = 0.520$, $P < 0.05$). This implied that 52 percent of the changes in employee performance were attributed to the interaction between EOI and OCB. The correlation of determination values also increased from $R^2 = 0.344$ in step one to $R^2 = 0.520$ in step three, indicating an overall increment of 0.176 which is significant.

In step three, the significant F ratio ($F = 150.144$, $P < 0.05$), indicated goodness of fit of the model in the study. The beta values were also significant and positive ($\beta = 0.430$, $T = 10.262$, $P = 0.05$), indicating robustness of the regression. The beta coefficients increased from $\beta = 0.425$ in step one to $\beta = 0.569$ in step two when OCB was entered into the model.

However, when the interaction between EOI and employee performance was added in the equation the beta coefficient decreased from $\beta = 0.569$ to $\beta = 0.430$, implying that

moderation had taken place. The significant results suggested that the null hypothesis that OCB does not moderate EOI - employee performance relationship was rejected and alternative hypothesis that OCB moderates EOI - employee performance relationship accepted.

In summary, results in Table 4.27 revealed that the coefficient of determination values increased from $R^2 = 0.344$ at $P < 0.05$ in step one to $R^2 = 0.457$ at $P < 0.05$ in step two. This indicated an increment of 11.3 percent which was significant. Further, the coefficient of determination increased from $R^2 = 0.344$ in step one to $R^2 = 0.520$ in step three at $P < 0.05$, an increment of 17.6 percent which is significant. The significant incremental variability results provided evidence that OCB influences the relationship between EOI and employee performance.

The beta coefficients also increased from $\beta = 0.425$ in step to $\beta = 0.569$ in step two however, it decreased with the entering of OCB in the interaction model to $\beta = 0.430$, implying that moderation had taken place. The finding gave sufficient evidence to reject the null hypothesis that OCB does not moderates EOI - employee performance relationship, and alternative hypothesis that OCB moderate EOI - employee relationship accepted.

The results also implied that the derived model that $EP \neq \beta_0 + \beta_1 EOI + \beta_2 OCB + \beta_3 EOI * OCB + \epsilon$ is rejected and an alternative model that $EP = \beta_0 + \beta_1 EOI +$

$\beta_2\text{OCB} + \beta_3\text{EOI} * \text{OCB} + \epsilon$, (Employee performance = 2.776 + 0.425EOI + 0.569OCB + 0.430EOI*OCB + 0.046 ϵ), is confirmed.

4.7.5. Test of the Fifth Hypothesis

H₀₅: The joint influence of EOI, affective commitment, organizational support and OCB on employee performance is not significant.

The fifth objective sought to establish if the joint influence of EOI, affective commitment, organizational support and OCB on employee performance was significant.

A corresponding hypothesis stated that, the joint influence of EOI, affective commitment, organizational support and OCB on employee performance is not significant. Multiple linear regression analysis was used to test this hypothesis. The outcomes are shown in Table 4.28.

Table 4.28: Regression Output for the Joint Influence of EOI, Affective Commitment, Organizational Support and OCB on Employee Performance

Model Summary									
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics				
					R ²	F Change	df1	df2	Sig.
1	.762a	0.580	0.574	0.30748	0.580	95.090	4	275	0.000
Enova									
Model	Sum of Squares		df	Mean Square	F	Sig.			
1	Regression	35.961	4	8.990	95.090	.000b			
	Residual	26.000	275	0.095					
	Total	61.961	279						
Coefficient									
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
		B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	2.012	0.149		13.478	0.000			
	EOI	- 0.092	0.049	- 0.165	- 1.866	0.003	0.196	5.108	
	Affective Commitment	0.239	0.054	0.434	4.462	0.000	0.161	6.200	
	Organizational Support	0.064	0.035	0.131	1.820	0.070	0.294	3.401	
	OCB	0.395	0.040	0.469	9.793	0.000	0.666	1.502	
<p>a. Predictors: (Constant), EOI, Affective Commitment, Organizational Support, OCB ANOVA</p> <p>b. Dependent Variable: Employee Performance</p> <p>c. Predictors: (Constant), EOI, Affective Commitment Organizational Support, OCB Coefficients</p>									

Source: Data Analysis (2022)

Findings presented in Table 4.28 show that the joint influence of EOI, affective commitment, organizational support and OCB on employee performance was strong and significant ($R = 0.762$, $P < 0.05$). The results also reveal that the coefficient of determination was strong and significant ($R^2 = 0.58$, $P < 0.05$), suggesting that 58 percent

of changes in employee performance was attributed to the joint influence of EOI, affective commitment, organizational support and OCB while the remaining 42 percent was explained by other variables that this study did not consider. The significant F- ratio was ($F = 95.090, P < 0.05$), indicated goodness of fit of the regression model in this study.

Results show that the highest contributor to employee performance in the joint effect was OCB ($\beta = 0.395, P < 0.05$), followed by affective commitment ($\beta = 0.239, P < 0.05$). However, EOI had an inverse effect in the joint influence ($\beta = -0.092, P < 0.05$), while organizational support was insignificant in the joint influence ($\beta = 0.064, P > 0.05$). The results involving negative EOI coefficient ($\beta = -0.092$) implied that the more organizations adopts practices and policies that trigger affective commitment and OCB, the less effort they would spend in changing employees attitude to identify with their organizations.

The significant outcome of the multiple regression suggests that the null hypothesis that, the joint influence of EOI, affective commitment, organizational support and OCB on employee performance is not significant was rejected and an alternative hypothesis (H_a) that, the joint influence of EOI, affective commitment, organizational support and OCB on employee performance is significant, accepted.

In conclusion, this study established that the joint influence of EOI, affective commitment and OCB on employee performance was significant. However, the beta

coefficient for EOI was negative in the joint influence ($\beta = -0.092$, $T = -1.866$, $P < 0.05$). The study also revealed that organizational support was not significant when EOI, affective commitment and OCB are strengthened.

The outcome in Table 4.28, implied that the derived model that $EP \neq \beta_0 + \beta_1 EOI + \beta_2 AC + \beta_3 OS + \beta_3 OCB + \varepsilon$ was rejected and an alternative model $EP = \beta_0 + \beta_1 EOI + \beta_2 AC + \beta_3 OCB + \varepsilon$ was accepted. Therefore, the question of the study; what is the role of affective commitment, organizational support and organizational citizenship behaviour in the relationship between employee organizational identification and employee performance was significantly answered by the study outcome.

4.7.6 Summary of Hypotheses Testing

The study had five hypothesis which were tested. Summary of the hypothesis tests are presented in Table 4.29

Table 4.29: Summary of Hypotheses Testing

Hypothesis	Regression Equation	Study Findings	Study Interpretation
Ho ₁ . EOI does not influence employee performance.	$EP \neq \beta_0 + \beta_1 EOI + \varepsilon$	EOI Significantly influence employee performance	Null hypothesis Rejected
Ho ₂ . Affective commitment does not mediate EOI - employee performance.	$EP \neq \beta_0 + \beta_3 EOI AC + \varepsilon$	Affective commitment partially mediates EOI – employee performance	Null hypothesis Rejected
Ho ₃ . Organizational support does not moderate EOI - employee performance.	$EP \neq \beta_0 + \beta_1 EOI + \beta_2 OS + \beta_3 EOI * OS + \varepsilon$	Organizational support moderates EOI – employee performance	Null hypothesis Rejected
Ho ₄ . OCB does not moderate EOI - employee performance.	$EP \neq \beta_0 + \beta_1 EOI + \beta_2 OCB + \beta_3 EOI * OCB + \varepsilon$	OCB moderates EOI – employee performance	Null hypothesis Rejected
Ho ₅ . The joint influence of EOI, Affective commitment, Organizational support and OCB on employee performance is not significant.	$EP \neq \beta_0 + \beta_1 EOI + \beta_2 AC + \beta_3 OS + \beta_3 OCB + \varepsilon$	The joint influence of EOI, Affective commitment, Organizational support, OCB on employee performance is significant	Null hypothesis Rejected

Source: Author (2022)

Table 4.29 show the summary of hypotheses tests. It also show the equation models tested and the findings of each hypothesis test. The Table also show the interpretation of each hypothesis tested.

4.8 Discussion of the Findings

The study had five objectives that comprised, Establishing the influence of EOI on employee performance; Determining the role of affective commitment in EOI - Employee Performance relationship; Determining the influence of organizational support on EOI - employee performance relationship; Determining the influence of OCB in EOI - employee performance relationship and Establishing the joint influence of EOI, affective commitment, organizational support and OCB on employee performance.

The study also had five corresponding hypotheses that were tested to achieve the objectives. Inferences were made on the test outcomes of the relationships between the variables. This study findings were also compared with other previous studies to establish a consistency of findings. Discussions of findings were guided by the objectives of the study as shown in this section.

4.8.1 Influence of Employee Organizational Identification on Employee

Performance

Objective one of the study aimed at establishing EOI - employee performance relationship. A corresponding null hypothesis stating that there was no EOI - employee performance relationship was developed. Regression test was done to establish EOI -

employee performance relationship. Test results confirmed a significant and positive EOI - employee performance relationship. Coefficient of determination (R^2) indicated significant explanatory power of EOI on employee performance. Based on this result, the null hypothesis was rejected.

The study outcome positively contributed to the assumptions of social identification theory. SIT assumes that employees have tendency to positively identify with, and defend their organizations against negative comments when they have a strong sense of belongingness. This study provided evidence that employee performance is achieved and sustained when EOI is strong enough to keep an employee in the organization.

Further, the study finding that EOI influence employee performance was significant. However, as shown in Table 4.11, employee loyalty had the highest contribution to employee performance. The lowest contribution to change in employee performance came from belongingness. The study further, showed a positive and significant EOI - employee performance relationship, indicating that EOI strongly influence employee performance. The results also implied that 34 percent of the change in employee performance was attributed to EOI. This result therefore, confirmed that the first objective which aimed at establishing the influence of EOI on employee performance was achieved.

This significant outcome was important for policy makers in the motor vehicle industry in Kenya. Based on this finding, a policy framework can now be developed that puts in

place value similarity such as trust, competence, transparency and reliability that have been confirmed in the test of the first objective of this study to trigger loyalty and belongingness that are embedded in EOI attitude and can influence employee performance.

This argument was supported by Riketta (2005) on the study of organizational identification and job satisfaction who advised that for organizations to achieve high employee performance, a performance policy that identifies similarity of values, for example job fit, between employees and the organizations is necessary. Therefore the finding of objective one has given a better insight to policy makers in the motor vehicle industry in Kenya to frame policies that trigger EOI so that employee performance can improve.

The significant results for EOI - employee performance relationship compares with findings by Miao (2019), on the role of identification on job performance and found that identification significantly influenced job performance. This study finding also compares with study by Tuna et al. (2018) on the effects of identification and employee performance among nurses, and found that organizational identification significantly influenced employee performance. The study by Tuna also showed that there was a strong relationship between organizational identification and employee performance.

In addition, Santas et al., (2016) studied the effect of identification on employees' performance in Turkey and found that there was a significant and positive relationship between identification and employee performance. This study's significant finding that EOI influences employee performance, has contributed to the progression of the argument that strong EOI raises employee performance. Hence the results of this study can be generalized as reliable as compared with the previous research findings.

The significant results also compares with the findings by Ziapour et al. (2014) who studied the impact of identification on labour productivity among 270 employees of university and found that the rise in labour productivity was attributed to organizational identification. The study finding also compares with findings by Ashforth and Mael (1989) who studied organizational identification - job satisfaction relationship and found that organizational identification significantly influences job satisfaction. This study progresses the debate by its significant findings of EOI - employee performance relationship in the motor vehicle industry in Kenya. To this end, the study did not support the null hypothesis.

4.8.2. Effect of Affective Commitment in EOI - Employee Performance

Relationship

Objective two of the study was to determine the role of affective commitment in EOI - employee performance association. A corresponding null hypothesis stating that affective commitment does not mediate EOI - employee performance relationship was tested. Test outcomes indicated that affective commitment partially mediates EOI - employee

performance relationship. The finding implied that the null hypothesis stating that affective commitment does not mediate EOI - employee performance relationship was rejected and an alternative hypothesis that affective commitment mediates EOI - employee performance accepted.

This study has shown that affective commitment partially mediate EOI - employee performance relationship. However, it is its dimension of emotional attachment that contributed the highest in the mediation role between EOI and employee performance (Table 4.13). Based on this finding, it can be argued that, the moderate scores for trust dimension was the cause of employee divided loyalty which impacts employee performance. Literature has shown that loyalty is built on trust, and where there is low trust divided loyalty can creep in and that would impact employee performance (Twalib, 2017).

The outcome of this study compares with the findings by Snyder and Cistulli (2011) who studied the influence of trust on affective commitment among top management staff and found that there was significant association between affective commitment and employee performance. This study also compares with the findings by Memari et al. (2013) on their study of the impact of organizational commitment on employee's job performance and found that, organizational commitment - job performance relationship was significant. The mediation results also compares with study by Grant (2010) on gratitude expressions that motivate behaviour who found that minor expressions as little as thank you entices

employees to the organization and have significant relationship to employee performance.

The finding of this study confirms the predictions of the two factor theory that employees' affective commitment is enhanced by motivator factors. The theory underscores that motivator factors such as recognition, work itself, responsibility, promotion opportunities and growth trigger emotional attachment to the organization, whereas hygiene factors such as company policies, supervision, relationships, work conditions, salary and status, and job security among others enhance trust or lack of it because hygiene factors are the cause of grievances in organizations.

Herzberg (1959) contends that motivator/satisfier factors influence better employee performance, while dissatisfier's factors cause distrust and inability to identify with the organization. The findings of the mediation regression implied that this study supported the predictions of the two factor theory in influencing employee performance.

The findings on the role of affective commitment also supported postulations of the social exchange theory that, interactions between two parties are subconsciously determined by the value of activities and actions that involve give and take relationship (Homans, 1974). The significant mediation results implied that the value of employers' actions determine the level of EOI and affective commitment. Strong EOI births affection for the organization and this is reciprocated by better employee performance. The study discussed that organizational actions determine levels of employee

identification and the extent to which strong identification can derive affective commitment, and cause improved employee performance.

The partial mediation outcome positively compares with earlier findings by Allen and Meyer (2006) that affective commitment was very vital in enhancing positive employee job outcomes. The findings of this study also compares with findings by Hall and Schneider (1972) that achieving employee performance largely depends on employee commitment, and employee commitment was influenced by the strength of employee identification. This study consequently supports and contributes to the debate about the mediation role of affective commitment in EOI - employee performance relationship.

However, the results are in contrast with findings by Tuna et al. (2019) on the role of affective commitment on identification and cynicism on employee performance relationship. Tuna's study found a negative correlation coefficient for affective commitment, implying that mediation role of affective commitment significantly diminishes when organizational identification was strengthened. Tuna's finding was quite opposite to the current study's finding. The contrasting result could be attributed to the addition of cynicism in the regression model in the previous study. Cynicism is an employee prejudice that trigger distrust, and when distrust is high affective commitment diminishes (Meyer et al., 2010).

In conclusion, hypothesis two was tested using four path step analysis. The study determined that affective commitment partially mediates EOI - employee performance

relationship, implying that the role of affective commitment significantly compliments EOI in influencing changes in employee performance. To this end the second objective was achieved, and the study concluded that the null hypothesis stating that affective commitment does not mediate EOI - employee performance relationship was not supported.

4.8.3. Influence of Organizational Support on EOI - Employee Performance

Relationship

The third objective of this study aimed at determining the influence of organizational support on EOI - employee performance relationship. A corresponding hypothesis that; organizational support does not moderate EOI - employee performance relationship was tested using stepwise approach. The results showed that organizational support significantly moderates EOI - employee performance relationship.

The significant outcome of the interaction term indicated that organizational support moderated EOI - employee performance relationship. The result further showed that there was significant increase in employee performance when organizational support was added into regression equation. This increment meant that organizational support influenced EOI - employee performance relationship. This result therefore implied that hypothesis (H_{03}) that organizational support does not moderate EOI - employee performance relationship was rejected and an alternative hypothesis (H_a) that organizational support moderates EOI - employee performance relationship accepted.

The descriptive results showed that all organizational support measures used scored low Mean values and high standard deviation values suggesting that there was little organizational support observed in the motor vehicles industry in Kenya. The organizational support measures were career support, financial support and social support. Though the inferential results have generally shown significant influence of organizational support on EOI - employee performance relationship, the low scores on organizational support measures manifests the existence of the problem of employee divided loyalty habits in this industry.

This argument is supported by Bell and Menguéc (2002) who studied organizational support and employee outcomes and concluded that organizations that don't support their employees enhance disloyalty hence compromise the achievement of organizational outcomes. It is also supported by Krishhan and Mary (2012) who studied organizational support and its consequences and concluded that lack of organizational support triggers employee's withdrawal behaviour which they referred to as lessening of active participation in the organization.

The outcome on moderation influence compares with study findings by Wiesenberger (2011) who studied organizational support and productive employees and found that organizational support associated significantly with employee productivity. This implies that employees who are supported by their organizations develop a desire to stay in the organization by expecting that such support would continue and in reciprocal positively support all organizational programs. Desiring to remain in the organization is associated

with loyalty which is a measure of EOI. This study finding has given evidence that employees who are supported by their organizations become very loyal and strive to perform well.

The findings also compares with outcomes of study by Ogonchukwu and Ikon (2019) who assessed organizational support and employee performance using a sample of 308 bank employees in Nigeria and found that organizational support significantly influenced employee performance. That finding was important because it revealed how organizational support fosters affectivism and loyalty. Loyalty has been shown to be a measure of EOI.

These results compares with findings by Eisenberger et al., (2011) who concluded that organizational support moderated important organizational outcomes such as increasing employees' well-being. Employee performance is one such important outcome. The results also compares with findings by Garud (2001) that organizational support influences the level of employees' belongingness to the organization. This research hence contributes to the debate that the presence of organizational support strengthens EOI - employee performance relationship.

The results of this study supported social exchange theory predictions that an employee would perform a unit of activity that corresponds to an equivalent unit of support received from the employer (Homans, 1974). The current study revealed that EOI -

employee performance relationship is reinforced by the presence of organizational support.

Hence the practice of organizational support should be adopted as a management strategy to raise employee performance in the motor vehicles industry. This study revealed that organizational support has not been leveraged in the Kenyan motor vehicle industry. To this end, the third objective was achieved and conclusion made that organizational support moderates EOI - employee performance relationship. Hence third null hypothesis was rejected.

4.8.4 Influence of OCB on EOI - Employee Performance Relationship

Objective four of the study sought to determine the influence of OCB on EOI - employee performance relationship. The related hypothesis was that OCB does not moderate EOI - employee performance relationship. Stepwise method was again used to test this hypothesis. Results indicated that OCB significantly moderates the EOI - employee performance relationship.

The significant outcome of the interaction term of OCB on employee performance indicated that moderation had taken place. It was therefore proven that OCB moderates EOI - employee performance relationship. The results further show that employee performance significantly increased when OCB was added into regression model. This increment indicated that OCB moderated EOI - employee performance relationship. The result implied that, the hypothesis (Ho4) that OCB does not moderate EOI - employee

performance relationship was rejected and an alternative hypothesis (Ha) that OCB moderates EOI - employee performance relationship accepted.

The outcome that OCB moderates EOI – employee performance relationship compared with findings by Sadeghi et al. (2016) who studied OCB - organizational performance relationship using a sample of 391 agricultural staff. The study concluded that OCB significantly influenced organizational performance. The outcome also compares with findings by Feather and Rauter (2004) who studied the relationship between OCB and job insecurity among other variables on a sample of 154 teachers. Their study found that there was significant positive relationship between OCB and job insecurity among contract teachers. Based on the significant results of the moderation influence of OCB on EOI –employee performance relationship, the study’s null hypothesis was rejected.

Descriptive results showed that all OCB measures used in this study, namely altruism, sportsmanship and courtesy had high Mean scores and low standard deviation values implying that all the sub variables contributed significantly in influencing employee performance. In particular, courtesy dimension had the greatest influence in employee performance. Despite the finding that OCB moderates EOI - employee performance relationship, descriptive results showed that employees in the motor vehicle industry in Kenya rarely served customers past normal working hours (Table 4.18). Hence, this can be argued that, the structure of OCB employees in the motor vehicle industry in Kenya exhibited is for individual survival (OCBI) and does not benefit the organizations (OCBO).

The study's argument that OCB outcomes are individual based, supports findings by Robbins (2013) who studied organizational behaviour and concluded that employees voluntary behaviours can be distinguished as those that benefit the organization (OCBO) and those that benefit an individual (OCBI). This study findings also affirms findings by Feather and Rauter (2004) on their study of the relationship between OCB and job insecurity and concluded that workplace uncertainties trigger employees' engagement in OCB that support their survival but not the organization.

This significant positive results on the influence of OCB on EOI - employee performance relationship is important for policy decision making. It gives an insight for managers to be able to enact policies and practices that focus on both OCBI and OCBO to support both individual employees and organizational goal structures.

Results on OCB test supports findings by Bambale's (2011) that there is a strong association between OCB and organizational effectiveness. The findings also supports Sadeghi et al.'s (2017) finding that OCB improves organizational performance. In conclusion therefore, this study contributes to the evidence that OCB moderates EOI - employee performance relationship.

The study's significant and positive results affirms the suppositions of the social exchange theory which emphasizes that social interactions either reinforce certain actions or punish them. SET postulates that employee's actions are determined by the social interactions that either reward good actions or fail to reward them. Where there is failure

to reward expectations, discontentment creeps in and less effort is reciprocated (Homans, 1974). The results of this study therefore suggests that OCB significantly determines employees' performance reactions based on their organizations' actions. The current study's finding, indicated that OCB moderates EOI - employee performance relationship, hence the fourth objective was achieved.

4.8.5. Joint Influence of EOI, Affective Commitment, Organizational Support and OCB on Employee Performance

The fifth objective of the study aimed at establishing the joint influence of EOI, affective commitment, organizational support and OCB on employee performance. A corresponding null hypothesis stating that the joint influence of EOI, affective commitment, organizational support and OCB on employee performance is not significant was tested. The results of the test showed that the joint influence of EOI, affective commitment, organizational support and OCB on employee performance was significant. This finding implied that null hypothesis (H_{05}) was rejected and an alternative hypothesis (H_a) that the joint influence of EOI, affective commitment, organizational support and OCB on employee performance is significant accepted.

Assessment of the beta coefficient results of the joint influence revealed that it is OCB that had the greatest influence on employee performance in the motor industry in Kenya. This was followed by affective commitment, EOI and lastly organizational support respectively. However, the negative regression coefficient for EOI in the joint influence was surprising because this finding went opposite the conservative expectation of the

hypothesis that, the contribution of EOI on employee performance would be high and positive. In contradiction, the outcome has shown that the explanatory power of EOI negatively diminishes in the joint influence.

Despite the negative coefficient for EOI, the value of EOI in the joint influence is significant. The negative finding on EOI suggest that, EOI is a psychological construct through which employee identification can negatively affect employee performance. This research compares with study by Shmailan (2016) who studied job satisfaction and job performance relationship among other variables and concluded that employee performance is determined by intensity of employee identification.

This result contrasts study by Ashforth and Mael (1989) who attempted to differentiate organizational identification from affective commitment, that employee identification is a state of identifying with a distinct group while affective commitment is a state of affection for that group. Ashforth (1989) argued that both EOI and affective commitment have overlapping roles that influence employee performance. This study have found that the power of EOI reduces in the joint influence. This may imply that when affection for the organization is high, employee identification would remain significant however organizations would not labour much to enhance it.

Another surprising finding was the revelation that organizational support was insignificant in the joint influence. This finding contrasted the social exchange theory that predicts that organizational support strengthens employee performance. The finding is

also contradictory to findings by Manyasi et al., (2011) that organizational support significantly improves employees' performance. The current study has revealed that the joint influence of EOI, affective commitment, organizational support and OCB on employee performance reduces the explanatory power of organizational support to insignificant level.

The results of this study support the predictions of the two factor theory that employee performance depends on factors that motivate and also maintain positive relationship between employees and their organizations. The significant results of the test of the fifth hypothesis also support the assumptions of social exchange theory, which postulates that employees are intrinsically driven to support and maintain a positive attitude towards their organizations by weighing the reciprocal value of their employer's actions (Attoh, 2017).

The findings also support SIT assumptions that strong EOI enhance employee loyalty and belongingness to the organization. Strong belongingness yields good citizenship behaviour, affection for the organization and the desire to stay leading to better employee performance (Ziapour et al., 2014). This study found that the joint influence was significant. To this end, the fifth objective was achieved. Hence the conclusion that the fifth null hypothesis was rejected.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings of the study. It provides the conclusions of the study and recommendations and suggestion for future research based on the gaps observed in the study. It also presents the implications of the outcomes of the study in relation to theory, practice and policy development in organizations and finally discusses the limitations of the study.

5.2 Findings in Summary

The study outcomes were categorized into three sets namely; the demographic, descriptive and inferential statistic. Inferences were made on test outcomes to approve or disapprove the objectives of the study. This study used descriptive cross sectional survey design. The population of the study was 2,425, comprising permanent employees drawn from 10 main motor vehicle companies in Kenya (appendix II).

A sample of 332 respondents was obtained using Krejcie and Morgan sample table. Primary data was collected from the respondents by use of structured questionnaires through simple random sampling method. Descriptive, correlations and regressions analyses were applied in testing the relationships between predictor variables and the response variable.

5.2.1 Demographic Findings

The response rate was 84 percent which was high and adequate for the study compared to the rule of the thumb of 70 percent adequacy level. The gender distribution was skewed in favour of male employees, as there were 78 percent male employees and 21 percent female employees in the new car industry in Kenya. This was attributed to the nature of the technical work in the industry which is still dominated by the male gender.

The study showed that employees' held different job titles with majority, 34 percent, of the staff holding management positions, 25 percent supervisory positions and 13 percent sales and technical roles. Majority, about 47 percent, of the staff were of the age group between 30 to 39 years, 22 percent between 40 to 49 years, 17 percent were aged over 50 years while 11 percent were aged between 19-29 years. Findings on the length of service also varied.

Majority of staff about 65 percent, had been in the organizations for less than 10 years while about 35 percent had been in the industry for over 10 years, suggesting that labour turnover was high in the industry. Lack of ability to stay in the organization depicts low EOI. Findings on employee education levels showed that majority, about 69 percent of staff had bachelor's degree and above while only 31 percent had qualifications below a bachelor's degree.

5.2.2 Descriptive Findings

The respondents' views of the presented statements showed that the overall score for EOI variable was moderate (Mean = 4.0, SD = 0.84, CV = 21%). This finding indicated that EOI attitude was manifested in the industry however, it was not fully leveraged for employee performance. The study further showed that respondents demonstrated loyalty, and similarity of values with their organizations. However, the demonstration of belongingness was low. This implied that employees were unlikely identified with their organizations. Analysis of views regarding affective commitment obtained moderate score (Mean = 4.0, SD = 0.86, CV = 21.5%).

This result implied that respondents modestly manifested affective commitment in the industry. Emotional attachment contributed the greatest in affective commitment mediation role. However, the score on trust sub variable was low. Meaning that there was low presence of employee trust in the industry in Kenya. The study concludes that the moderate score on affective commitment can be attributed to the well-crafted job titles in the industry and levels of education of the respondents that fits their job requirements.

The findings regarding organizational support obtained low score (Mean = 3.4, SD = 0.96, CV = 28.2%). These results indicated low organizational support in this industry in Kenya. All the organizational support measures used scored low mean scores and low standard deviations values suggesting minimal organizational support in the industry. On the other hand, OCB had high overall scores (Mean = 4.4, SD = 0.56, CV = 12.1%).

This outcome indicated that respondents' demonstrated high presence of voluntary social interaction behaviours in the industry. High score for OCB can be attributed to the length of service and employee biological age that studies have shown are associated with prosocial behaviour such as merry go round also called Chama, baby showers, bereavement and so on that are embedded in OCB.

Finally, findings regarding employee performance scored (Mean = 4.5, SD = 0.47, CV = 10.4%). This outcome implied that respondents had the ability to demonstrate satisfactory performance in the industry. Findings also implied that employees understood their roles and the work requirements to do the job. The high score on employee performance can be attributed to employees' level of education and technical skills required for the jobs. Employees in this industry are categorized as specialized technicians, salespeople, accountants and so on. That job specialization enhances job fit and understanding of work requirements.

5.2.3 Inferential Findings

Statistical inferences were made based on regression tests of the study's linear models. The linear models tested were regression analysis, analysis of variance (ANOVA) and beta coefficient criterion for multivariate relationships. Study inferences predicted the general behaviour of employees in this industry in Kenya. The judgement, decisions on results and conclusions are based on scientific evidence and are dependable. Discussions of linear relationships based on study objectives is presented in this section.

5.2.3.1 Influence of Employee Organizational Identification on Employee

Performance

The first specific objective of the study was to establish EOI - employee performance relationship. A null hypothesis stating that EOI does not influence employee performance was tested. The study used simple linear regression to test the hypothesis. Test results showed that there was significant EOI - employee performance relationship.

Findings of the hypothesis test sufficiently confirmed that the null hypothesis was rejected, and alternative hypothesis that EOI influences employee performance accepted. This finding therefore supports social identification theory postulation that positively identified employees performs better. The correlation coefficient ($R = 0.587$) showed the strength of EOI - employee performance relationship. While the coefficient of determination ($R^2 = 0.344$), implied that 34 percentage change in employee performance was attributed to EOI.

The F-value was significant indicating goodness of fit of the model, while the beta coefficient was positive and significant implying that 0.425 change in employee performance was attributed to a unit change in EOI. The significant results of the first hypothesis implied that the first objective was positively determined. The results further meant that the null hypothesis stating that, EOI does not influence employee performance was rejected and alternative hypothesis accepted.

These findings compares well with Ashforth and Corley (2008) findings on the impact of identification in organizations. Their study found that organizational identification grounds an employee in the organization thereby enhancing the desire to remain in the organization. The desire to remain in an organization has been linked to belongingness which is a dimension of EOI.

5.2.3.2 Effect of Affective Commitment on the Relationship between EOI and Employee Performance

The second aim of the study sought to determine the role of affective commitment in EOI - employee performance relationship. A corresponding null hypothesis that affective commitment does not mediate EOI - employee performance relationship was formulated. Four path analysis method was applied to test the hypothesis. Test results showed that affective commitment partially mediated EOI - employee performance relationship. The F value was significant and showed goodness of fit of the regression model used. The beta coefficient values were positive and significant, implying that the mediation role of affective commitment in EOI – employee performance relationship was supported.

The significant results in the mediation test implied that the second objective which stated that affective commitment mediates EOI - employee performance relationship was determined. Therefore the null hypothesis which stated that affective commitment does not mediate EOI - employee performance relationship was rejected and alternative hypothesis accepted. The study concluded that affective commitment mediates EOI -

employee performance relationship. Based on the significant results the second objective was positively achieved.

5.2.3.3 Influence of Organizational Support on the Relationship between EOI and Employee Performance

The third objective aimed to establish the influence of organizational support on EOI - employee performance relationship. A corresponding null hypothesis stating that organizational support does not moderate EOI - employee performance relationship was formulated. Stepwise regression was applied to test the hypothesis. Test outcomes showed that organizational support moderated EOI - employee performance relationship. F value was also significant, indicating goodness of fit of the regression model. The beta coefficients were positive and significant indicating significant causal effect. Results gave evidence that the third null hypothesis was rejected.

The significant outcomes of the moderation test implied that the third objective which stated that organizational support influences EOI - employee performance relationship was determined. The results also implied that the corresponding null hypothesis which stated that organizational support does not moderate EOI - employee performance relationship was rejected. The study therefore concluded that organizational support moderates EOI - employee performance relationship and hence the third objective was achieved.

5.2.3.4 Influence of OCB on the Relationship between EOI and Employee Performance

Objective four was to determine the influence of OCB on EOI - employee performance relationship. A corresponding null hypothesis stated that OCB does not moderate EOI - employee performance relationship. Stepwise regression was applied in this test. The outcomes of the test showed that OCB moderates EOI – employee performance relationship. The F- Value was significant indicating the regression model had goodness of fit. The beta coefficient was positive and significant, indicating significant change effect. The test results gave evidence that the fourth null hypothesis was rejected.

These significant results meant that the fourth objective which stated that OCB influences EOI - employee performance relationship was determined. The significant results also meant that the null hypothesis which stated that OCB does not moderate EOI - employee performance relationship was rejected and the alternative hypothesis accepted. The study therefore concluded that OCB moderates EOI - employee performance relationship.

5.2.3.5 Joint Influence of EOI, Affective Commitment, Organizational Support and OCB on Employee Performance.

Objective five of the study sought to establish if the joint influence of EOI, affective commitment, organizational support and OCB on employee performance was significant. A corresponding null hypothesis stating that the joint influence of EOI, affective commitment, organizational support and OCB on employee performance was not significant, was tested. Multiple regression test of the hypothesis showed significant

results in the joint influence. The coefficient of correlation (R) showed the strength of the joint effect on employee performance was significant. The correlation of determination (R^2) was significant and explained the variability of the joint influence on employee performance. The F- ratio was also significant suggesting goodness of fit of the regression model in the study.

The joint test revealed that OCB contributed the highest in employee performance followed by affective commitment and EOI, while organizational support lost its power in the joint influence. Further, results showed that EOI had a negative linear relationship with employee performance in the joint influence. The significant results of the joint influence meant that the fifth objective which stated that the joint influence of EOI, affective commitment, organizational support and OCB on employee performance is significant was achieved.

The significant test outcomes also implied that the null hypothesis was rejected and alternative hypothesis (H_a) stating that the joint influence of EOI, affective commitment, organizational support and OCB on employee performance is significant accepted.

Summary of research findings and interpretations are shown in Table 5.1.

Table 5.1: Summary of Research Findings and Conclusions

Objective	Hypothesis	Test Method	Regression Test Results	Interpretation	Findings
Establish the influence of EOI on employee performance.	Ho ₁ . EOI does not influence employee performance.	Simple linear regression	R ² = 0.344 F = 14.693, P < 0.05 β = 0.425, T = 3.833.	Ho ₁ Rejected	Objective One Achieved
Determine the role of affective commitment in EOI - employee performance relationship	Ho ₂ . Affective commitment does not mediate EOI - employee relationship	Four Path Analysis by Baron and Kenny (1986)	<u>Path 1 - EOI - EP</u> R ² = 0.344 F = 14.693, P < 0.05 β = 0.425, T = 3.833 <u>Path 2 - EOI - AC</u> R ² = 0.607 F = 43.181, P < 0.05 β = 0.779, T = 6.571 <u>Path 3 - AC - EP</u> R ² = 0.654 F = 20.980, P < 0.05 β = 0.474, T = 4.580 <u>Path 4 - EOI - AC - EP</u> R ² = 0.443, P < 0.05 F = 10.753, P < 0.05 β = 0.142 EOI, T = 0.854 β = 0.364 AC, T = 2.194	Ho ₂ Rejected	Objective Two Achieved
Determine the influence of organizational support on EOI - employee performance relationship	Ho ₃ . Organizational support does not moderate EOI - employee performance relationship	Stepwise Analysis	<u>Step 1 - EOI - EP</u> R ² = 0.344, P < 0.05 F = 14.693, P = 0.05 β = 0.425, T = 3.833	Ho ₃ Rejected.	Objective Three Achieved

			<p><u>Step 2 - EOI + OS - EP</u> $R^2 = 0.379, P < 005$ $F = 169.530, P = 0.05$ $\beta = 0.302, T = 13.020$</p> <p><u>Step 3 - EOI*OS -EP</u> $R^2 = 0.405, P < 005$ $F = 940390, P = 0.05$ $\beta = 0.203, T = 5.609$</p>		
Determine the influence of OCB on EOI - employee performance relationship	Ho4. OCB does not moderate EOI - employee performance relationship.	Stepwise Analysis	<p><u>Step 1 - EOI - EP</u> $R^2 = 0.344, P < 005$ $F = 14.693, P = 0.05$ $\beta = 0.425, T = 3.833$</p> <p><u>Step 2 – EOI + OCB - EP</u> $R^2 = 0.457, P < 0.05$ $F= 234.262, P < 0.05$ $\beta = 0.569, T = 15.306$</p> <p><u>Step 3 - EOI*OCB -EP</u> $R^2 = 0.520, P < 005$ $F = 150.144, P = 0.05$ $\beta = 0.430, T = 10.262$</p>	Ho4, Rejected.	Objective Four Achieved
Establish if the joint influence of EOI, affective commitment, organizational support and OCB on employee performance is significant	Ho5. The joint influence of EOI, Affective commitment, Organizational support and OCB on employee performance is not significant.	Multiple Regression	$R^2 = 0.580, P < 0.05,$ $F = 95.090, P = 0.05$ $\beta = - 0.092, T = 1.866$ $\beta = 0.239, T = 4.462$ $\beta = 0.064, T = 1.820, P > 0.05$ $\beta = 0.395, T = 9.793 P < 0.05$	Ho5 Rejected, EOI -Negative OS - Insignificant	Objective Five Achieved

Source: Data Analysis (2021)

5.3 Conclusions

The study aim was to establish EOI - employee performance relationship. Test results showed positive and significant relationship between the variables. The study concluded that EOI significantly influence employee performance. One of the three indicators of EOI namely belongingness had the lowest score, while loyalty and similarity had high scores. The low score on belongingness is an indication that employees don't strongly identify with their organizations in the Kenyan motor vehicle industry.

The study further concluded that, it is not just enough for employees to be loyal and have similarity of values such as desired qualifications for the job for their performance to improve, but they should also feel that they are integral members (belongingness) of the organization. This finding is an insight to the managers in the motor industry in Kenya who should now design a framework for enhancing employee belongingness in order to improve their performance.

Objective two sought to determine the role of affective commitment on EOI - employee performance relationship. A corresponding null hypothesis was tested using four path analysis method. The outcome showed that affective commitment partially mediates EOI - employee performance relationship. Sub variables of affective commitment indicated that, emotional attachment scored higher value and had the greatest contribution in the mediation role while trust scored moderately. This implied that for EOI to strongly influence employee performance, employee trust has to be strong as well. Based on this finding it can then be inferred that, it is not just enough for employees to identify with

their organizations for their performance to improve but they should also have affection for their organizations.

The third objective sought to determine the moderation influence of organizational support on EOI - employee performance association. A corresponding null hypothesis was tested using stepwise analysis method. The outcome of the test showed that organizational support significantly moderates EOI - employee performance association.

All the organizational support indicators namely social support, financial support and career support showed low scores. This implied that there was low presence of organizational support in this industry in Kenya. Despite the study's conclusion that organizational support positively influence EOI - employee performance relationships, lack of organizational support is a red flag worth noting by managers who make performance policies in this industry.

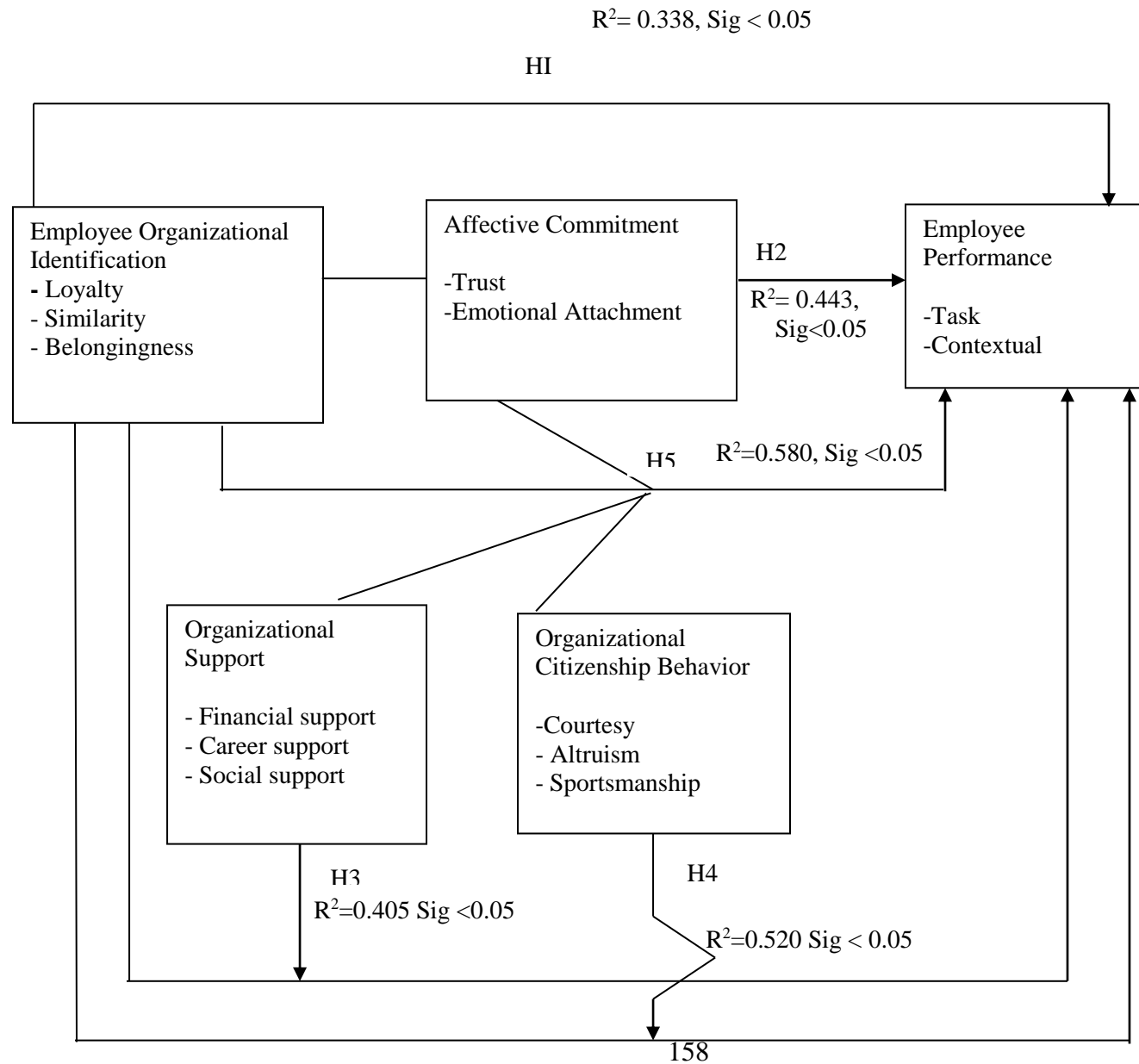
The fourth aim of this study sought to determine the influence of OCB on EOI - employee performance relationship. This was achieved by testing a corresponding null hypothesis using stepwise analysis method. The study found that OCB significantly moderates EOI - employee performance relationship. All the indicators of OCB namely altruism, sportsmanship and courtesy had high scores, however courtesy had the greatest contribution in this relationship. The study concluded that though findings have shown that EOI influences employee performance, the presence of employees being nice to each

other and having a cohesive team envisaged in sportsmanship manifests OCB which strengthens employees performance.

The fifth objective sought to establish if the joint influence of EOI, affective commitment, organizational support and OCB on employee performance is significant. A corresponding null hypothesis was tested using multiple regression method. Test outcomes showed that the joint effect of EOI, affective commitment, organizational support and OCB significantly influence employee performance. The significant joint results implied that for employee performance to improve, the presence of all the variables used in this study is important. The study therefore concluded that for employee performance to improve significantly, the joint influence of EOI, affective commitment, organizational support and OCB are necessary.

The study therefore concluded that the joint influence of EOI, affective commitment, organizational support and OCB on employee performance is significant. However, the analysis of individual variables used in the study showed that organizational support was insignificant in the joint influence. OCB contributed the highest in the joint influence followed by affective commitment. EOI had a negative linear influence in the joint influence. This unique finding therefore implied that all the variables used in the study should be adopted in policy and practice in the motor vehicle industry in order to achieve greater employee performance. In conclusion, values of parameters of the regressions are shown in the conceptual model presented as Figure 5.1

Figure 5.1: Conceptual Model with Values of Parameter



5.4 Study Contributions

This study tested five objectives namely establishing EOI - employee performance relationship, determining the role of affective commitment in EOI - employee performance relationship, establishing the influences of organizational support and OCB in EOI - employee performance relationship respectively and establishing if the joint effect of EOI, affective commitment, organizational support and OCB influences employee performance.

The study contributions were derived from test of objectives through developed corresponding hypotheses. Test findings have contributed to knowledge, policy, practice and theory in employee performance management. This section explains the contributions.

The study findings largely supported the postulations of the anchoring and supporting theories used in the study. The anchoring and supporting theories used are namely social identification theory (SIT), two factor theory and social exchange theory (SET). The contributions to each theory are discussed in this section.

5.4.1. Contribution to Theory

The finding of this study shows that EOI influences employee performance. This finding has an implication for SIT on which the study was grounded. According to Tajfel and Turner (1985) SIT tends to classify people in groups for example, employees in an

organization are classified as those who identify with the organization and those who don't identify with the organization.

Such classifications, also called categorization, are very important for organizations as they can devise strategies that enhance identification for the disidentified to make them feel they belong, and that would improve employee performance. That sense of affiliation brings forth the aspect of identification where an individual perceives oneness or belongingness to a group or an organization, hence the individual strives to work hard to support the group's objectives. The findings that EOI influences employee performance support SIT postulations. Hence this study have shown incremental contribution to theory.

The study also pursued to determine the role of affective commitment in EOI - employee performance relationship. Test of the corresponding hypothesis revealed that affective commitment partially mediates EOI - employee performance relationship. This finding has an implication to two factor theory. Two Factor Theory consists of motivators' namely satisfying work, recognition, responsibility, participation in the decision-making and growth among others, while hygiene factors consists of job security, wages, policies and work environment (Herzberg, 1987). The presence or absence of the two factors determine employee's level of commitment (Meyer et al., 2010).

It further noted that an employee's evaluation of the motivators and hygiene factors determine the strength of their trust and emotional attachment to the organization.

According to Herzberg (1959) employee's gratification enhances psychological feeling and love for the organization. Herzberg's argument are supported by the findings of this study that affective commitment is a psychological feeling of oneness with an organization. That oneness is determined by employee level of identification and has positive implications on employee performance. This empirical finding has incremental contribution to two factor theory to this end.

This study also contributed to the social exchange theory (SET). SET predicts that behaviours of individuals in an interaction are interdependent, for example A's behaviour influences how B reacts in an interaction (Homans, 1961). According to Eisenberger (2011) the fundamental basis of organizational support lies in the power, status, leadership, conformity and justice expended by leaders which can either reinforce or punish a behaviour. This study findings supports earlier research findings and gives evidence that presence of organizational support influences employee performance. This study therefore concludes that organizational support significantly moderates EOI - employee performance relationship. To this end the study empirically contributed to SET.

Further analysis involving OCB also found that OCB moderates EOI - employee performance relationship. According to Hutchison and Charleworth (2007) OCB is described as a social behaviour that applies the rule of expectations of reciprocity. SET postulates that reciprocity exchanges are built over time and enhance commitments, trust and loyalty to a group. Scholars have questioned the importance of employees distinguishable social exchange relationships outside the normal supervision norms, and

research has shown that such distinct employee relationships have important implications to employee performance behaviours (Blau, 1964).

OCB are employee distinct behaviours that have important implications to employee performance. These empirical arguments are in line with the findings of this study that OCB influence EOI – employee performance association. Hence the objective that OCB moderates EOI - employee performance relationship was confirmed. To that extent, this significant finding of the study incrementally contributed to SET.

5.4.2. Contribution to Policy

The government through the ministry of labour has the mandate to ensure that there is harmonious relationship between employees and employers in Kenya. Poor employee relations exist where employee's interests conflict with employer's interests. Such differences trigger divided loyalty and if not well managed make employees develop dislike for the organization and that leads to low employee identification. The ministry has a direct command of stakeholders to employee relations and hence can influence players to enact policies that will enhance employee identification in order to increase employee performance that is geared towards meeting the national strategic goals.

This study finding shows that EOI significantly influence employee performance. Strong EOI trigger employee loyalty, belongingness and affective commitment that evidence has shown to have positive influence on employee performance. The ministry can therefore come up with a policy framework that enable organizations have in place factors that

enhance employee loyalty, similarity of values for example, employing people who are qualified to do the right jobs and urging employers to improve work environments and so on that would enhance belongingness.

Policy makers in the ministry of labour and industry and organizations are therefore guided by the findings of this study on the importance of formulating policies that address positive EOI attitude because this study has shown it to have positive influence on employee performance. This study finding that affective commitment partially mediates EOI - employee performance relationship has important implications to policy in the motor vehicle industry in Kenya.

Policy makers are now guided that employees who positively identify are also likely to be emotionally attached and have trust in their organizations. Having trust for and being emotionally attached to an organization is likely to triggers high performance. Therefore trust and emotional attachment should be embedded in policy document in the motor industry in Kenya because this study has shown that affective commitment compliments EOI in improving employee performance.

The study findings further showed that OCB influence EOI – employee performance relationship. The significant moderation results imply that managers in this industry should develop policies that strengthen OCB dimensions to influence employee performance. The study finding that OCB moderates EOI -employee performance relationship is very important for policy decisions regarding employee performance.

OCB has been conceptualized as an operant behaviour whose consequences are conditioned by reinforcement or punishment that are within the purview of organizational policies. It implies therefore that reinforced OCB influences employee performance and vice-versa.

The findings also showed that organizational support influence EOI = employee performance relationship. According to Skinner (1953) a behaviour rewarded is likely to be repeated. It implies that when an employee is supported, the employee feels obligated to pay back by positive behaviour. The significance of organizational support therefore is that employees would likely payback through high performance that includes supporting organizational objectives.

Managers should therefore develop policies on organizational support structure as a behaviour reinforcement strategy that is linked to employee performance improvement. This study therefore has provided evidence to support policy on financial support, career support and social support that triggers employees' positive view of organizational change processes that improve employee performance.

5.4.3. Contribution to Practice

This study inferred that EOI influences employee performance. This finding has important implications to the practice in employee performance improvement. Based on the significant findings, managers can now develop programs for improving employee performance through EOI. Such action programs should address factors that enhance

employee loyalty, feeling of belongingness to the organization and initiate practices that derive similarity of values between employees and their organizations in the motor vehicle industry. This study has shown that practices that improve organizational identification, enable employees want to remain in the organization, while practices that enable employees do the jobs they are qualified to do trigger affective commitment which in turn plays a significant role in their performance.

The study finding that affective commitment partially mediates EOI - employee performance relationship is very important for management practice. This implies that adoption of affective commitment indicators would significantly compliment EOI in influencing employee performance. Based on this finding, managers are hence guided on the importance of having EOI practices that improve employee performance by developing affective commitment triggers. Affective commitment has been shown to enhance employee trust and emotional attachment to the organization. The study has consequently contributed to the practice of employee performance through enhancement of trust and emotional attachment attitudes.

Further findings that both organizational support and OCB significantly moderate EOI - employee performance relationship has important implications on managerial practice as well. These findings are insightful for managers to now focus on practices that improve employee performance through organizational support and enable employee voluntary behaviours (OCB). The study has shown that employees reciprocate employer's support by high productivity.

That employees discretionary behaviours embedded in OCB are also beneficial in enhancing employee performance. In conclusion these findings have contributed to the understanding of practices that enhance employee performance that managers should adopt in earnest.

5.4.4 Contribution to Knowledge

Studies on EOI - employee performance relationship have not been widely researched (Loi, 2014). Those that have been done, were based on the western context for example, Cheney (2016), Mauno (2014) and Lee (2007) among others. Little about EOI - employee performance relationship has been done in Africa and more specifically in the Kenyan context. This study findings have contributed to knowledge about contextual differences associated with the influence of EOI on employee performance.

The empirical finding that affective commitment partially mediates EOI - employee performance relationship has contributed to the debate that EOI is an antecedent of affective commitment (Allen & Meyer, 1996). This finding implies that EOI sequentially exists before affective commitment and that EOI brings forth affective commitment. These findings are very important because they give evidence on the directional conceptualization of the mediation variable. This finding has significantly contributed to knowledge about the intervening role of affective commitment on EOI – employee performance relationship.

The significant outcomes on the moderation influence of both organizational support and OCB in EOI - employee performance relationship have important implications to knowledge. The study has shown that both variables influence employee performance in their own locus standi. Both organizational support and OCB are important because studies have argued that they trigger beneficial reciprocal consequences (Eisenberger, 2011; Suliman, 2002; Podsakoff, 2003 & Bambale, 2011).

This study findings have supported previous studies by showing that both organizational support and OCB influence EOI – employee performance relationship. The significant findings have therefore contributed to knowledge about the moderation influence of organizational support and OCB in EOI - employee performance relationship.

Again, empirical studies have correlated one or more of the variables used in this study namely EOI, affective commitment, organizational support, OCB and employee performance with other variables not in this study. However, no known study by the researcher have used all the five variables in a single study like this one. This study analyzed the intricate relationship between EOI, affective commitment, organizational support and OCB on employee performance.

Therefore, the findings that the EOI negatively diminishes its power in the joint influence, and that organizational support was in-significant in the joint influence were unique and important and seen to be contrary to SIT and SET postulations. This finding is a new addition to knowledge. The study therefore has contributed significantly to

empirical knowledge involving EOI and employee performance with the mediation role of affective commitment and the moderation influence of organizational support and OCB in the motor vehicle industry in Kenya.

5.5. Recommendations of the Study

The study tested the influence of EOI on employee performance. The study found that 34 percent of increase in employee performance was caused by EOI. This was moderate influence. The gap of 66 percent was due to other factors not considered in this study. The huge gap implies that there is a weakness in employee identification in the motor vehicle industry. To strengthen this relationship further, the study recommends that motor vehicle companies should review their policies and practices to align them with the findings of this study in their efforts to improve employee performance.

The study further found that affective commitment partially mediated EOI - employee performance relationship. Though the role of affective commitment was significant in this relationship, it only explained 44 percent variability in employee performance which was moderate. A gap 56 percent is attributed to other factors not used in this study. Assessment of the mediation results showed that employee trust and emotional attachment were moderately demonstrated. Low employee trust and emotional attachment emerge from low identification and vice versa. This study therefore recommends that organizations in this industry should expand focus on practices that enhance employee trust and emotional attachment.

The study findings that the joint influence explained 58 percent of changes in employee performance was largely important for this study. However, the gap of 42 percent was as a result of other factors not used in this study. Further assessment of the results implied that there was low demonstration of adoption of the variables used in this study namely EOI, affective commitment, organizational support and OCB on influence employee performance in the industry. The study therefore recommends that full adoption of practices that enhance EOI, affective commitment, organizational support and OCB would improve employee performance significantly.

5.6. Study Limitations

There were some limitations in the study though measures were taken to maintain the quality of the study. The unit of analysis were employees, however it is important to note that EOI is an attitude employees' exhibit towards their organizations which can change anytime depending on prevailing circumstances. Attitude impacts employee's psychological judgement on how they feel about the organization (belongingness) based on a number attributes.

According to Ray (1999) employee attributes such biological age, education levels, marital status, work experiences and so on, determine differences in judgement between men and women about their organizations. No doubt therefore that employee's attitude may have crept into their way of answering the questionnaire than objectivity expectations. Again the study analyzed gender distribution only and not gender differences in EOI in the motor vehicle industry in Kenya. However, there is no doubt

that differences in gender attributes and employee attitude may have had an impact on how the questionnaire was answered.

In addition the study also had a methodological limitation. This study used cross-sectional survey to test EOI - employee performance relationship. EOI is not a one-time event but requires a long period of time to manifest its strength. It therefore requires a long period of observation for EOI to be evident. Though length of service may suggest some degree of identification, it was important to note that quantifying EOI into measurable units may not have captured underlying aspects that may not be quantified in length of service. For example, resilience or optimism that are underlying in EOI, whether positive or negative, that may not be easy to quantified, hence it could be interesting to know how the findings could be if a qualitative approach is undertaken.

Lastly, this study was done in the Kenyan motor vehicle industry. These are multinational companies that are large in size and sell and distribute new motor vehicles only. Those who deal in used (second hand cars) were not considered in this study, since the study was not based on small family based used cars dealerships in Kenya. Hence this makes the generalization of the findings a challenge, since findings in the new motor vehicle industry may not apply in the used car dealership sector.

5.7 Suggestions for further Research

Organizational identification has since been described as an emotional tie an employee develops with an organization (Freud, 1922). Studies have shown that emotional ties are

demonstrated differently by employee's gender and the length of service of an employee (Ray, 1999). Emotions are psychological constructs that lead to attitude. Attitudes are influenced by a number of variables namely biological age, length of service, social experiences with other people and so on (Rujnan Tuna et al., 2018). This study hence suggests that a similar study be done that involves EOI but focusing on gender differences and the extent to which gender difference can influence employee performance.

This study used cross sectional survey to assess the influence of EOI on employee performance. EOI is an employee attitude that would require a combination of a short time and long period of time analysis to enable a clear understanding of its influence on employee performance (Drzensky & Dick, 2013; Lam et al, 2011). This imply that variations in time and maturity determine differences in levels of EOI. The study therefore suggests that a longitudinal study be done to determine the influence of EOI on employee performance to compare and generalize the outcomes.

Researchers have continuously attempted to unravel the significance of EOI on organizational outcomes. Riketta (2005) opined that positively identified employees were so motivated to help their organization prosper. However majority of the studies have only looked at the benefits of identification while little has been known about how EOI develops. Ashforth (2008) claimed that it is company image among other factors that are responsible for EOI development.

However that argument was disputed by Perry et al. (2010). According to Perry (2010), a lot has not been done to establish the motivational causes of positive or negative EOI. Hence EOI is still rendered an area that is under researched. This study found that the strength of EOI negatively reduced in the joint influence of EOI, affective commitment, organizational support and OCB on employee performance. The study therefore suggests that a study be done to find out the cause for negative EOI in the joint influence involving the variables used in this study.

This study finally concludes that EOI influences employee performance. However, according to Omari (2012) contextual factors, such as interactions with surrounding people, environmental distinctiveness among others factors, influence choices employees make including a choice to perform well. This study was carried out in the sales and distribution of new vehicles context. This is a service sector with high interaction with customers where EOI, affective commitment, organizational support and OCB were expected to be strongly demonstrated.

In the contrary, organizational support was found to be insignificant in the joint influence, while EOI had a negative linearity in the joint influence. These findings were surprising, hence this study suggested that a similar study be done to establish the cause for insignificant organizational support in the joint influence in any other relevant context.

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APPENDIXES

Appendix I: Questionnaire

My name is Paul Olendo Ombanda, a Ph.D. candidate at the UoN. I am conducting a research on employee organizational identification - employee performance relationship in the motor vehicle industry in Kenya. The study is purely scholarly work meant for examination assessment. Do NOT write your name on the paper. Be as honest as possible. The questionnaire has six parts marked A, B, C, D, E, and F and should take 30mins to answer.

PART A: DEMOGRAPHIC INFORMATION

1. Kindly choose your gender? Male () female () Other ()
2. Indicate your job title
3. Kindly tick the age bracket in which you belong
19 - 29 (), 30 - 39 (), 40 – 49 (), 50 and above ()
4. Kindly tick the bracket showing years you worked in your current company?
0 - 10 years (), 11 – 20 years (), 21 – 30 years (), Over 31 years ()
5. Kindly state your highest level of education.....

PART B: EMPLOYEE ORGANIZATIONAL IDENTIFICATION

Kindly tick the box against each statement that describes you best.

No	Measures	Rating				
		Very large extent (5)	large extent (4)	Moderate extent (3)	Small extent (2)	Very small extent. (1)
	Loyalty Statements					
1	I defend my organization no matter the situation					
2	I sacrifice my spare time to work for this organization without extra pay					
3	I feel good discussing my organization with outsiders					
No	Similarity Statements					
1	My personal values are so much congruent to those of my organization					
2	I always wear my company's artifacts during and outside working hours					
3	I always feel that the skills I acquired suits the skills required in this organization					
No	Belongingness Statements					
1	My opinion matters in this organization					
2	I feel I am a family member of this organization					
3	I am in this company to stay					

PART C: AFFECTIVE COMMITMENT

Kindly rate your view of the statement that best describes how you feel about your company and your job. Tick the scale point that suits your answer for each item

No	Measures	Rating				
		Very large extent (5)	large extent (4)	Moderate extent (3)	Small extent (2)	Very small extent. (1)
	Trust Statements					
1	I believe my organization does what it says.					
2	I don't intend to look for another job elsewhere					
3	My supervisor offers me the opportunity to do what I am good at					
4	I have more freedom to make decisions about the work I do					
No	Emotional Attachment Statements					
1	A praise to the company is like personal compliments to me					
2	I get happy when I think about my organization					
3	My job is the ideal job I was looking for when I took it.					
4	My skills and qualifications fit the job I am doing perfectly					

PART D: ORGANIZATIONAL SUPPORT

Kindly choose the statement that correctly describes your motor dealership Company.
Tick the box that suits your rating of each statement

No	Measures	Rating				
		Very large extent (5)	large extent (4)	Moderate extent (3)	Small extent (2)	Very small extent. (1)
	Social Support Statements					
1	My firm organizes team building exercises and experiences					
2	My organization supports corporate social responsibilities (CSR) activities					
3	My organization sponsors my club membership					
No						
	Financial Support Statements					
1	I get help from my employer for personal financial problems that are not work related.					
2	I have benefited from the company when bereaved or in sickness.					
3	My organization pays incentives to enable staff achieve college qualifications					
No						
	Career Support Statements					
1	My organization has clear progression policy					
2	My organization offers effective career advice my career goals					
3	My supervisor encourages me to enroll for further training to improve my career growth prospects					

PART E: OCB DIMENSIONS

Kindly choose the statement that correctly describes you. Tick the box that suits your response to each statement

No	Measures	Rating				
		Very large extent (5)	large extent (4)	Moderate extent (3)	Small extent (2)	Very small extent. (1)
	Altruism Statements					
1	I like helping my colleagues complete their challenging tasks					
2	I feel happy when I assist my firm make a critical decision					
3	I often serve the firm's customers past working hours					
	Sportsmanship Statements					
1	I like to associate with my work colleagues					
2	I would risk my neck to support or stand with my colleagues					
3	Going an extra mile for my colleague is a good thing to do					
No						
	Courtesy Statements					
1	I always greet everyone in my department before starting work					
2	I like comforting colleagues when I notice they look disturbed.					
3	I always acknowledge my colleagues' contributions or accomplishments					

PART F: EMPLOYEE PERFORMANCE

Kindly choose the statement that is true about you. Tick the box that is relevant to your case

No	Measures	Rating				
		Very large extent (5)	large extent (4)	Moderate extent (3)	Small extent (2)	Very small extent. (1)
	Task Performance Statements					
1	I use relevant techniques to do my work					
2	My skills are appropriate for my job					
3	I always meet targets with less supervision					
No						
	Contextual Performance Statements					
1	I feel great to serve my company's customers even if it means working past normal time					
2	It is important to me that people are happy with my job performance					
3	My job requires continuous learning					

End

I appreciate your input, Thank you.

Appendix II: List of New Vehicle Dealers in Kenya

Company
Isuzu Kenya
Cooper Motors Corporation
D.T.Dobie (K) Ltd
Nissan Kenya Ltd
Subaru Kenya Ltd
Ichape (K) Ltd
Toyota Kenya Ltd
Simba Colt Ltd
Kenya Grange Ltd
Urysia Ltd

Source: KMA (2017)

Appendix III: Table for Determining Sample Size from a given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Krejcie, Robert V., Morgan, Daryle W.

NB - N = population size.

S = sample size.

Appendix IV. NACOSTI LICENCE


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Appendix V: Turnitin Report

THE INFLUENCE OF EMPLOYEE ORGANIZATIONAL IDENTIFICATION ON EMPLOYEE PERFORMANCE IN THE MOTOR VEHICLE INDUSTRY IN KENYA

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Appendix V: Letts of Introduction



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6 May 2021

TO WHOM IT MAY CONCERN

INTRODUCTORY LETTER FOR RESEARCH
PAUL OLENDO OMBANDA - REGISTRATION NO. D80/50296/2015

The above named is a registered PhD candidate at the University of Nairobi, School of Business. He is conducting research on "*Employee Organizational Identification, Affective Commitment, Organizational Support, Organizational Citizenship Behaviour and Employee Performance in the Motor Vehicle Industry in Kenya.*".

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the thesis. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

A handwritten signature in black ink, appearing to read 'Mary Kinoti'.

Prof. Mary Kinoti
Associate Dean, Graduate Business Studies
School Of Business

MK/jkm



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6 May 2021

National Commission for Science Technology and Innovation,
P. O. Box 30623, 00100.
Nairobi, KENYA.

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