INVESTIGATING THE RELATIONSHIP BETWEEN ASPECTS OF SUPPORT AND

PERFORMANCE AMONG DAIRY EMPLOYEES

By

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A Dissertation Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Management in Organizational Leadership

University of Phoenix

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Abstract

The purpose of this study was to investigate if a relationship exists between social support and employee performance relating to the aspects   of support and performance among dairy employees. Studies on social support have been investigated in numerous organizations, but few studies explored the relationships between employee performance and social support at a dairy processing facility. Social learning theorists argued that individuals recognize their perspectives and behaviors through social modeling and as such, social learning theory was used as the theory guiding this quantitative correlational study. In this quantitative correlation study, 120 individuals were invited to participant in the survey, with the goal of obtaining 58 responses. The results indicated that there was not a significant relationship between social support and employee performance. To address the research question and hypothesis, a Pearson r and the Spearman's rho were conducted. The results of the testing supported that there is not a direct relationship between different aspects that influence support and performance among dairy employees. Future research will need to be completed to provide leaders with additional knowledge on this topic.

Dedication

If there is no struggle, there will be no progress. The struggle may be moral or physical, but it is still a struggle. Completing a doctoral program is never easy; it never has been and never will be (Douglass, 2018).

I dedicate this dissertation to my mother who started this journey with me in 2015 but passed away in 2016. She instilled in me the value of hard work and doing unto others as you would have them do unto you. I am forever grateful to my family- immediate and extended- who supported me all the way, thank you. To my sister's Annie Catherine Rouse and Callie Battle, I thank you for your support and helping take care of mother when I had to attend my required residency. An extra thanks to my sister Annie Catherine Rouse for opening her house to me during my year one residency in Nashville Tennessee; staying with you helped me financially and it also gave you time to spend with our mother who did not like to stay away from her home. A special thanks to my supervisor and co- workers who allowed me to attend residency each year. A special thanks to my friend Marcus Gordon who encouraged and inspired me to always do my best. The last three years have been filled with joy, pain, and sadness; however, having the support of friends and other doctoral candidates has enabled me to move forward with completing my degree. Over the last three years, I have learned that knowledge is power and using that knowledge to help others is priceless.

ACKNOWLEDGEMENTS

To Dr. Debbie Ferguson, Dr. Thomas Griffin, and Dr. Elizabeth Young, I will forever be grateful for your support. Each of you has contributed to my success. Dr. Ferguson, I thank you for your constant support, encouragement, and time dedicated to guide me through this dissertation process. Being able to call or email you at any time during this process has been a huge help with obtaining my doctoral degree. Mentors and supporters are valuable, and I thank Dr. Crystal J. Davis for being a supporter and friend during my doctoral journey. Additionally, I would like to acknowledge three great friends, classmates and supporters, Simone Arnold, Cheryl Talley Black, and Israel Agodu, who have all been with me through the good and bad times. True friends are hard to find especially in the doctoral program but over the last three years, we have formed a bond that will never be broken.

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Chapter 1

Introduction

Research indicates that social support significantly impacts turnover intentions, and employee performance (Lee, Yun, & Lee, 2015; Meng, Wei, Ying, & Eugene, 2018). Implementing the principals of social support aids supervisors in achieving employee goals and positively affects performance (Charoensukmongkol, Moqbel, & Gutierrez-Wirsching, 2016; Tjerk, Tim, & Paul, 2017). However, the lack of social support results in employee burnout, intent to leave and poor employee performance (Chapman, Johnson & Kilner, 2014; Charoensukmongkol et al., 2016; Sohail & Rehman, 2015). According to Martins and Tabiti (2015) to improve employee performance, leaders must understand an employee's ability to perform a task which is determined by the input and output of others. Employee performance is an asset to an organization and when employees perform well productivity increases (Saleem, & Amin, 2013; Tahir, Shazia, & Anis- ul- Hag, 2014).

Additionally, organizational success is contingent upon workers who are highly productive and supported. However, when the employee performs below expectations the organization may be jeopardized (Koshy, & Suguna, 2014). This chapter will discuss the overall problem to be researched as well as background information on the problem.

Background of the Study

Research indicated that social support significantly affects job satisfaction, turnover intentions, and employee performance (Nekoranec & Kmosena, 2015; Nielsen, 2015). As organizational leaders strive to succeed, improving performance is determined by the level of support an employee receives (Martins & Tabiti, 2015). Understanding the relationship between social support and employee performance is essential to an organization's success in that when

an employee's performance increases so does productivity (Faiza, & Sana, 2015; Saleem & Amin, 2013; Tahir et al., 2014). Furthermore, Koshy and Suguna (2014) found that employees perform better when they are supported. Understanding the level of support needed to increase and improve employee performance is imperative for supervisors to develop a supportive environment that enables employees to reach goals and perform effectively (Li, Kan, Liu, Shi, Wang, Yang, & Wu, 2015).

Social support increases employee performance in which employees are engaged in completing their responsibilities (Anitha, 2014; Kahn, 1990). Employees who received social support perform better on the job with higher levels of employee engagement, commitment, and performance (Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2015; Nazir & Islam, 2017). Social support increases employee performance, loyalty and allows employees to develop new ideas (Camps & Rodriguez, 2011; Sue & Di Milia, 2014). Suharno, Purwanto, and Muzaffar (2017) suggested that social support influences various characteristics of employee performance, and that knowledge, skill, and expertise are necessary attributes of an individual. Employees who received social support engage in creative processes, minimize risk, and perform better on the job (Yana, Li & Yanhong, 2016). Furthermore, increasing the level of support provided and improving employee performance are crucial to the continued success and longevity of the organization. Currently, there is a deficiency of research assessing if   interventions in place improve perceived social support and employee performance within the dairy industry (Suharno, Purwanto & Muzaffar, 2017).

Statement of the Problem

According to Johnstone, Kaiser, Injeyan, Sappleton, Chitayat, Stephens, and Shuman (2016) the lack of support in the workplace results in work related stress, burnout, and the intent to leave an organization. In addition, the lack of support leads to significant problems such as increased absentee, low productivity, low morale, decreased organizational commitment, and high turnover (Sohail & Rehman, 2015). In this respect, it is essential for leaders to gain an understanding relating to the different aspects the may influence the level of support provided to an employee to aid him or her with successfully performing specific task (Chaturvedi, 2014).

The general problem is although the literature consistently proves there is a relationship between social support and employee performance, there was a need to further investigate the relationship between aspects of support and performance among dairy employees. The gap in the literature was to understand the relationship between aspects of social support such as an organization's concern for its employees, the organizational goals and values and contributions, and employee performance. According to Anitha, (2014) understanding the aspects, such as an organization's concern for its employees, organizational goals and values and contributions may aid in improving support and performance among employees. Neves and Eisenberger, (2012) also submitted that understanding aspects of providing support is significant for organizations in that it cultivates a positive relationship between employees and supervisors. Johnson and Lowe (2015) and Wilski and Sienkiewicz (2014), elaborated further and noted that understanding aspects relating to providing supports can significantly impact an employee's performance and creates a positive environment in which individual interactions and influences are reflected.

The specific problem is to date, there is no knowledge that exists on the relationship between social support and employee performance regarding aspects of support and performance

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such as an organization's concern for its employees, organizational goals and values and contributions (Anitha, 2014) within the dairy organization. This current research was a benchmark study on understanding the relationship between aspects of social support and employee performance among dairy employees, such as such as an organization's concern for its employees, organizational goals and values and contributions.

Purpose of the Study

The purpose of this study was to investigate if a relationship exists between social support and employee performance relating to the aspects of support and performance among employees such as, such as an organization's concern for its employees, organizational goals and values and contributions. Social support contributes to the transferring of training within an organizational environment and is relevant because employees depend on support sources to deal with uncertainty and to cope with everyday challenges (Anitha, 2014; Huynh, Xanthopoulou, & Winefield, 2013; Sarker, 2017; Schreurs, Van Emmerik, I.J., Günter, & Germeys, 2012). Employees who received support perform well on the job, by generating ideas for new products and services (Jibrin-Bida, Abdul-Majid & Ismail, 2017). Efficient employee performance reflects the employee's ability to be productive, complete task, and attain goals (Sarker, 2017).

Supervisor's measure employee performance against certain standards established within the organization in which employees are expected to follow (Anitha, 2014; DeNisi & Murphy, 2017). The independent variable is social support, and the dependent variable is employee performance. A quantitative correlational method was used for this study in that it examined the dependent and independent variables to establish a statistically significant relationship among other variables to explain, predict, or control a phenomenon (Delost, &

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Nadder, 2014; Polit & Hungler 2013; Wong 2014). Quantitative research uses statistical data to analyze non-experimental design determining the strength and relationships among covariates when variables change (Delost, & Nadder, 2014; Ma 2015; Zikmund, 2012).

Limited literature of the two variables exists pertaining to a company such as XYZ diary. To date, no previous research study has evaluated the relationship between aspects of social support such as an organization's concern for its employees, the organizational values and contributions, and employee performance. Therefore, exploring the relationship of the two variables adds to the understanding of social support and employee performance.

Significance of the Study

Investigating the aspects of providing social support to improve an employee's performance is essential to the longevity of an organization. Literature exists on social support that used both quantitative and qualitative methods, with the quantitative method illustrating the correlation between social support and employee performance (Wong, 2014). However, the literature called for empirical, scientific, and databased research to validate a positive correlation between social support and employee performance (Delost & Nadder, 2014). Given this data, it is essential that organizations understand the aspects of social support that may lead to increasing performance among employees (Ma, 2015). The results may aid scholars, leaders, and practitioners who engage in social support by revealing different approaches to use in order to assess the different aspects that may influence support and performance through the development, modeling, and sustaining of social support frameworks.

If a relationship existed between social support and employee performance, the relationship would determine the need for critical analysis about how training programs regarding social support can be developed and sustained in various diary organizations. This

study creates a space for future exploration on the aspects of providing social support as a precursor for improving future employee performance. Literature exists on social support that used both quantitative and qualitative methods, with the quantitative method illustrating the correlation between social support and employee performance (Wong, 2014). However, the literature called for empirical, scientific, and databased research to validate a positive correlation between social support and employee performance (Delost & Nadder, 2014).

Significance of the Study to Leadership

Understanding different aspects of social support such as an organization's concern for the employees, the organizational goals and values, contributions, and employee performance will enable leaders to strengthen the workforce and improve performance. Improving social support among employees is significant to leadership in that it will enable leaders to deal with uncertainty and to cope with everyday situations. Sumathi, Kamalanabhan, and Thenmozhi (2015) emphasized the significance of social support to leadership from study a conducted in Tami Nadu among 323 healthcare professionals. The results indicated that 29.7% of the public health and preventive medical staff reported support received significantly influenced their working environment. Data analysis were conducted using SPSS software. Multiple regression analysis examined the impact of social support and organizational support.

Descriptive statistics measured the level of social support and perceived organizational support of the healthcare professionals (Sumathi et al., 2015). Further analysis revealed that the support received from leaders influenced their efforts to performance and the support was understood as favorable treatment toward them by their supervisors. In this respect, support received from coworkers created a positive working environment (Sumathi et al., 2015). Nawi, Ahmad, Dahlan, Ibrahim, Voo, and Suki (2017) also noted that the significance of social

support to leadership is essential when especially when caring for an elderly individual. Nawi et al. (2017) used a quantitative research design and questionnaires to collect data from 250 young adults who adopt a caregiving role with elderly parents or other elderly relatives.

The results of the study revealed that emotional support for caregivers was an important factor when caring for elderly adults. Additionally, an increase in the emotional support received from the leadership enhanced the level of the relationship between the employees and leaders positively influencing the way in which they completed their duties (Nawi et al., 2017). Shafi, Khan, Maqbool, Ahmad, Hassan, and Sharif (2016) also indicated that providing support is significant to leadership in that it providing support is an important contributor to the physical health and well-being of an individual. Data were collected from 160 medical professionals using Zimet, Dahlem, Zimet, and Farley (1988) Multi-Dimensional Scale of Perceived Social Support Assessment and revealed that a positive correlation existed between perceived social support and self-esteem among medical professionals, indicating that providing support is a significant factor within an organization. In comparison, Colakoglu, Culha, and Atay (2010) found that 88% employees are significantly impacted by social support indicating that employees who are supported by leaders remain with the organization. Understanding the aspect of support can provide leaders with the knowledge to support their staff and influence an employee's performance (Chan, 2015).

Nature of the Study

This quantitative correlational study analyzed and evaluated a research question allowing the researcher to remain objective and independent from the subject matter of the study. A quantitative non-experimental study was suitable for this study in that it examined dependent and independent variables to establish a statistically significant relationship among variables that

explain, predict, or control a phenomenon. Quantitative research uses statistical data to analyze non-experimental design determining the strength and relationships among covariates when variables change (Delost & Nadder, 2014; Ma, 2015; Zikmund, 2012).

Therefore, using a quantitative research design was the most appropriate method to analyze the variables of social support and employee performance to determine if a relationship exists among the variables. In this study, social support was measured using the Perceived Organization Support Scale (PSQS) (Eisenberger, Hungtington, Hutchison, & Sowa, 1986) and data for employee, performance was collected using the Individual Work Performance Questionnaire (IWPQ) (Koopmans, 2015).

The XZY dairy produces dairy products throughout the United States, such as cottage cheese, butter, ice cream and orange juice. The XYZ dairy operates in 13 states, including the operations of its five joint ventures (Prairie Farms Dairy, 2018). The XYZ dairy distributes products to fast-food restaurants, including McDonalds and Burger King. The population size used for the dairy located is in Mississippi. The population size of 120 was calculated by a 95% confidence level and 11% margin of error to determine the sample size of 58 (Leech & Onwuegbuzie, 2009). The research question examined the literature, data analysis, and identified the relationship among the variables.

Research Question and Hypotheses

The purpose of this study was to investigate if a relationship exists between social support and employee performance relating to the aspects of support and performance among dairy employees, such as an organization's concern for its employees, organizational goals and values and contributions. The following research questions and hypotheses guided the study

RQ 1. What relationship exists between social support as measured by the Perceived Organizational Support Scale and employee performance as measured by the Individual Work Performance Questionnaire among employees at the XYZ dairy in Mississippi?

$H1_0$: There is no correlation between social support and employee performance as reported by the employees at the XYZ dairy in Mississippi.

$H1_a$: There is a correlation between social support and employee performance as reported by the employees at the XYZ dairy in Mississippi.

Conceptual Framework

The conceptual framework research design was selected to provide a better understand on the different aspects that may influence the level of support provided to improve the performance among employees. This type of research design has two or more quantitative variables from the same assembly of subjects. The purpose of the correlational model is to determine if there is a relationship between two variables (Kattari, 2015). This perspective can help leaders to empower employees to improve their performance and assist leaders in understanding the different aspects that may influence the level of support provided to improve performance. The research study's conceptual framework was based on the Social learning theory by Bandura (1977). Bandura submitted that examining the different aspects relating to providing support to improve performance is based upon respect, and trust, and are critical elements for supporting and maintaining relationships (Bandura, 1977). In this respect, social learning theory provided a framework that promotes changes in society and that skills are completed based on an individual's belief about their ability to perform a task (Bandura, 1977; Kattari, 2015).

Social Learning Theory

Social learning theorists argued that respect, trust, and knowledge are critical elements for integrating and maintaining relationships (Bandura, 1977; Kattari, 2015). Social learning theory enables researchers to understand how behaviors change because of social interaction (Bandura, 1977; Franks, 1974; Rotter, 1954). According to Kattari (2015), social learning theory enables leaders to explain how providing support to improve performance is influenced by different aspects. Social learning theory provides a framework that promotes changes in society. Bandura (1977) suggested that employee performance could be improved based on an individual's belief in their ability to perform the task. Additionally, individuals learn by observing and imitating what others do (Bandura, 1977; Kattari, 2015).

Given the close connection between social learning theory and social support, it is understood that organizational success is contingent upon the level of support an employee receives to successfully perform a task (Bandura, 1977, 1986; Martins & Tabiti, 2015). According to Ahmad, Farrukh, and Nazir (2015), and Saleem and Amin (2013) employee performance is an asset to the organization, and when an employee's performance improves production increases. Effective employee performance leads to the efficiency and productivity of organizational processes, which are measured through different mechanisms by leaders (Ahmad, Farrukh, & Nazir, 2015; Saleem & Amin, 2013). Additionally, Koshy and Suguna (2014) argued that organizations cannot remain prosperous unless its workers are highly productive, and organizational success suffers when employee perform below expectations, due to a lack of motivation, ineffective training, and limited social support.

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Definitions of Terms

The following definitions apply only to the terms of the current study. Throughout the study, the following language applies:

Burnout: The inability to balance job demands and resources resulting in physical and mental exhaustion. Burnout is comprised of three core dimensions: emotional exhaustion, depersonalization, and mental weariness (He, Chen, Zhan, Wu, & Opler, 2014; Wilson, 2016).

Dairy Processing Facility: An organization that produces: cheese, milk, flavored juice, and other dairy products (Dhawan & Kashish, 2016; Prairie Farms Dairy, 2017).

Employee Performance: The ability to perform a task based on the expectations of the individual and organization (Kappagoda, 2014; Wang, Yen, Liu, 2015).

Intent to Leave: An individual's decision to leave an organization or profession based on job dissatisfaction, employee burnout, additional employment opportunities, stress, and lack of social support (Sameen, 2016).

Job Stress: The physiological, emotional, and behavioral response to a dynamic and harmful working environment, resulting in decreased organizational commitment, job satisfaction and intent to quit the organization (Ahmad & Afgan, 2016).

Leadership Style: The style in which a leader chooses to influence his or her employees (Keskes, 2014).

Motivation: An employees' drive to complete a task successfully (Keskes, 2014).

Organizational Commitment: An individual's involvement with a particular organization (Siciliano & Thomas, 2015).

Situational Leadership: Situational Leadership allows leaders to make decisions based on the circumstances in the moment (Keskes, 2014).

Social Learning Theory: Examines an individual's ability recognize their perspectives and behaviors through social modeling (Bandura, 1977; Kattari, 2015).

Social Support: The emotional and instrumental support received by employees that decreases stress and improves job satisfaction (Hildisch, Froese, & Pak, 2015).

Transactional Leadership: The leadership style for leaders who hold authoritative positions over his or her employees in which incentives for an exchange of service are provided (Keskes, 2014).

Transformational Leader: An individual who influences, motivates, stimulates, and mentor employees (Camps & Rodriguez, 2011).

Assumptions

This study, which examined organizational support and employee performance, was predicated upon the following assumptions. The employees' responses accurately reflect his or her perception of social support within the organization. Additionally, individuals who received the surveys were the participant consenting to completing the survey. The employees were truthful and able to understand the instruments in the study. The rationale for this assumption is that the all participants can understand and complete demographic questionnaires and paper surveys. POSS (Eisenberger, Hungtington, Hutchison, & Sowa, 1986), and the IWPQ (Koopmans, 2015) are valid measures for the variables under investigation. An acceptable method of research design for survey studies is convenience sampling (Leedy & Ormrod, 2010).

Scope

The scope of this quantitative correlational research study is limited to employees from the XYZ dairy in Mississippi. The focus of the study was to investigate if a relationship exists between social support and employee performance relating to the aspects of support and

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performance among dairy employees as reflected in the POSS (Eisenberger, Hungtington, Hutchison, & Sowa, 1986), and the IWPQ (Koopmans, 2015). The POSS and IWPQ will be limited to the constructs outlined in the surveys. The sample will be limited by the surveys and the participant's knowledge needed to complete the surveys.

Limitations

Limitations are potential weaknesses in a study not within a researcher's control (Cunha & Miller, 2014). The first limitation is the time, cost, and availability of participants or a lack of interest of participants. For example, one limitation was scheduling a time to distribute the surveys and the amount of time allowed to complete the surveys. Another limitation is the unforeseen cost associated with printing the surveys and purchasing other materials (such as envelopes, ballot box and lock). The second limitation of this study is that data gathered from a sample population of current employees may not reflect the view of other dairy processing employees from other organizations or geographic locations. The third limitation of this study is the potential varying perceptions and interpretations of employees understanding the definition of social support as Hildisch, Froese, and Park (2015) argued that there is no one specific definition. However, social support refers to the emotional and instrumental support received by employees that decreases stress and improves employee performance. A final limitation is that the sample size may not include a wide range of participant knowledge and experience and the results may not be generalizable to the larger dairy processing industry population.

Delimitations

The study was limited to data collected from one diary plant, XYZ diary in the United States of America. The purpose of the study was to investigate if a relationship between aspects

of social support and employee performance among dairy employees. No other variables were included in this study. The sample came from one diary plant in the United States.

Conclusion

The purpose of this study was to investigate if a relationship existed between social support and employee performance relating to the aspects of support and performance among dairy employees, such as an organization's concern for its employees, organizational goals and values and contributions. Understanding the aspects of support and performance among employees is critical for organizational success. As organizational leaders strive to succeed understanding the issues affecting an employee's performance may lead to a more efficient and productive work force. This study can be used to fill the gap in the literature by creating a space for future examination on different aspects of support and performance among employees (Anitha, (2014).

Chapter 1 provided an introduction to this research study, as well as an understanding of the background to the problem and a valid problem statement. Chapter 1 also outlined the purpose and significance of the study to research on social support and employee performance and described the conceptual framework of the study. Chapter 2 incorporates an introduction with a historical overview, a literature review, and a conclusion.

Chapter 2

Literature Review

The continued success of any organization is contingent upon the support employee receive to perform different task. Providing support to the employees will enable them to increase productivity and meet organizational goals and objectives (Schreurs, Van Emmerik, Goudarz, & Francesco, 2017). The dairy processing organization much like other organizations need dedicated employees who strive in successfully completing task and should have leaders who are interested in assessing the effectiveness of interventions designed to support the organization's aggressive social support goals. Non-management hourly employees were surveyed on the topics of social support and employee performance. The purpose of this study was to investigate if a relationship existed between social support and employee performance relating to the aspects of support and performance among dairy employees such as an organization's concern for its employees, organizational goals and values and contributions.

To answer the questions presented, an investigation of the literature was conducted. This review of the literature revealed no answer to the questions under investigation. A broad literature review found no previous studies that existed on the relationship between social support and employee performance regarding aspects of support and performance such as an organization's concern for its employees, organizational values and contributions (Anitha, 2014). The literature review does reveal previous studies that focus on the impact of social support and employee performance in the workplace. Chapter 2 includes the search strategies, theory comparisons, and types of support, employee performance, and leadership style. Chapter 2 also included an increased comprehension of the type of skills supervisors need to build an effective

employee relationship and the organizational strategies needed to support and improve employee performance.

Search Strategy

This literature review is a compilation of multiple sources. The search for literature used ProQuest, EBSCOhost, UMI ProQuest Digital Dissertation database, and Google Scholar, Emerald, Science direct, Sage Journals, to obtain peer-reviewed journal articles and other scholarly articles on this topic. Utilizing the keywords social support and employee performance provided a list of over 91 peer-reviewed journal articles for this study. The researcher included 56 articles that were published in the last five years concerning social support and employee performance. Articles were also included that were greater than five years old if the information was directly related to the topics of support and performance.

According to Wolcott (2009), a literature review is essential during the research process and provides a link to the conceptual framework of the study. In addition, in a quantitative study, the literature review starts at the beginning and provides a basis for the study, whereas, in a qualitative study, the literature review begins at the end (Wolcott, 2009). A quantitative study is suitable for this study in that it examines dependent and independent variables to establish a statistically significant relationship among variables (Polit & Hungler 2013; Shiri, Hadassah, & Maayan, 2016; Wong 2014). Quantitative research uses statistical data to analyze non-experimental design determining the strength and relationships among covariates when variables change (Delost & Nadder, 2014; Ma 2015; Zikmund, 2012).

The intent of this literature review is not to provide an exhaustive history on the subject. However, the review of the literature will provide a frame of reference wherein social support, and employee performance is understood contextually within the leadership setting of the present

study. To address the issue regarding the aspects of social support and employee performance, a literature search was conducted in the areas of support, employee performance, burnout, job stress, leadership styles, and performance evaluation. The literature search included an exploration of types of support and relevant leadership theories, such as transformational leadership theory (Bass & Avolio1994), and the search investigated factors that can affect organizational success. Establishing and investigating the relevant theories and concepts associated with leadership and organizational success furnished a roadmap for supporting leadership's effectiveness on organizational outcomes (Chapman, Johnson & Kilner, 2014).

Historical Perspective

Respect, trust, and knowledge are a critical element for integrating and maintaining relationships (Bandura, 1977; Kattari, 2015). Social learning theorist suggest that understanding how behaviors change because of the social interaction can influence the level of support provided. Understanding the aspects of social learning theory provides a framework that promotes changes in society and influences an individual's belief (Bandura, 1977; Kattari, 2015). Social learning theory emphasizes the process of providing support, and building relationships among employees (Tandon, 2014). Reinforcing social support creates expectations and incentives to produce a positive behavior (Bandura, 1977; Gibson, S. K. 2004; Pan, Wu, Zhou, & Lou, 2015).

Social learning theory is an appropriate framework for this study because it concluded that individuals learn by observing and imitating others. Understanding the significance of why supporting an employee affects the employee's ability to perform, enables the supervisor to increase the level of support provided, and improves the individual's level of performance (Wang, Hung & You, 2016). In an effort, to gain a deeper perspective on the significance of

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social support, the literature review commences with the types of supports needed to improve performance in order to gain a better understanding of social support.

Types of Support

Piyali, Ragini, and Alka (2015) acknowledged the fact that providing support enables employees to utilize their skills. Individuals working in a supportive environment increase their level of training, are self-efficacy, and motivated to remain with the organization (Tracey, Hinkin, Tannenbaum, & Mathieu, 2001). Rabia Usman and Mohammad (2017) submitted that providing support is essential for employees to accomplish goals and improve performance, whereas, Hongvichit (2015) noted that individuals rely on the interpersonal skills and support from their supervisors to perform and complete a task. For example, a quantitative study by Tracey et al. (2001) conducted among 420 mangers investigated if a relationship existed between pre-training self-efficacy and motivation. The study was conducted using surveys over an eight-month period.

Results of the study found that job involvement was an essential factor to consider when developing pre-training programs among individuals. Additional results revealed that a significant relationship between the work environment measure and the pre-training measures indicated that working in a supportive environment has a positive influence on training and development activities (Tracey, et al., 2001). Another quantitative study by Rabia et al. (2017) among Pakistani employees was conducted to explore if a relationship existed between job scope and in-role performance based upon the level of social support provided in the workplace. A total of 640 questionnaires were distributed to employees. Results of the study revealed that a relationship existed between supervisor support and in-role performance and job scope. The findings also revealed that a higher job scope and higher job performance occurred from

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employees who receive high levels of supervisor support. In addition, the results provided useful insights for leader's especially human resource professionals involved in job design and redesign (Rabia, et al., 2017).

On the other hand, employee performance is positively affected when supervisors provide support and encouragement (Neves & Eisenberger, 2012). Agarwala, Castillo, Muniz-Ferrer, and Gartzia (2014) clarified that point that social support is significant because it enhances job commitment, job satisfaction, and improves employee performance. A deeper investigation on this subject may aid leaders in understanding the positive effects of providing social support. One study by Agarwala et al. (2014) was conducted to gain an understand as to if managerial support is related with work life conflict and affective commitment. Data were collected among 329 employees from different business organizations. Descriptive analysis of the data were conducted to examine the main characteristics in the study such as age, gender, child/eldercare responsibilities and marital status. Results indicated that a relationship existed between work life conflict managerial support, work– family demands, and affective commitment. In addition, findings have important implications for organizations and managers internationally and will aid leaders in creating high-quality relationships with employees (Agarwala et al., 2014).

Neves and Eisenberger, (2012) proceed to detail that emotional support is significant for organizations in that it cultivates a positive relationship between employees and supervisors. Emotional support enables individuals to cope with personal challenges, by creating a positive environment in which individual interactions and influence are reflected (Johnson & Lowe, 2015). According to Wilski and Sienkiewicz (2014), employees who receive emotional support experience a calming and supportive working environment. Emotional support involves taking a

personal interest in the individual (Richman, Rosenfeld, & Brown, 1998). However, Dawley Andrews, and Bucklew, (2008) and Parker, Halgin and Borgatti, (2016) also indicated that emotional intelligence in supervisors is important when providing support and improving performance.

Tjerk, Tim, and Paul (2017) noted that esteem support is important for leaders as it involves the bolstering of an individual's self-esteem through encouragement and positive reinforcement. A study by Tjerk et al. (2017) collected data using a convenience sample among 105 undergraduate students to examine the impact of enacted support on performance across types of support such as esteem and informational and visible and invisible. Results indicated that participants given visible esteem support significantly outperformed those given no support and those given invisible esteem support. Participants given invisible informational support significantly outperformed those given no support. The results suggested that enacted support can improve individual performance and that it is crucial to consider both the type and the visibility of the support (Tjerk et al., 2017). The findings noted that visible esteem support can have an immediate and direct effects upon performance.

Wilski and Sienkiewicz (2014) indicated that esteem support also enables employees to perform a specific task successfully. On the other hand, Berkman, Glass, Brissette, and Seeman, (2000) and Cavallo, Brown, Tate, DeVellis, Zimmer, and Ammerman, (2014) submitted that informational support is the exchange of advice or information, which aids in the decision-making process. Informational support involves providing data, facts, knowledge or other information to an individual (Reblin, Cloyes, Carpenter, Berry, Clayton, & Ellington, 2015; Wilski & Sienkiewicz, 2014). Berkman, Glass, Brissette, and Seeman, (2000) and Cavallo, Brown, Tate, DeVellis, Zimmer, and Ammerman, (2014) and Reblin, Cloyes, Carpenter, Berry,

Clayton, and Ellington, (2015) and Wilski and Sienkiewicz, (2014) shared additional insight and found that providing informational support enables supervisors to exchange advice or information, enabling individuals to better understand different situations and problems.

Understanding each type of support may enable leaders to recognize that providing support may influence an employee's performance (Tahir et al., 2014). Piyali, Ragini, and Alka (2015) and Tracey, Hinkin, Tannenbaum, and Mathieu (2001) both argued that social support directly affects the transferring of knowledge among employees. For example, Tracey et al. (2001) conducted a study among 420 managers from 40 hotels located throughout the southern United States and found a significant relationship between job involvement and training. In addition, Agarwala, Castillo, Muniz-Ferrer, and Gartzia, (2014) and Hongvichit, (2015) and Neves and Eisenberger, (2012) and Rabia, Usman and Mohammad, (2017) elaborated further and revealed that supporting an employee leads to increasing interpersonal skills, organizational commitment and job satisfaction. However, it is not yet clear whether one type specific type of support is more critical for improving performance among employees as previously indicated. Further investigation is needed to provide a better understanding.

A study by Johnson and Lowe (2015) sought to better understand how emotional support provided to individuals enables them to cope with personal challenges when searching for healthcare, financial, or legal matters. Data were collected randomly among 451 individuals in a virtual community who frequently used the Internet. Individuals with health conditions and caretakers were selected for the study (Johnson & Lowe, 2015). Results of the study indicated that emotional support offers leaders insights into improving challenges individuals encounter when conducting searches within a virtual community. Brown, Westbrook, and Challagulla (2005), Dawley Andrews, and Bucklew, (2008), Parker, Halgin and Borgatti, (2016) and

Wilski and Sienkiewicz (2014) pointed out that emotional support also provides employees with a supportive working environment and that leaders must be aware of an employee's emotions when providing feedback on his or her performance.

Cropanzano (1996), Weiss and Challagulla (2005) both noted that supervisors must be aware of any potential threats that may affect the employee's emotions and performance. To understand the significance of providing support to employee's organizational leaders must provide the support needed to complete task, thus, creating a stress-free working environment (House, 1981). Providing different types of support can positively affect the individual by directly enhancing his or her well-being and may lead to higher level of productivity (Boyar, Campbell, Mosley & Carson, 2014; Cohen and Wills, 1985). The literature indicated that understanding different types of support provides an avenue for identifying different ways in which the support received affect an employee's specific work performance.

Cropanzano (1996), Weiss and Challagulla (2005) both noted that supervisors must be aware of any potential threats that may affect the employee's emotions and performance. On the other hand, Tjerk et al. (2017) acknowledged that esteem support bolsters an individual's self-esteem through encouragement and positive reinforcement. Berkman, Glass, Brissette, and Seeman, (2000) and Cavallo, Brown, Tate, DeVellis, Zimmer, and Ammerman, (2014) and Reblin, Cloyes, Carpenter, Berry, Clayton, and Ellington, (2015) and Wilski and Sienkiewicz, (2014) shared additional insight and found that providing informational support enables supervisors to exchange advice or information, enabling individuals to better understand different situations and problems. To understand the significance of providing support to employee's organizational leaders must provide the support needed to complete task, thus, creating a stress-free working environment (House, 1981). Providing different types of support

can positively affect the individual by directly enhancing his or her well-being and may lead to higher level of productivity (Boyar, Campbell, Mosley & Carson, 2014; Cohen and Wills, 1985). The literature indicated that understanding different types of support provides an avenue for identifying different ways in which the support received affect an employee's specific work performance. However, research has also been completed with the contrary intent.

Theory Criticism

Beals, Peplau, and Gable, (2009) studied the impact of social support in a less desirable way, indicating that health problems and stressful conditions occur because of receiving social support. Additional research uncovered that receiving social support lowers an individual's self-esteem causing him or her to feel incompetent (Bolger, Zuckerman, and Kessler, 2000; Gleason, Iida, Shrout, & Bolger, 2008). One study by, Beehr et.al. (2010) which was quantitative in nature, among 1,404 employees of a large Midwestern university found that receiving social support was hurtful rather than helpful. Data were collected using a seven -point Likert-type scale ranging from one (strongly disagree) to two (strongly agree). Results of the study revealed that supportive interactions did not lower the level of stress but elevated the stressful situation (Beehr, Bowling, & Bennett, 2010). Contrary to the negative criticism, it is essential for leaders to understand the significance of providing support and improving performance among employees to ensure the future success and longevity of the organization. The need to understand the aspects that may influence the level of support provided to improve performance is necessary for leaders who strive to maintain a dedicated and engaged workforce. There are currently no studies found that investigates aspects that of support and performance among dairy employees.

Germinal and Current Literature

The relationship between social support and employee performance is well established in the literature, however, evaluating the relationship between social support and employee work performance to assess the effectiveness of interventions designed to support an organization's aggressive social support goals has been relatively neglected (Anitha, 2014; Cohen and Wills, 1985). Leadership literature embraces empirical studies employing a quantitative methodology to assess relationships between social support and employee performance (Govindji and Linley (2007; Lee & Lee, 2015). In this quantitative correlational study, social support is the dependent variable and employee performance is the independent variable under investigation.

Social Support

Understanding the significance of social support within an organization is essential as leaders strive to improve productivity and increase efficiency (Tahir et al., 2015). Saleem, Amin (2013) acknowledged increasing the level of support and improving performance can be increased by investigating the interventions currently in place that aid employees in the workforce to perform their job. To prove the significance of why providing support is important, Lavy, Littman-Ovadia, and Bareli (2014) conducted a study among that considered Behavioral Science students (n=150) between the ages of 18–34 , using an experimental field study to gain an understanding of how increasing character strengths and providing support enhanced an employee's mood and performance. The results of the study revealed that by examining different relationship characteristics and providing different types of support could promote an individual's strength and increase his or her performance.

Lee and Lee's (2015) study also added to the significance of the relationship between job satisfaction, and social support. Data were collected from 619 police officers who were selected using a random sampling method. Lee and Lee (2015) conducted the study using multiple regression to evaluate the effects of job stressors on job satisfaction, and the relationship between social support job stressors and job satisfaction. The results of the study concluded that the two social support variables, supervisor support, and coworker support positively affect job satisfaction of police officers (Lee & Lee, 2015). Results from these two studies enabled the researcher to unravel why providing different types of support may lead to   an individual's increase in his or her performance.

In comparison, Shiri, Hadassah, and Maayan's (2016) study sought to understand how social support provided at the workplace served as a catalyst for employees 'use of their strength. Data were collected from 120 working individuals using a shortened (three-item) version of the Strengths Use Scale from Govindji and Linley (2007). Supervisor support was measured using a shortened, three-item version of the survey of perceived supervisor support from Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2002), which is based upon the Perceived Organizational Support, from Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Shore & Wayne, 1993). Perceived colleague support was measured using Avate's (2016) Colleague Support Scale. Results of the study revealed that supporting an employee's strength is a potential pathway through which supervisors and organizations can maximize an employees' performance (Shiri, Hadassah & Maayan, 2016). The results supported the fact as to why providing support within the organizations must be of particular interest to leaders because of the potential impact on employee well-being and productivity.

Colakoglu, Culha, and Atay (2010), added another perspective on the subject of social support collected data from 300 employees and found that 88% were significantly impacted by social support indicating that employees who are supported remain with the organization. Data analysis was completed using linear regression analysis and Baron and Kenny (1986) Sobel test was used to perform a mediating technique. This research supports the need to further investigate the methods needed to improve the interventions currently in place related to supporting the organization's aggressive social support goals.

As organizational leaders strive to succeed providing support leads to reducing job stress, anxiety and can strengthen job performance and communication between supervisors and employees (Dubreuil, Forest, & Courcy, 2014; Lavy, Littman & Bareli, 2014; Lee & Lee 2015; Shiri, Hadassah & Maayan, 2016). Rozman et al. (2017) investigated the relationships among 400 employees from Slovenian and found that 67% of employees experience physical symptoms of burnout, indicating that providing more support would reduce the symptoms of burnout among the employees. The reducing of stress and burnout in the workplace can occur when leaders provide employees with the level of support; he or she needs to complete their task in a timely manner. The study's results were analyzed using the Kolmogorov-Smirnov and Shapiro-Wilk test to verify the normality of the data distribution, and concluded that support is needed to reduce physical, emotional, and behavioral symptoms of burnout in the workplace (Rozman et al., 2017). The basis of this investigation was to understand how providing support reduces stress and burnout among employees (Rozman et al., 2017). This research is critical considering the negative impact that stress and burnout has had on organizations worldwide.

Research up to this point indicated that social support is important for employees and their overall well-being (Chan, 2015; Cohen and Wills, 1985). To further support the purpose of

this study, Chan (2015) and Zhang, Lin, & Wan (2015) pointed out that social support lessens stressful situations such as (a) work-difficulties, (b) anxiety, and (c) job dissatisfaction, and strengthening work-to-family facilitation. Sahu and Gupta (2014) posited that the role of a supervisor is to provide support so that stressful situations and emotional exhaustion can be decreased. In many cases, employees are significantly affected by social support. To gain a better understanding of how social support improves employee performance further investigation is needed.

Tahir, Faiza, and Sana (2015) conducted an additional study among employees from two public sector banks and three private sector banks in Pakistan. The findings of the study were compared to a quantitative correlational study by Saleem and Amin's (2013) which indicated a positive correlation between organizational support career development and supervisory support on employee performance among employees at a public and private University in Faisalabad. However, Tahir, Faiza, and Sana's (2015) study disagreed with the findings of Saleem and Amin's (2013) study, indicating that supervisory support and organizational support career development (OSCD) does not affect an employee's performance within the banking sector of Pakistan. Further analysis from Tahir, Faiza, and Sana's (2015) study also revealed that a lack of awareness and deficiency observed among employee within the banking sector of Pakistan indicated a disinterest from management in supporting a career development program for the employee (Tahir, Faiza, & Sana, 2015). Thus, the studies finding indicated that matching specific types of support would be essential to organizations striving to address any deficiencies and improve employee performance.

Another quantitative study by Saleem and Amin's (2013) also noted a dominant focus in the literature on how providing support significantly increased an employee's performance.

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Saleem and Amin (2013) collected data using self-administered questionnaires and measured organizational support for career development using ten items adopted from Manyasi's (2011) scale. The finding was compared to a study from Yoon & Lim (1999) superordinate support on structure support (Yoon, JK. & Lim, J.C., 1999). Another point of view on the topic of social support occurred in a study by Chan (2015) who conducted a study among 67 social purpose enterprises in Canada, to determine which different types of social supports are available in social purpose enterprises. The survey was completed online by coordinators, and managers, who were employed at the organization (Chan, 2015).

Second, semi-structured interviews were conducted using a purposive sample of 11 managers and directors of a social purpose enterprise, 8 of whom also participated in the survey. used to examine the perceptions of the individuals presumed to either be direct support providers (Chan, 2015). Results of this study indicated that high degrees of social support can facilitate work integration. The study's findings support the reasons as to why providing employees with a reliable support system is an important step in establishing and maintaining a positive working relationship. Chan's (2015) study expanded the research on social support further and supported the notion that providing social support is essential for individuals who seek support when completing his or her task.

Zhang, Lin, and Wan (2015) elaborated further and revealed that social support positively affects and enhances work-to-family facilitation. Data were collected among 171 full-time employees in China. Results from the study indicated that social support increased job satisfaction and enhanced work-to-family facilitation. Shafi, Khan, Maqbool, Ahmad, Hassan, and Sharif's (2016) provided another reason why assessing social support is an important factor when determining if interventions in place improve perceived social support and employee

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performance. Data was collected from 160 medical professionals using Zimet, Dahlem, Zimet, and Farley (1988) Multi-Dimensional Scale of Perceived Social Support Assessment. Results of the study revealed that a positive correlation existed between perceived social support and self-esteem among medical professionals. Both studies are a clear indication as to why exploring the effectiveness of interventions designed to support the organization's aggressive social support goals inventions currently in place is warranted. In addition, a clearer understanding on how providing support affects an employee performance is also needed.

Employee Performance

Employee performance is essential for organizational leaders in a rapidly changing environment, as they strive to aligning individuals with the appropriate job task, and increase productivity (Siengthai & Pila-Ngarm, 2016). Meng, Wei, Ying, and Eugene's (2018) study indicated that employee performance is vital to an organization's success as it enables leaders to sustain a competitive advantage. The data was collected among 247 employees using a cluster sampling survey among three small and medium-sized firms (Meng, Wei, Ying, & Eugene, 2018). Employees were asked to report status of their networks in firm, and then employee performance. Results from the study indicated that different types of social relations enhance an employee performance (Meng, Wei, Ying, & Eugene, 2018).

Imran, Fatima, Zaheer, Yousaf, and Batool (2012) also indicated that for organizations to maintain a competitive advantage, leaders must make employee performance its top priority. Janssen, (2001) and Zhang, Chen, and Sun (2015) both pointed out that increasing innovation is another method that can be used to enhance an employee's performance. The study's findings show that improving employee performance is an important factor that leads to a higher level of job enrichment and that contributes to a more interesting, challenging and satisfying job.

Kappagoda, (2014) and Wang, Yen, Liu, (2015) also indicated that employee performance is based on the employee's ability to perform the task. Providing support improves an employee's behavior and productivity and by measuring his or her ability to successfully perform the task (Durrah, Al-Tobasi, & Ahmad, 2016; Som, Mustapha, Othman, Aziz, & Noranee, 2015). Nielsen (2015) also noted that providing social support could improve an employee's performance, increase an employee's expectations, and contribute to an employee's overall job satisfaction. Camison and Villar- Lopez (2014) acknowledged that being innovated improves an employee's creativity and the overall effectiveness of his or her productivity. Siengthai and Pila-Ngarm (2016) posited that organizational leaders require employees who can effectively perform their job task. A qualitative study by Siengthai and Pila-Ngarm (2016) examined the effect of job redesign and job satisfaction on employee performance. Data were collected among 295 managers in a hotel and resort industry and the banking industry in Thailand. Multiple regression analysis was used to analyze the data.

The results indicated that job redesign and job satisfaction were significantly related to employee performance. In comparison, Imran, Fatima, Zaheer, Yousaf, and Batool (2012) proceeded to detail that for organizations to remain competitive, leaders must make improving employee performance its top priority. Improving an employee's performance enables leaders to sustain a competitive advantage and aid employees in developing their innovative skills Meng, Wei, Ying, and Eugene, 2018) and Zhang, Chen, and Sun (2015) submitted that employees who are supported develop innovative skills thus improving performance. The findings assert that providing support has a significant positive effect on job performance.

Employee Performance and Innovation

Sandvik, Duhan, and Sandvik (2014) recognized that innovation is an essential element and a major contributor to the enhancement of improving employee performance and increasing profitability. Process innovation assists individuals in developing or improving an existing product (Darroch, 2005). Hilman and Kaliappen, (2015) and Rosli and Sidek, (2013) and Tahir et al. (2015) indicated that process innovation is significantly associated with employee performance. For example, a study by Hilman and Kaliappen (2015), conducted among 475 hotels middle managers or executives in Malaysia used a self-administrated questionnaire based on census method to test the link of innovation strategies and performance. Results of the study indicated that leaders at hotels in Malaysia used process innovation and service innovation as their functional-level strategy.

Specifically, both process innovation and service innovation strategies are positively linked with performance. Hilman and Kaliappen (2015) also noted that process innovation enables leaders to reduce production cost, enhance quality, improve performance, and maintain a competitive advantage. However, José, Juan, and Sebastian (2018) found that technological innovation enhances an employee's performance and technical skills. Wang and Russell (2017) posited that technological innovation also allows employees to increase productivity and performance requirements within the organizations. Technological innovations aid supervisors in developing new ideas that significantly influences an employee's performance (Damanpur & Evan, 1984; Goudarz & Francesco, 2017).

According to Damanpor and Aravind (2011) incorporating different types of innovation within an organization results in strategical and administrative changes that enables leaders to support employees and enhance performance. Sandvik, Duhan, and Sandvik (2014) also

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acknowledged that improving innovation enhances employee performance and increases profitability. Programs that aid employees with developing different types of innovative ideas that result in increasing their peformance will be useful to this researcher's outcome.

In addition, Bai, Harms, Han, and Cheng (2015) argued that it is ultimately up to leaders to effectively communicate with employees during the innovation process. In view of the close connection between innovation and employee performance, researchers indicate that understanding the innovative process is a major factor all leaders must consider in order to successfully support employees and improve performance (Darroch, 2005; Hilman & Kaliappen, 2015; José, Juan & Sebastian, 2018; Rosli & Sidek, 2013; Tahir et al., 2015). It is essential for organizational leaders to understand the significance of why increasing innovation among employees is important in order to increase the productivity and ensure the longevity of the organization.

Employee Performance and Communication

Effective communication skills are essential to improving employee performance (Bai, Harms, Han, & Cheng, 2015). Using effective communication skills results in producing a broader set of ideas and perspectives leading to a higher level of creativity and performance. (Homan, Knippenberg, Kleef, & De Dreu, 2007; Van Knippenberg and Schippers, 2007). According to Ondondo (2015), using effective communication is a complicated process that requires speaking, listening, writing, and reading. Leaders must communicate effectively, so the employees understand how to complete a task successfully (Ondondo, 2015). Bai, Harms, Han, and Cheng (2015) pointed out that effective communication contributes to the productivity, performance, and structure within the organization. Manning et al. (2012) also highlighted that face-to-face communication is critical for leaders when building a relationship with employees.

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In addition, Kiatsuranon et al., (2017) posited that face to face communication involves, sharing information and discussing ideas.

Research investigating effective communication revealed that leaders are responsible for communicating with employees, to ensure that job task is understood (Manning, Waldman, Lindsey, Newberg, & Cotter-Lockard, 2012; Polito, 2013). For example, a study by Mohammad, Anees, Sunghyup, and Davoud (2016) among two large Iranian international joint ventures in Iran (IJV's) were selected in order to gain a better understanding of work groups that emphasize teamwork. The analysis consisted of employees and their direct supervisors (Mohammad et al., 2016). The first questionnaire measured the dimensions of work values and communication satisfaction of employees. The second questionnaire measured the job performance of employees and was completed by the direct supervisor.

Both questionnaires were distributed to employees and their supervisors with the permission of the HR departments (Mohammad et al., 2016). Results of the study revealed that cognitive, instrumental, and prestige work values had significant effects on informational communication satisfaction (Mohammad et al., 2016). The study's findings show that using effective communication has a positive effect on productivity and is essential in providing a challenging and satisfying opportunity in organizations. Another study conducted among leaders at a large organization in Sweden by Johansson et al. (2014) also found that improving communication requires leaders who understand how to use critical thinking skills and choosing the appropriate words. Three research questions were addressed: what communicative behaviors are central to leaders? How can "communicative leaders" be characterized? What is a "communicative leader"? Results from the study indicated that using effective communication no matter how sophisticated, can never replace the richness of close

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personal communication and contact between top-level and frontline managers (Johansson et al., 2014).

Findings from the study indicate that leaders must consciously plan and use effective communication skills when addressing individuals and teams. Effective communication skills can be acquired through formal training or exercises in different types of communication courses, seminars and workshops. In addition, understanding the significance of using effective communication enables leaders to plan what to say and understand the different types of communication behaviors to use. Polito (2013) proceeded to detail that when leaders effectively communicate with employees, openness, and mutual listening occurs. Manning, Waldman, Lindsey, Newberg, and Cotter-Lockard, (2012) affirmed the fact that effective communication is contingent upon the willingness of the employees to listen. Using effective communication results in building a healthy relationship between the supervisor and employees and is the most effective method used to ensure that message is received and understood by the individual (Elegido, 2013; Polito, 2013). Supervisors must recognize that using effective communication skills improves support and performance. Upper management must encourage their supervisors to use effective communication skills so that an employee understands how- to perform the task correctly (Johansson et al., 2014).

Leaders must understand how communication behaviors can affect an employee's performance. Johansson et al. (2014) noted that the four communication behaviors include, structuring, facilitating, relating, and representing. Structuring involves supervisors who plan, assign a task, and set goals for employees (Johansson et al., 2014). Facilitating requires supervisors to teach and train employees and provide feedback on his or her performance. Relating refers to supervisors interacting, and treating employees

professionally, and respectfully (Johansson et al., 2014). Representing is the personal commitment to assist employees in developing and learning the required job responsibilities, by providing them with the necessary resources (Johansson et al., 2014).

The four communication behaviors are significant to the relationship between social support and employee performance because many leaders focus on getting the job done by any meanings necessary but fail to specify how the job task should be completed (Johansson et al., 2014). Leaders must continuously provide support and effectively communicate with an employee during the process of performing a task. It is important for leaders to understand how different communication behaviors may affect an employee's performance. The process in which effective communication must occur is in Figure 1.
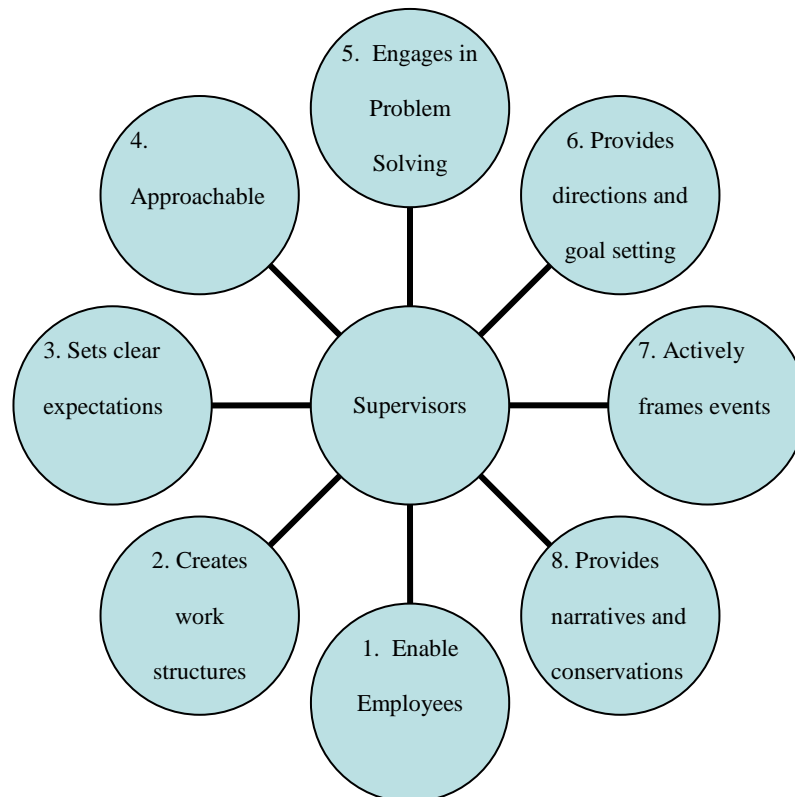
Figure 1. Model of Communication Principles (Kiatsuranon et al., 2017).

The diagram describes the steps in which leaders must communicate with the employee. Each step is numbered in the diagram, indicates the order the communication must occur in. The process is a revolving cycle that must be utilized within an organization so that leaders can effectively communicate and improve employee performance (Kiatsuranon et al., 2017; Johansson et al., 2014). To provide support and increase employee performance leaders must incorporate the communication principles into their daily routine.

Providing feedback and setting clear expectations, relating to the job performance, enables employees to perform a task successfully. (Johansson et al., 2014; Polito, 2013). On the other hand, Mohammad et al., (2016) indicated that leaders must be respectful and considerate of others in order to promote a positive working environment. However, Johansson et al. (2014) argued that developing a positive working environment requires providing support, motivating others, and improving performance. Providing positive feedback is essential for leaders and is the foundation for building trust among employees.

Johansson et al. (2014) and Polito, (2013) also pointed out when using effective communication; the supervisor must provide the employee with a clear direction as to how he or she can improve their performance. Supervisors who support and promote organizational objectives can assist employees with enhancing their job performance (Johansson et al., 2014). Keyton (2011) affirmed the fact using effective communication involves the transmitting of information from one person to another. Lunenburg, (2010) submitted that the sender and receiver are critical recipients used in any communication process. For example, the sender desires to convey a message or idea to others, whereas the receiver is the recipient of the message (Lunenburg, 2010). By linking communication to productivity and performance, leaders can demonstrate the value of using effective communication.

Bai, Harms, Han, and Cheng (2015) noted that using effective communication skills contributes to improving employee performance. Homan, Knippenberg, Kleef, and De Dreu, (2007) and Van Knippenberg and Schippers, (2007) submitted that supervisors must understand that the ramifications of using effective communication in that it leads to producing a broader set of ideas and perspectives. However, using effective communication requires being able to speak, listen, write, and read (Homan, Knippenberg, Kleef, & De Dreu, 2007; Van Knippenberg & Schippers, 2007). According to Ondondo (2015) when supervisors effectively communicate it contributes to the productivity, performance, and structure within the organization. Manning et al., (2012) and Polito, (2013) indicated that using effective communication ensures individuals understand their job task. Mohammad et al. (2016) attested to the fact that using effective communication skills improves performance, increases productivity, and ensures job task is completed. Kiatsuranon et al. (2017) emphasized that face-to-face communication builds a strong relationship with supervisors and employees. For example, a study by Kiatsuranon et al. (2017) identified the key variables required to support an ICT organization's performance. The study data consisted of 280 participants. A structural equation model and the PLS Graph software analysis was performed on the interrelationships the variables: knowledge management, human resource management systems, employee competency, and ICT organization performance. The key findings noted that the human resource management system is a critical factor, as it relates to using effective communication, employee competency and organization performance. The study emphasized the significance of using effective communication, as it is an important factor when recruiting and maintaining employees.

Additionally, using effective communication enhances the relationship between leaders and employee, and involves openness, and mutual listening (Johansson et al., 2014;

Polito (2013). Elegido (2013) also noted that using effective communication builds a healthy relationship between the supervisor and employees. Leaders must recognize that using effective communication skills increases support among employees, and that the sender and receiver are critical recipients in the communication process (Keyton 2011; Lunenburg, 2010). By using effective communication skills, leaders can ensure that organizations are comprised of highly qualified employees who are able to successfully perform their task which results in an aligned and highly motivated global workforce.

Communication Barriers

Communication skills are critical to the success of the organization (Longenecker & Yonder, 2013 and Mohammad, Anees, Sunghyup and Davoud (2016) acknowledge that using communication significantly affects providing support and improving performance. A study by Hilman et al. (2015).   According to Lunenburg (2010), communication barriers may limit an employee's ability to perform effectively. A study by Lunenburg (2010) noted four barriers affecting communication, which include process barriers, physical barriers, semantic barriers, and psychosocial barriers. Lunenburg's (2010) addressed the fact that process barriers occur when employees do not fully understand the message and give it a different meaning. Reducing communications barriers is an important step every leader must take and is necessary for effective and good communication.

Longenecker et al. (2013) and Lunenburg (2010) also shared insight on the subject of communication barriers and indicated that physical barriers occur when individuals are distracted within the organization. For example, telephone calls, visitors, and distances can interfere with communication (Longenecker et al., 2013). Social barriers are derived from different factors such as an individual's backgrounds, perceptions, values, needs, and expectations (Lunenburg,

2010; & Taneja, et al., 2015). However, researchers indicated that supervisors could reduce social barriers by supporting employees to effectively communicating (Lacerenza, Reyes, Marlow, Joseph, & Salas, 2017; Men & Stacks, 2014). Effective communication is a dual process that invites effort and skill by both sender and receiver. Leaders must assume each of these roles to reduce any barriers during the communication process.

Performance Evaluations

Performance evaluations are used to access the top talent within an organization critically (Dilla & Steinbart, 2005). Alavi, Abdi, Mazuchi, Bighami, and Heidari, (2013) and DeNisi, A. S., and Murphy, K. R., (2017) indicate that performance evaluations can provide supervisors with strategies for improving employee performance and productivity. Feedback from performance evaluations enable supervisors to reach goals and achieve company objectives. (Medini, Da Cunha, & Bernard, 2015). Tahir et al. (2015) and Parker, Halgin, and Borgatti (2016) highlighted the significance of performance evaluations indicating that it enables a supervisor to identify the strengths and weakness of the employee.

 Tahir et al. (2015) studied 150 non-managerial level employees in Pakistan's Banking industry to investigate factors that enhanced an employee's performance. Findings indicated that There is little awareness with regard to employee career development. There is little motivation of bank leaders to create and provide career growth opportunities in their organization (Tahir et al., 2015). Leaders must work to address this matter in order to improve the efficiency and effectiveness of the employee's performance. Revaluating the current performance evaluation process is warranted and support must be key for career development of employees.

Performance Evaluation Tools

Performance evaluation tools enable supervisors to improve performance and identify an individual's strengths and opportunities for future improvements (Ahmed, Sultana, Paul, & Azeem, 2013). According to Mathis and Jackson (2000), performance evaluation tools access an employee's ability to reach goals and effectively perform. Performance evaluation tools also allows supervisors to increase an employee's level of performance and meet organizational goals. Mohan, Rishi, Angappa, and Purnendu (2018) asserted that performance evaluations tools are measured through different components of the balanced scorecard. Utilizing a performance evaluation tool would enable leaders to make effective, accurate judgments for goal attainment within the organization. Leaders must improve their knowledge relating to implementing a performance evaluation tool in order to reduce decreased performance and high staff turnover. Cheowsuwan (2016) submitted that assessing an employee's performance requires supervisors to measure four important processes within the organization such as the internal and external processes, financial process, customer process and the learning and supporting process. The cycle in which the process must occur is presented in Figure 2.
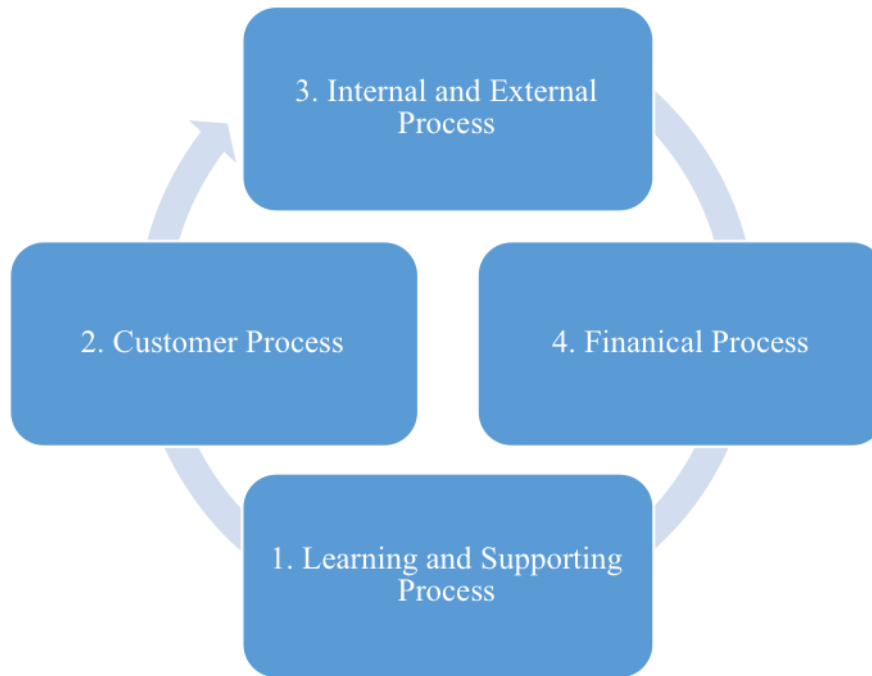
Figure 2. Leadership Process Model (Cheowsuwan, 2016)

Cheowsuwan (2016) and Kaplan and Norton (1996) indicate that the steps in which leaders must evaluate an employee performance start with the learning and supporting process. The learning and supporting perspective, concentrates on encouraging employees to be more innovative. Leaders assist employees with performing task that are in align with the organization's values and goals. The second step in the leadership process is to focus on the customer. Leaders must ensure that the demands of the customers are meet accurately and effectively on both a strategic and practical levels.

The third step is the internal process such as the procedure of annual projects and the identification of critical factors concerning stakeholders. The last step in the leadership process is the financial process which focuses on both monetary matters and budgeting. According to Kiatsuranon et al. (2017) and Mohan et al. (2018), leaders must understand that satisfying the customer is an important element that can lead to organizational growth and success. In addition, focusing on the internal and external processes requires leaders to reach organizational

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objectives and improve employee performance. Understanding how to improve an employee's performance requires supervisors to focus on supporting and encouraging the employee to do his or her best (Kiatsuranon et al., (2017) & Mohan et al. (2018). Armed with this information, leaders are able to gain a strong sense of how employees are performing strategically to meet the goal of the organization.

Balanced Scorecard

Balanced Scorecard provides leaders with a comprehensive evaluation tool to rate the performance of its employees. Kaplan and Norton, (1996) and Kiatsuranon et al. (2017) and Johansson et al. (2014) and Mohan et al. (2018) posited that focusing on the learning and supporting process, enables supervisors to improve skills, increase knowledge and support employees. According to Cheowsuwan (2016) and Medini et al. (2015), balanced scorecards enhance organizational processes, and align the performance of an employee with the mission, vision, and strategies of the organization. A study by Cheowsuwan (2016) expanded the notion that using a balanced scorecard is an essential tool for improving performance among employees. The School of Information and Communication Technology (SICT) at the University of Phayao was the subject of this case study that explored the balanced scorecard in higher education.

This study sought to explore the application of the balanced scorecard as a measurement system and its effectiveness in organizational evaluation within the School. Results of the study identified strategies used to implement the Balanced Scorecard within the School such as the internal processes, financial, internal customer and learning and growth. The results of the study indicated that an internal process perspective, is needed that focuses on developing the management plan in accordance with several parts such as the policies, the good governance principles in personnel development, the quality assurance system, and the graduate

development. In addition, focusing on the learning and growth and financial perspective will enable leaders to meet the needs of the customers in accordance with core mission and two strategies. The application of this tool could help to ensure the consistency of vision and action which is the first step towards the development of a successful business.

360- Degree Feedback

The 360 method provides an employee with feedback from more than his or her immediate supervisors (Liviu, Emil, Irina, & Delia, 2009). The 360-degree method is valuable to an organization because it provides leaders with essential information used to improve an employee's performance (Baker, 2010; Pfaff et al., 2013). The 360-degree method provides leaders with an overview of an employee's skills and abilities to perform a certain task and is an accurate assessment of an employee's level of competency to meet specific job requirements. (Lawrence, 2015). One study by Ali (2015) found that the 360-feedback method aids supervisors in addresses the attributes, values, and the areas of development needed within the organization. The purpose of the article was to comprehend the concept utilization of leadership assessment in an organization. Critical analysis and assessment were conducted relating to the significance of using the 360-degree feedback from other scholars and was discussed thoroughly to present the literary wisdom in best possible manner. Data were collected from all possible concerned personnel (assessors) instead of just one boss. Results of the study revealed that the assessment of individual's knowledge, skills and abilities is considered as an essential element for the individual as well as organizational success. Implementation of the 360 degree. assessment program is paramount for the smooth conduct of operations in the organization.

Delia, (2015) posited that the 360-degree feedback method could be successfully implemented if leaders are more receptive to a system, in which all employees are assessed on

the same level. Leaders who desire to improve performance must provide support to employees when evaluating and assessing their ability to complete a task (Mohan et al., 2018). Martin and Tabiti (2015) indicated that using the 360-degree assessment method enables leaders to integrate and evaluate different levels of performance. Lasse and Lourdes (2016) also noted that using a 360- degree assessment method enables leaders to incorporate the concepts relating to the organizational strategies into the employee's daily work routines. Lasse et al., (2016) also pointed out four objectives supervisors must implement to access organizational efficiency.

The first objective requires supervisors to focus on the organization's vision. The second objective requires supervisors to evaluate the functional stability of the organization (Lasse et al., 2016). The third, objective requires supervisors to measure customer satisfaction and productivity. The fourth objective requires supervisors to focus on improving performance and quality within the organization (Lasse et al., 2016).   Ali (2015) reiterated that assessing an individual's knowledge, skills, and abilities are crucial to the success of an organization. In order for leaders to flourish in a rapidly changing environment, it is imperative that they adopt to modern concepts and innovative technology, in order to conduct all the operations in the organization in the most efficient and effective manners, therefore, implementation of the 360-degree feedback method is necessary.

Employee Burnout

Employee burnout disrupts the working environment, affecting an employee's ability to perform a task successfully (Johnstone et al., 2016). Schaufeli and Taris, (2014) and Wang, Huang, and You, (2016) indicated that burnout negatively affects an individual's emotional and physical strength. Several studies by Li, et al. (2015); Rozman et al. (2017); Swider and Zimmerman (2010) and Wang, Huang, and You (2016) all noted that employees who experience

burnout withdraw from job duties, experience absenteeism, and intent to leave the organization. One study by Rozman et al. (2017) using a quantitative method examined burnout in the workplace between younger and older employees, including physical, emotional, and behavioral symptoms and found that 67% of employees experience symptoms of burnout. Questionnaires were sent to small, medium-sized, and large Slovenian companies.

Data were collected from one employee out of each 400 companies. Results of the study indicated that older employees (50 and over) were more susceptible to physical symptoms of burnout than younger employees (under 50), such as headaches and migraines, lower back pain and shoulder pain, old hands, vertigo and sweating (Rozman et al., 2017). In addition, younger employees often suffer from an imbalance between work and private life; therefore, they often experience stress or fail to complete their work on schedule. Result also indicated that younger employees also encounter tension within the workplace or when carrying out work tasks. Managing diversity requires a strategic approach and is an important part of the human resource department. From this perspective, this research showed the importance of working in a healthy and friendly environment for age-diverse employees in order to reduce and eliminate the symptoms of burnout symptoms in the workplace.

Schaufeli et al. (2014) and Wang et al. (2016) submitted that the lack of communication and limited support has been linked to symptoms of burnout. Additionally, Schaufeli, Leiter, Maslach and Jackson (1996) identified three dimensions of employee burnout (a) emotional exhaustion (b) depersonalization and (c) personal accomplishment. A cross-sectional study by Ding, Qu, Yu, and Wang, (2014) conducted among 1,752 healthcare workers from 52 Community Health Centers in China; found that 38.0% of the healthcare workers indicated

burnout caused occupational stress and anxiety. The results of the study indicated that high occupational stress enhanced burnout, thereby causing anxiety.

Another study conducted by Chullen (2014) proceeded to detail the negative effects of burnout among 247 health care professionals in the Midwestern United States. The results of the study also indicated that the lack of support from supervisors is a key source of employee burnout. However, preventing burnout in employees minimizes negative effects on the supervisor-subordinate relationship (Chullen, 2014). Limitations of the study could not be generalized to other populations and focused on direct and indirect effects of supervisor burnout without investigating other important moderating influences (Chullen, 2014). In organizations where burnout is a potential issue, interventions to prevent or reduce the symptoms should be designed and implemented across entire departments or business units.

Intent to Leave

Mohamed, Salam, Mohammed, and Sai (2016) define intention to leave as an individual's decision to leave the organization within a specific period. Stressful situations such as emotional exhaustion and job dissatisfaction lead to an employee's intent to leave the organization (Ahmad, & Afgan, 2016; Cho, Park, Jeon, Chang & Hong, 2014).   Lin et al. (2014) and Jetha, Kernan, & Kurowski (2017) pointed that several factors may influence an employee's intent to leave the job including (a) increased job demands and (b) minimum social support. According to Cho, et al. (2014), leaders must recognize that excessive workloads and increased job demands contribute to job dissatisfaction, intention to leave, and poor job performance. However, Littman, Lavy, and Boiman (2016) and Pejtersen, Kristensen, Borg, and Bjorner (2010) argued that receiving support and working in a positive working environment reduces the intent to leave and improves performance. Given the challenges faced by those in leadership

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positions, finding ways to reduce an employee's intent to leave an organization is important for research and practice.

Griffeth et al. (2012) and Li et al. (2016) pointed out that upper management could reduce an employee's intent to leave and increase their desire to stay with the organization, by understanding that enthusiastic stayers will remain with the organization because they are supported. In addition, reluctant (stayers) have a desire to remain with the organization but may leave because they are lacking the necessary support (Griffeth et al., 2012; Li et al., 2016).

A cross-sectional study by Pejtersen, Kristensen, Borg, and Bjorner (2010) among 1,027 nurses from a hospital in Seoul South Korea found that 68.4% of nurses had an intent to leave the healthcare facility. Data analysis was conducted using the COPSOQ II (the nine dimensions) and multiple linear regression analysis (Pejtersen, Kristensen, Borg, & Bjorner, 2010). The data revealed differences in outcomes with the patient and job accomplishments are related to different work environments within each unit (Pejtersen, Kristensen, Borg, & Bjorner, 2010). Coping with having to work in different environments can lead to the intent to leave an organization. However, providing patient care is essential and having nurses that are committed to the job is imperative.

Another study by Mikytuck and Cleary (2016) using employees from correctional and non-correctional agency, juvenile justice agency (JJA) reported that 28% of employees' intent to leave the organization. Data analysis were collected using exit interviews to examine decisions related to voluntary turnover decisions among correctional and non-correctional employees. Results of the study indicated the correctional employees are significantly less tenured and have lower levels of job satisfaction than non-correctional staff (Mikytuck, & Cleary, 2016). Upper

management must understand that providing employees with support may reduce an employee's intent to leave the organization.

Job Stress

Ahmad and Afgan (2016) defined job stress as the physiological, emotional, and behavioral response to a dynamic and harmful working environment. Beehr & Newman (1978) submitted that job stress occurs when an individual's psychological or physiological condition changes. Blau (1981) and Seçkin-Çelik, (2015) indicated that employees who experience increasing job demands and limited support may experience symptoms of job stress.

A cross-sectional study of 800 immigrants in Thailand conducted by Kaewanuchit and Sawangdee (2016) found that job stress affects 22% of immigrants. The sample size was estimated using the M-plus guideline, with 95% confidence interval. Data were collected using questionnaires was analyzed by Thai-JCQ dealt with psychosocial work factors. Thai-JCQ was verified using M-plus. Data analysis was conducted using frequencies and percentages such as minimum, maximum, means, and standard derivations, medium, and SPSS program. Results indicated a 22% increase in job stress relating to working conditions, job securities, and workloads (Kaewanuchit & Sawangdee, 2016). Job stress leads to absenteeism, low productivity, low morale, high employee turnover, and decreased performance (Chaturvedi, 2014).

Nekoranec and Kmosena (2015) submitted that employees experience emotions, restlessness, tension, conflicts, and an unpleasant working environment because of job stress. Nekoranec et al. (2015) indicated that effects of job stress causes, physiological disorders, emotional disorders, and behavior disorders. Job stress can result in physiological disorders such as fluctuating blood pressure, difficult breathing, and gastrointestinal problems (Nekoranec et al.,

2015). The findings highlighted the need to understand what influences job stress in the work environment, as stress may affect employee performance in the workplace.

Leadership Skills

According to Tahir, Shazia, Anis-ul-Haq, and GSK (2014), organizations require leaders who can reach goals and achieve success. Using effective leadership skills are crucial for providing support and improving employee performance (Tahir et al., 2014). Chapman, Johnson, and Kilner, (2014) argued that as supervisors seek to foster organizational cultures; they must ensure that employees work in an environment in which they are creative, innovative, and conflict-free.

A study by Chapman et al. (2014), using a mixed methods approach, was conducted electronically among 224 medical leaders in an acute hospital to determine the predominant leadership styles used by medical leaders and factors influencing leadership style. Results of the study indicated that leaders used a range of styles, the predominant styles being democratic, affiliative and authoritative. Each of the leaders possessed different authority in decision-making however, all showed active leadership tendencies. (Chapman et al., 2014). The findings clarified the point that using effective leadership contributes to delivering the greatest possible improvements within any organization.

According to Goleman (2000), effective leadership styles can positively affect an organization. Affiliative leaders promote effective communication, supports employees and builds good working relationships. Affiliative leaders are concerned with the welfare of the employees and participate in teambuilding (Chapman et al., 2014; Goleman, 2000). Goleman (2000) pointed out that coaching enables a supervisor to assist employees in identifying their strengths, weaknesses, and potential whereas, a commanding leader provides employees with a

clear direction and adhere to ethical standards. Goleman, (2000) and Nekoranec and Kmosena, (2015) explored the subject of leadership skills and found that a democratic leader encourages employees to participate in decision-making.

In addition, an authoritative leader motivates employees to uphold the organization's vision but allows him or her the freedom to be innovative (Chapman et al. 2014; Goleman, 2000; Johnson et al., 2014; Goleman, 2000; & Tahir et al. 2014). Therefore, developing supervisors who can effectively lead and support the employees is beneficial to the organization (Swensen et al., 2016).

Leadership Development

Leadership development enables supervisors to foster interpersonal and networking skills by supporting the employee and improving performance (Goolamally et al., 2014). Tahir et al. (2014) noted the development of future leaders includes those who can mentor, effectively communicate provide support, and empower employees. Dartey-Baah (2014) shared insight about leadership indicating that developing effective leaders requires promoting honest, building trust among employees and demonstrating the willingness to learn. A study by Dartey-Baah (2014) was conducted to establish the link between these two approaches and sustainable development in Africa. A literature review approach was used for data collection assessing the effective leadership orientation in the West in comparison with the prevalent leadership style in Africa to examine its impact on sustainable development. The study's data revealed that there is immense disparity between the leadership situation in the African continent and the attainment of sustainable development (Dartey-Baah, 2014). The results affirmed a link between the transformational leadership approach and sustainable development. It is recommended that

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leaders' use transformational style to integrate creativity, vision and participation, in an effort to create sustainable development (Dartey-Baah, 2014).

According to Lacerenza, Reyes, Marlow, Joseph, & Salas, (2017) effective leadership development involves using an integrated approach involving both the leaders and employees. Using an effective leadership development strengthens the leader's ability to improve an employee's performance (Keskes, 2014). Leadership development enables supervisors to inspire others, create a vision, effectively communicate, and promote others within the organization (Kelly, 2013; Vaux and Gamble, 2014). Understanding different types of leadership styles can provide leaders with the awareness on how to improve and develop their current leadership styles.

Transformational Leadership

Transformational leadership provides leaders with an avenue to motivate and inspire employees (Bass, 1998; Fitzgerald & Schutte, 2010; Carter, Armenakis, Field, & Mossholder, 2013). Transformational leadership enables organizational leaders to improve efficiency, and those who posse the transformational leadership skills, can articulate a vision, promote goals, effectively communicate, and support employees (Bass, Avolio, Jung, & Berson, 2003). As employee works within an organization, he or she may encounter a variety of performance issues. Blodgett (2011) noted that leaders must utilize transformational leadership skills when making moral and ethical decisions that provide employees with solutions to the problems.

Bass et al. (2003) pointed out that transformational leaders are an essential asset to any organizations. Washington et al., (2014) and Yukl, (2006) found that transformational leaders are committed to achieving organizational objectives by supporting and empowering employees to accomplish goals. One study by Washington et al. (2014) was conducted to investigate the

significance of transformational leadership within an organization, by exploring the relationship between servant leadership and transformational leadership. Data were collected from 207 employees in five public and private sector organizations in the Southern U.S.). A multi-organizational sample was used in the study to enhance the variation and generalizability of responses.

Results of the study revealed that servant leadership was positively related to perceived transformational leadership. In other words, supervisors perceived as servant leaders were likely also to be perceived as transformational leaders. The study's findings indicated that to achieve the goal of empowering employees, leaders must posse the characteristic of a transformational and servant leader.

Transformational Leadership Skills

Transformational leadership skills elevate leaders toward supporting the employee's dream, assuming more responsibility, creating innovative techniques, and performing more efficiently (Washington et al., 2014). Transformational leadership skills are a valuable asset to an organization and leaders who posse these skills are to support others (Breevaart, Bakker, Demerouti, Sleebos, & Maduro, 2014). According to Bhattacharya & Datta (2013) respect, collaboration, accountability, and motivation are vital skills transformational leaders must posse. On the other hand, Bass (1985) pointed out that transformational leaders who utilize idealized influence could make effective decisions. Inspirational motivation enables transformational leaders to inspire employees to realize the vision and mission of the organization (Bass, 1985; Breevaart et al., 2014). Intellectual stimulation enables transformational leaders to motivate an employee to use critical thinking skills, and to develop new ideas for the organization (Bhattacharya et al., 2013).

A leader that possess transformational leadership skills enable leaders to understand the needs and abilities of their employees and how to delegate and stimulate the employee's growth and development (Bass, 1985; Breevaart et al., 2014). As supervisors strive to be supportive, encouraging the employees to improve their skills, and performance are critical characteristics of a transformational leader (Breevaart et al., 2014; Mele, 2013). Asencio, and Mujkic, (2016) and Bass, (1985) and Judge and Piccolo, (2004) noted that transformational leadership skills are necessary for supervisors to achieve organizational goals, increase performance, and empower independence. Ascenico et al. (2016) and Stinglhamber, Marique, Caesens, Hanin, and De Zanet, (2015) indicated that transformational leaders must be attentive and provide employees with a supportive working environment. A study by Ascenico et al. (2016) sought to examine the direct and indirect effects of transformational leadership on organizational performance.

Data were collected from 207 employees in five public and private sector organizations in the Southern U.S. The organizations included a daycare center, a community foundation, a newspaper, and two municipal public works facilities (The sampling frame for the survey consisted of lists of employees at participating agencies. Federal employees from 82 agencies received the survey and 263,475 returned the survey, resulting in a 52% response rate (OPM, 2010). Of the total 263,475 respondents, 27,338 (10.4%) were managers/executives, 43,872 the variation and generalizability of responses (Ascenico et al., 2016). The survey included 78 core questions on such topics as organizational performance, leadership, employee satisfaction, compensation and benefits, family-friendly among others, and 11 demographic items. Results of the study found that transformational leadership behaviors are positively related to organizational performance (Ascenico et al., 2016). The findings in this study showed that leaders play a

crucial role in increasing performance and need to continue to develop their leadership skills in order to remain competitive.

Transformational Leadership in the Dairy Industry

Transformational leaders should provide a supportive culture that positively affect all employees and operational performance. Transformational leaders must encourage employees to perform efficiently, stay productive, and achieve organizational goals (Birasnav, 2014; Zaleznik, 1992). Transformational leadership is a major leadership style that leaders must have in order to assist employees in achieving and maintaining a competitive advantage (Mele, 2013). If upper management understands how transformational leadership contributes to the success of the organization then employee performance increases (Birasnav, 2014). A pivotal role in encouraging employees to enhance their skills and remain motivated is key in this type of leadership (Breevaart et al., 2014; Birasnav, 2014; Mele, 2013).

According to Aragon-Correa, Garcia-Morales, and Cordon-Pozo (2007) transformational leaders support organizational learning both in internal and external knowledge thereby improving the employee's innovative capabilities. To improve an employee's performance, transformational leaders must establish a supportive environment, in which all departments assist in helping employees achieve common goals, improve communication skills, and promote empowerment. Transformational leaders assist followers to develop and sprout into leaders by paying attention to their needs, empowering, and aligning the goals and objectives of each person, the group, the leader, and the larger organization (Berson & Linton, 2005). Transformational leadership focuses leadership skills and takes leadership to a new level of transforming organizations in order to compete in a rapidly changing environment.

Transformational leadership are important, within any organization, however, organizations need to be well managed, and to do so leaders must posse transformational leadership skills.

Transactional Leadership

Transactional leaders motivate employees by appealing to their desires (Jabeen, Behery & Abu Elanain, 2015; Men and Stacks, 2013). Transactional leadership focuses on the leader-follower relationship and uses influence as a way to increase performance (Bass, et al., 2003; Khan, 2017). Leaders who employ a transactional leadership style seeks to make certain that the routes to task accomplishment are intelligibly followed by followers, to eliminate impending hindrances, and to inspire subordinates to fulfill the prearranged goals (Bass and Avolio,1995). For example, Jabeen et al. (2015) and Owen, Hodgson, and Gazzard (2004) noted that leaders in a transactional leadership role has the power to examine outcomes, and correct employees whenever team members fail to achieve organization's goals. In contrast, Men et al., (2013) argued that transformational leadership offers organizations the best leadership style in that leaders motivate and inspire employees to complete a task. Critical analysis revealed that transactional leaders employs logic in decision-making and that the leadership approach is accepted among subordinates because transactional leadership is accompanied with positive outcome.

Situational Leadership

Situational leadership involves handling difficult situations and providing an appropriate response to handle the situation (McCleskey, 2014; Jabeen et al., 2015). Situational leaders measure an employee's levels of maturity to determine if the leader and employee can co-exist (Bass, Avolio, Jung, & Berson, 2003). Situational leaders must communicate with the employee when a problem occur relating to performing a task, in order to help the employee, gain a better

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understand (Luo & Liu, 2014 and Perna, 2016). Marques (2015) submitted that directive and supportive behaviors could assist leaders with supporting and improving the performance of employees. Directive behavior enables situational leaders to define how organizational structures and supervision should occur, while supportive behavior enables situational leaders to provide support to employees with performing a task (Marques, 2015).

McCleskey (2014) elaborated about situational leadership and acknowledged that in today's organizations understanding both the task and relationship focus of a leader indicates that the working relationship between the leader and employees is being upheld. A study conducted by McCleskey (2014), sought to advance the knowledge of situational leadership, and to understand where the study of leadership had begun. The study examined three seminal leadership theories and their development. The theories include situational leadership, transformational leadership (TL), and transactional leadership; however, one leadership theory of interest was situational leadership. McCleskey (2014) argued that the study of leadership spans more than 100 years, and that situational leadership emphasizes the level of maturity, or readiness of the followers as a criterion that leaders need to account for in order to establish the correct fit between the leader and follower (Bass, 2008). Nevertheless, leadership scholars must continue to engage in thorough and thoughtful research into the connections between development and efficacy, organizations and outcomes, and between leaders and followers.

Conclusion

Chapter 2 provided a historical overview and specific conclusions on social support and employee performance relating to the dairy industry. The continued need to understand if the effectiveness of the interventions currently in place designed to support the organization's aggressive social support goals is warranted. Social support has an influence on employee

performance and can assist the leaders within the organization to increase the productivity of the

dairy workforce. This literature review added a specific search criteria and refinement in the

scope and limitations for this research study. The literature review includes conventional

methodologies used in the chosen method for the study. Research on the interventions used

within an organization were not addressed specifically. This correlation study attempted to

uncover if there was a relationship between social support and employee performance in the

dairy industry. Chapter 3 will re-state the purpose, elaborate on research and design

appropriateness, in addition to discussing data collection and procedures.

Chapter 3

Methodology

The general problem is although the literature consistently proves there is a relationship between social support and employee performance, there is a need to further investigate the relationship between aspects of support and performance among dairy employees. The gap in literature is understanding the relationship between aspects of social support, relating to employee performance such as an organization's concern for its employees, the organizational goals and values and contributions. Investigating the aspects of support and performance may aid employees in successfully completing task. Neves and Eisenberger, (2012) submitted that understanding the aspects of support is significant for organizations in that it cultivates a positive relationship between employees and supervisors. Johnson and Lowe (2015) posited that providing support impacts an employee's performance enables an individual to cope with personal challenges and creates a positive environment in which individual interactions and influences are reflected. According to Wilski and Sienkiewicz (2014), receiving supports may provide employees with a calming and supportive working environment.

The specific problem is to this date, there is no knowledge that exists on the relationship between social support and employee performance regarding aspects of support and performance such as an organization's concern for its employees, organizational goals and values and contributions (Anitha, 2014). The purpose of this study was to investigate if a relationship exists between social support and employee performance relating to the aspects of support and performance among dairy employees such as an organization's concern for its employees, organizational goals and values and contributions.

Research Question and Hypotheses

Social support was the dependent variable for this research study. The dependent variable was retrieved from four questions utilized from the perceived organizational support scale. The independent variable was employee performance among non- management hourly employees at the XZY dairy. The independent variable was retrieved from five questions utilized from the individual work performance questionnaire. The research question for this quantitative correlational study was to determine if there is a relationship between social support and employee performance. In the research study, the following research question and hypotheses are presented.

RQ 1. What relationship exists between social support as measured by the Perceived Organizational Support Scale and employee performance as measured by the Individual Work Performance Questionnaire among employees at the XYZ dairy in Mississippi?

$H1_0$: There is no relationship between organizational support and employee performance as reported by the employees at the XYZ dairy in Mississippi.

$H1_a$: There is a relationship between organizational support and employee performance as reported by the employees at the XYZ dairy in Mississippi.

Research Method and Design Appropriateness

The quantitative research design was chosen to determine if a relationship existed between aspects of support and performance among employees at the XYZ dairy. A correlational research design was chosen for this study, as the data is numerical, used surveys, and was analyzed using SPSS software version 23 (Wong, 2014; Zikmund, 2012). A quantitative non–experimental study can only be used to establish a statistically relationship among variables that explain, predict, or control a phenomenon (Polit & Hungler 2013; Wong

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2014). The quantitative research design employed statistical data to analyze a non-experimental design to determine the strength and relationships among covariates when variables change (Delost, & Nadder, 2014; Ma 2015; Zikmund, 2012). The quantitative correlational research design was chosen because it can generate numerical data that can then be transformed into statistics. A qualitative research design could not be use because it is used for exploratory research.

For example, a qualitative method would require conducting research using structured interviews (Polit & Hungler, 2013). The qualitative research design was not chosen for this study because the results are derived from themes or patterns, and data is analyzed based on an individual's perceptions or experiences (Wong, 2014). The correlational research design was chosen for this study in that it enabled the researcher to conclude if a relationship existed between social support as measured by the POSS and employee performance as measured by the IWPQ among employees at the XYZ dairy (Pedhazur & Smelkin, 2013).

Understanding if this research has a relationship could uncover potential support and performance issues within the dairy process industry. This perspective could provide upper management with the necessary tools to increase support and improve performance. The correlational research design may determine the relationship between social support and employee performance, by using statistical analyses such as linear regression or multiple linear regression analyses (Klugh, 2013; Tabachnik & Fidell, 2013).

Population and Sample

The population under consideration for this study was dairy plant in Mississippi which a subsidiary of another larger dairy organization. The participants completed the surveys via handout because of the lack of internet connectivity. This organization was chosen because they are one of the largest producers of dairy products in Mississippi. The XYZ dairy founded in 1919 produces milk products such as ice creams, and flavored drinks and other frozen desserts. The dairy serves product to schools, universities, churches, civic clubs, and communities.

The company markets its products through distributors in Alabama, Louisiana, Arkansas, and Tennessee (Prairie Farms Dairy, 2018). In addition, the dairy distributes over 2,400 dairy products to fast-food restaurants, including McDonald's and Burger King. The survey was only offered to non-management hourly employees (n=120), 18 years or older. The population size was calculated by a 95% confidence level and 11% margin of error to determine the sample size (Leech & Onwuegbuzie, 2009). One respondent did not disclose his/her gender, age, or ethnicity. However, the remaining data were retained for that respondent since demographic variables were not used in answering the research question or hypothesis.

Sampling

Probability sampling and non- probability sampling are two approaches used in research to secure participants (El-Masri, 2017). During the selection process, the researcher may consider sample availability and preferred characteristics of the chosen population. The purpose of choosing a probability- sampling method approach is to focus on strengthening the equal opportunity to subjects of a targeted population. In contrast, when selecting a non- probability-sampling method, the researcher selects participants whom are ready and agree to participate in

the study. Using a non- probability- sampling method may not represent the targeted population (El-Masri, 2017).

This study design employed a convenience sampling method in the XYZ dairy. Convenience sampling is an approach utilized in research to aids researchers in identifying the target population, such as non-management employees, determining the sampling frame, such as non – management employees who work inside the organization and inviting the sample of participants from the sampling frame (El-Masri, 2017; Leedy & Ormrod, 2010). The purpose of choosing a convenient sampling method is because of the accessibility and proximity to the researcher. This organization was chosen because it is one of the largest dairy processing facilities in Mississippi. The sample was gathered from non- management hourly employees 18 years or older at the XYZ dairy in Mississippi. Approximately 120 employees were offered the surveys to acquire the sampling range of 58 to 78 participants. Information regarding the participant's years of service, educational background and socioeconomic status were not listed on the demographic questionnaire.

Informed Consent

The consent form was included with the survey. The surveys took approximately 15 minutes to complete and the data collection remained open for three weeks. Steps to maintain participant confidentiality where outlined in the informed consent. Participants were provided memo two-days before receiving the consent form and surveys explaining the purpose of the study, any unforeseeable or foreseeable risk, and benefits by participating in the study. For example, any unforeseeable or foreseeable risk that could occurred include (a) job demotion, or (b) a written reprimand. To minimize any unforeseeable or foreseeable risk, permission was granted by upper management to recruit participants and conduct research at the XYZ dairy.

A potential benefit from being part of this study is addressing the underlying issue of assess the effectiveness of interventions designed to support the organization's aggressive social support goals. Participants completed the surveys via handout because of his or her lack of understanding on how to operate a computer or the lack of internet connectivity. Participants taking part in the study live in a rural area in Mississippi where problems accessing the internet have occurred. For example, in 2015, research indicated that 68 percent of individuals living in Mississippi could not access fixed high-speed broadband (Wolfe, 2017). In addition, a feasibility study was used to establish the preferred method of survey implementation.

A pilot test, with 20 participants, indicated the preferred method for taking part in completing the two surveys and demographic survey. Results of the feasibility study revealed that 17 out of 20 participants prefer using the paper format instead of using the online surveys due to the lack of and limited internet connectivity. Findings from the feasibility study indicated that using a paper and pencil format was chosen rather than an electronic format because it provided each participant with a more reliable method for accessing and completing the two surveys and demographic survey.

Confidentiality

Confidentiality was maintained in the study using the following steps. Participants name were not disclosed on the surveys or demographic questionnaire. Surveys were put in a sealed in an envelope and participants were provided with an additional envelope to put the completed surveys in. A locked ballot box was provided so that each participant and was not opened until the data collection ended.

Mississippi

Figure 3. Location of participants. The green star shows the location of where XYX

Photo courtesy of www.bestplaces.net

Geographic Location

     The study participants are geographically located in Mississippi. The population of the study included 58 non-management hourly employees, 18 years or older from a dairy plant in Mississippi and was selected using the convenience sampling method. Individuals at this location were invited to participant in the study.

Data Collection and Instrumentation

Data collection began after the approval from the University of Phoenix Institutional Review Board (IRB) was received. Several delivery methods exist for distributing questionnaires, including: face-to-face, round table discussion, through the mail, and over the Internet (Wong, 2014). However, the chosen method for delivering the two surveys and demographical questionnaire to potential participants in this research was in paper format. Using paper format rather than electronic format increases the convenience and accessibility for participants to take part in the study due to problems with internet connectivity. The consent form was included in the survey for the participants to complete (see Appendix A). The letter of invitation that was given to the participants (see Appendix B) and the survey took approximately 15 minutes to complete.

Independent Variable and Dependent Variable

Social support as measured by the POSS (Eisenberger et al., 1986) is a Likert- type scale, that collects ordinal data, from 0 = strongly disagree, to 6 strongly agree. A sample question used to measure social support from the perceived organizational support questionnaire is, "My supervisor is willing to help me when I need a special favor." An Employee's performance as measured by the IWPQ (Koopmans, 2015) is a questionnaire used to measure individual work performance within a working population. The IWPQ is suitable for research studies that include individuals from a specific type of job and individuals from different types of jobs. A sample question used to measure employee performance from the perceived organizational support questionnaire is, "I was able to plan my work so that I finished it on time."

Validity and Reliability

The POSS (Eisenberger et al., 1986) is a long version, 36 – item, five- point Likert- type scale self- reporting questionnaire ranging from zero (*strongly agree*) to six (*strongly disagree*). The POSS was developed to provide individuals with a better understand involving various aspects of commitment, such as social support and employee performance (Worley, Fuqua, & Hellman, 2009). The overall reliability coefficient (Cronbach's alpha) for the 36 items scale ranges from 0.33 to 0.83. The mean and median item-total correlations were 0.63 and 0.65 respectively. Reliability and item analysis of the scores obtained reported the internal consistency (Cronbach's alpha) at 0.97, with item-total correlations ranging from 0.42 to 0.83 (Worley et al., 2009).

The IWPQ (Koopmans, 2015) is a questionnaire used to measure individual work performance in a general working population (Koopmans, 2015). The IWPQ is suitable for this research study because it has been used within other organizations to measure an employee's work performance. For example, the IWPQ was tested among 1,424 Dutch workers from different occupational sectors (blue, pink, and white collar). Based on the results of the field test, the original conceptual framework with four dimensions was reduced to three dimensions. The contextual performance and adaptive performance dimension were merged into one dimension, as factor analysis showed that the items loaded on the same factor. The three-dimensional model was generalizable to all professional sectors (Koopmans, Bernaards, Hildebrandt, Van Buuren, & De Vet, 2013b). Extra items that improved the discriminative ability of the scales were retained.

Internal Consistency

The internal consistency of the IWPQ was determined using the Person Separation Index (PSI) as the first reliability statistic. This index is comparable to Cronbach's alpha. In Table 1

indicated below, both the PSI and the Cronbach's alpha are reported per scale (n = 1,424) (Koopmans et al., 2014a). Noticeably, there is a discrepancy between the PSI and Cronbach's alpha values for the Counterproductive work behavior (CWB) scale. This discrepancy is caused by the exclusion of persons with extreme values (e.g., persons with a score of 0 on the scale) when calculating the PSI, and the inclusion of these persons when calculating the Cronbach's alpha (Koopmans et al., 2014a).

Table 1

Internal consistency of the IWPQ 1.0 (n = 1,424)

	PSI	Cronbach's alpha
Task performance (5 items)	0.81	0.78
Contextual performance (8 items)	0.85	0.85
CWB (5 items)	0.74	0.79

Note. Reprinted from Koopmans et al, (2014a), Construct validity of the individual work performance questionnaire, retrieved from the Journal *of Occupational and Environmental Medicine*, 56(3), 331-337. doi:10.1097/JOM.0000000000000113

Construct Validity

The construct validity of the IWPQ was assessed, using the convergent and discriminative validity. The concurrent validity of the IWPQ was examined by correlating its scores with scores on a questionnaire, namely the World Health Organization's Health and Performance Questionnaire (HPQ) (Kessler et al., 2003). The HPQ score showed a moderate positive correlation with the IWPQ task and contextual performance scales ($r = 0.39$ and 0.33, respectively), and a weak negative correlation with the CWB scale ($r = -0.16$).

Discriminative Validity of the IWPQ

The discriminative validity of the IWPQ was determined between two relevant groups (low/high in job satisfaction, and in overall health). Koopmans, (2015) indicated that job satisfaction scores differed significantly on task performance (F (3, 1420) = 66.49, $p < 0.001$), contextual performance (F (3, 1420) = 49.04, $p < 0.001$), and CWB (F (3, 1420) = 86.62, $p < 0.001$), with persons high in job satisfaction showing higher task and contextual performance, and lower Counterproductive work behavior (CWB) scale. In addition, health quartiles differed significantly on task performance (F (3, 1420) = 35.71, $p < 0.001$), contextual performance (F (3, 1420) = 29.61, $p < 0.001$), and CWB (F (3, 1420) = 26.40, $p < 0.001$), with persons in good health showing higher task and contextual performance, and lower CWB. All quartiles significantly differed from each other (Koopmans, 2015).

Determining the validity and reliability of scientific research is based on the quality of the study and its methodology (Kogovsek, 2006). The reliability of the instruments for the sample was tested with Cronbach's alpha. Based on generally accepted criteria, reliability coefficients are considered excellent when they range from .90 or higher, good when they range from .80 to .89, acceptable when they range from .70 to .79, questionable when they range from .60 to .69, poor when they range from .50 to .59, and unacceptable if they are less than .50 (DeVellis, 2012). For social support, the initial internal consistency was .57. An inter-item analysis was conducted on the data and the negatively worded items (n =18) were reverse-scored.

The reliability was computed again for the 36 items and was found to be excellent (α = .94). For employee performance, the initial reliability was good (a = .82). However, some of the items were subsequently reverse-scored because they were negatively worded; specifically, the five items on the IWPQ that measured counter-productive work behavior were reverse-scored.

The reliability was computed again for the 18 items and was found to be good ($\alpha = .84$). Thus, the reliability for the two variables of interest in the study was determined to be good to excellent.

Internal validity implies that a known variable, rather than some other causal factor, is the actual source of variation in the study (Koopmans, 2015; Pedhazur, & Schmelkin, 2013). In this respect, the validity ensured that the researcher's instruments collected data relating to the effectiveness of interventions designed to support the organization's aggressive social support goals. The instruments were POSS and IWPQ. Furthermore, the validity of a test is the degree to which evidence and theory support the interpretations of the results (Colakoglu, Culha, & Atay, 2010; Noben, Evers, Nijhuis, & de Rijk, 2014; Steyn, 2017). The internal validity in this study was dependent upon on the ability to accurately access the effectiveness of different interventions used to support and improve employee performance.

Data Analysis Procedures

Pedhazur and Schmelkin (2013) stated that data analysis involves the testing of instrument reliability and hypotheses testing. Data analysis is essential to the synthesis of research and provides a context for interpreting the scores for the variables (Pedhazur& Schmelkin, 2013). The results of this study were computed for social support by reverse scoring the negatively worded items and calculating the mean responses for the items. The POSS is a Likert-type instrument with values ranging from zero (strongly disagree) to six (strongly agree). A higher score represents a higher degree of social support. For the sample, scores ranged from 0.17 to 4.78 ($M = 2.64$, $SD = 0.82$).

Similarly, scores were computed for employee performance by reverse scoring the negatively worded items and calculating the mean responses for the items. The IWPQ is a Likert-

type instrument with values ranging from one (seldom) to five (always). A higher score represents a higher degree of employee individual work performance. For the sample, scores ranged from 2.28 to 4.83 ($M = 3.26$, $SD = 0.59$). To provide a context for interpreting the scores for the sample relative to social support and employee performance, categorical variables were created based on their scores by rounding the values. The categories corresponded to the options for the Likert classifications for each item. For instance, on the POSS, which measured social support, the Likert scale ranged from zero (strongly disagree) to six (strongly agree). Therefore, scores that ranged from zero to 0.49 were rounded to zero and were labeled as "strongly disagree." Scores that ranged from 0.50 to 1.49 were rounded to one and labeled "moderately disagree," and so on and so forth. This is an acceptable way to qualify numeric data (Teddlie & Tashakkori, 2009).

Ethical Considerations

Correlational research designs do not involve any kind of involvement with participants, which greatly diminishes ethical concerns (Mann, 2003). The study entailed collecting information that most people would consider confidential or sensitive. There are specific measures used to protect the privacy of the respondents. Confidentiality protects the surveys and data. Only the researcher has sole access to the completed surveys. This study's documents were in accordance with IRB regulations and will be maintained and later destroyed in accordance with IRB regulations, three years from the dean's approval of the completed dissertation.

The researcher instructed participants not to share information from the survey with any other persons through the informed consent documents. There was not be any sharing of personal information for any of the participants to any other person for any reason, except as

required by the IRB. All of the data were collected, coded, and used in statistical analyses. The respondents' names were not recorded on the demographic surveys; the POSS and IWPQ.

Conclusion

The purpose of this study was to investigate if a relationship exists between social support and employee performance relating to the aspects of support and performance among dairy employees such as an organization's concern for its employees, organizational goals and values and contributions. Understanding the effectiveness of interventions designed to support the organization's aggressive social support goals will enable leaders to at the XYZ dairy to strengthen the workforce and improve performance. Data analysis used a quantitative approach to investigate the relationship between social support, and employee performance (Borg, & Bjorner, 2010; Brittney et al., 2016; Pejtersen et al., 2016 & Sahu & Gupta, 2014). A survey was given to 120 non-management employees to assess this relationship between social support and employee performance. The data analysis were completed through the SPSS program version 23. The results of are discussed in chapter 4 and 5.

Chapter Four

Results

Introduction

The purpose of this study was to investigate if a relationship exists between social

support and employee performance relating to the aspects of support and performance among

dairy employees such as an organization's concern for its employees, organizational goals and

values and contributions. Social support was measured by using the POSS and employee

performance was measured by the IWPQ among employees at the XYZ dairy in Mississippi. A

convenience sampling method was used to gather data. The total number of employees within

the organization (n=120) were invited to participate in the study to obtain 58 responses needed

for this study, which was calculated by a 95% confidence level and 11% margin of error to

determine the actual sample size (Leech & Onwuegbuzie, 2009).   The dairy plant in Mississippi

hereafter was referred to as "XYZ dairy," to maintain confidentiality.

The data for this study was collected through self- reporting surveys. Consent forms

were physically provided to each consenting individual and an invitation to participate in the

study was also provided. The informed consent was implemented at the beginning of the survey.

Once the researcher collected the data, it was entered manually into SPSS statistical software

version 23. Chapter four is organized by a discussion of the sample demographics, reliability

analysis, descriptive statistics, data screening, research question/hypothesis testing, and a

summary of the results. The following provides a discussion of the sample demographics.

Sample Demographics

The sample consisted of 58 non-management hourly employees, 18 years or older from a

XYZ dairy plant in Mississippi. One respondent did not disclose his/her gender, age, or

ethnicity. However, the remaining data were retained for that respondent since demographic

variables were not used in answering the research question or hypothesis. Most participants

(91.2%, $n = 52$) were males, and females were in the minority (8.8%, $n = 5$). Regarding age,

63.2% ($n = 36$) were 22-40 years of age and the remaining 36.8% ($n = 21$) were between the ages

of 41 and 70. The number of employees who were 26-30 (24.6%, $n = 14$), 31-40 (31.6%, $n = 18$), and 41-50 (24.6%, $n = 14$) were approximately equally distributed. The sample was not

very ethnically diverse as most participants (68.4%, $n = 39$) were African Americans. White

(Non-Hispanic) workers (29.8%, $n = 17$) were the second largest group of respondents and 1.8%

($n = 1$) were "other" which was not specifically disclosed on the survey. Demographic variables

are presented in Table 2.

Table 2

Sample Demographics

Variable	Description	*n*	*%*
Gender	Male	52	91.2
	Female	5	8.8
	Total	57	100.0
Age	19-21	0	0.0
	22-25	4	7.0
	26-30	14	24.6
	31-40	18	31.6
	41-50	14	24.6
	51-60	6	10.5

	61-70	1	1.8
	>70	0	0.0
	Total	57	100.0
Ethnicity	White (Non-Hispanic)	17	29.8
	African-American	39	68.4
	Hispanic	0	0.0
	Asian	0	0.0
	Others	1	1.8
	Total	57	100.0

Reliability Analysis

The reliability of the instruments for the sample was tested with Cronbach's alpha. Based on generally accepted criteria, reliability coefficients are considered excellent when they range from .90 or higher, good when they range from .80 to .89, acceptable when they range from .70 to .79, questionable when they range from .60 to .69, poor when they range from .50 to .59, and unacceptable if they are less than .50 (DeVellis, 2012). For social support, the initial internal consistency was .57. An inter-item analysis was conducted on the data and the negatively worded items ($n = 18$) were reverse-scored. The reliability was computed again for the 36 items and was found to be excellent ($\alpha = .94$). For employee performance, the initial reliability was good ($a = .82$). However, some of the items were subsequently reverse-scored because they were negatively worded; specifically, the five items on the IWPQ that measured counter-productive work behavior were reverse-scored. The reliability was computed again for the 18 items and was

found to be good (α = .84). Thus, the reliability for the two variables of interest in the study was determined to be good to excellent.

Descriptive Statistics

Scores were computed for social support by reverse scoring the negatively worded items and calculating the mean responses for the items. The POSS is a Likert-type instrument with values ranging from 0 (strongly disagree) to 6 (strongly agree). A higher score represents a higher degree of social support. For the sample, scores ranged from 0.17 to 4.78 (M = 2.64, SD = 0.82). Similarly, scores were computed for employee performance by reverse scoring the negatively worded items and calculating the mean responses for the items. The IWPQ is a Likert-type instrument with values ranging from 1 (seldom) to 5 (always). A higher score represents a higher degree of employee individual work performance. For the sample, scores ranged from 2.28 to 4.83 (M = 3.26, SD = 0.59). Descriptive statistics for social support and employee performance are presented in Table 3.

Table 3

Descriptive Statistics

Measure	Social Support	Employee Performance
Mean	2.64	3.26
Median	2.69	3.00
Mode	2.69	3.00
Minimum	0.17	2.28
Maximum	4.78	4.83
Std. Deviation	0.82	0.59
N	58	58

Skewness	-0.31	0.68
Std. Error of Skewness	0.31	0.31
Kurtosis	2.59	-0.02
Std. Error of Kurtosis	0.62	0.62

To provide a context for interpreting the scores for the sample relative to social support and employee performance, categorical variables were created based on their scores by rounding the values. The categories corresponded to the options for the Likert classifications for each item. For instance, on the POSS, which measured social support, the Likert scale ranged from 0 (strongly disagree) to 6 (strongly agree). Therefore, scores that ranged from 0 to 0.49 were rounded to 0 and were labeled as "strongly disagree." Scores that ranged from 0.50 to 1.49 were rounded to 1 and labeled "moderately disagree," and so on and so forth. This is an acceptable way to qualify numeric data (Teddlie & Tashakkori, 2009). To reiterate, this was for descriptive purposes only and these values were not used in any subsequent analyses. Table 4 provides a detailed description of how the values were rounded and how the groups were labeled.

Table 4

Variable Coding for Social Support and Employee Performance

Range	Rounded Value	Label
Social Support		
0 - 0.49	0	Strongly Disagree
0.50 – 1.49	1	Moderately Disagree
1.50 – 2.49	2	Slightly Disagree
2.50 – 3.49	3	Neutral

3.50 – 4.49	4	Slightly Agree
4.50 – 5.49	5	Moderately Agree
5.50 or higher	6	Strongly Agree
Employee Performance		
1 – 1.49	1	Seldom
1.50 – 2.49	2	Sometimes
2.50 – 3.49	3	Regularly
3.50 – 4.49	4	Often
4.50 or higher	5	Always

Social Support and Employee Performance

Non-management hourly employees (65.5%, $n = 38$) were neutral relative to the degree of perceived social support, whereas 8.6% ($n = 5$) had perceived a slight or moderate degree of support. However, approximately one-fourth of respondents (25.8%, $n = 15$) perceived that the amount of social support was slightly lacking to strongly lacking. Regarding employee performance, most non-management hourly employees (62.1%, $n = 36$) were regularly productive. Approximately one-third of respondents (32.7%, $n = 19$) were often or always productive.

To summarize the descriptive statistics, most non-management hourly employees (65.5%, $n = 38$) were neutral relative to the degree of perceived social support, whereas 8.6% ($n = 5$) had perceived a slight or moderate degree of support. Regarding employee performance, most non-management hourly employees (62.1%, $n = 36$) were regularly productive. Approximately one-

third of respondents (32.7%, $n = 19$) were often or always productive. The interpretations of

descriptive findings are summarized in Table 5.

Table 5

Interpretation of Descriptive Findings

| Variable	Description	n	%
Social Support Categorized	Strongly Disagree	1	1.7
	Moderately Disagree	4	6.9
	Slightly Disagree	10	17.2
	Neutral	38	65.5
	Slightly Agree	2	3.4
	Moderately Agree	3	5.2
	Strongly Agree	0	0.0
	Total	58	100.0
Employee Performance	Seldom	0	0.0
Categorized	Sometimes	3	5.2
	Regularly	36	62.1
	Often	17	29.3
	Always	2	3.4
	Total	58	100.0

Data Screening

The continuous data were screened for normality with skewness and kurtosis statistics, visually with histograms, and with the Shapiro-Wilk Test of Normality. With SPSS, when the absolute values of the skewness and kurtosis coefficients are less than two times their standard errors, the distributions are considered normal. For social support, the skewness was 1.00 times the standard error. However, the kurtosis was 4.18 times the standard error. The histogram for social support, which can be described as leptokurtic, is presented in Figure 4.
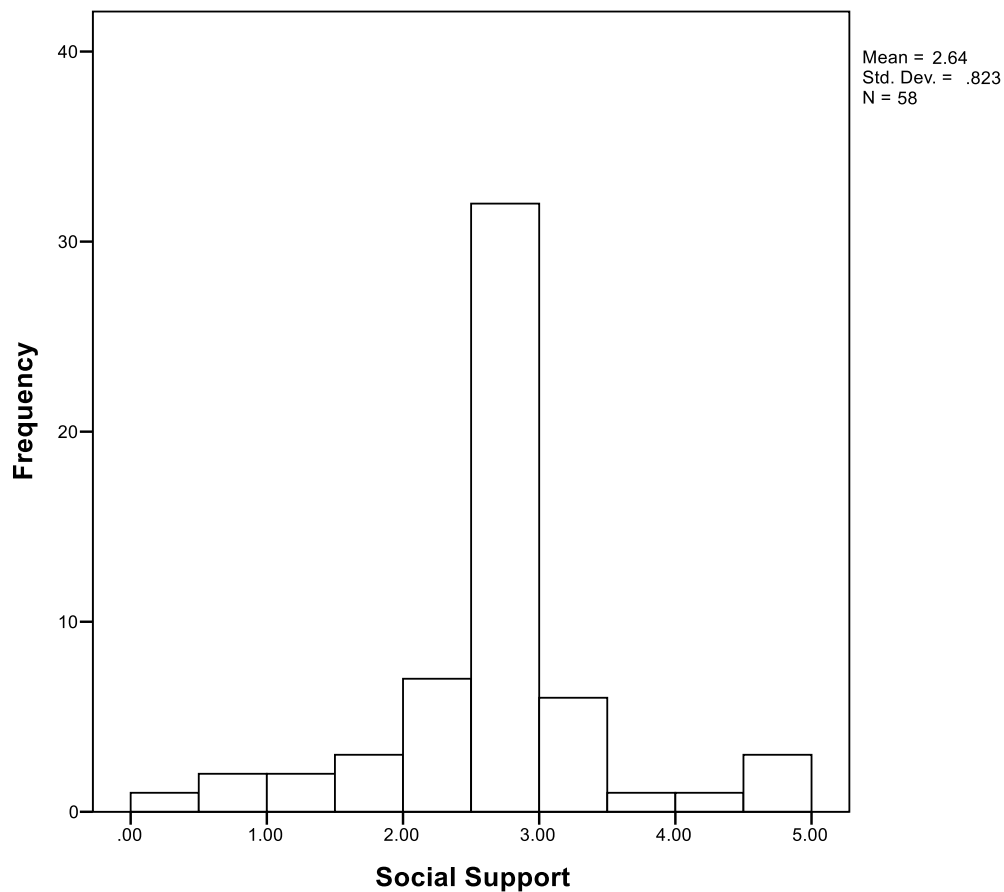
Figure 4: Histogram for Social Support

For employee performance, the skewness was 2.19 times the standard error and the kurtosis was 0.03 times the standard error. The distribution for employee performance had a positive skew. The histogram for employee performance is presented in Figure 4.

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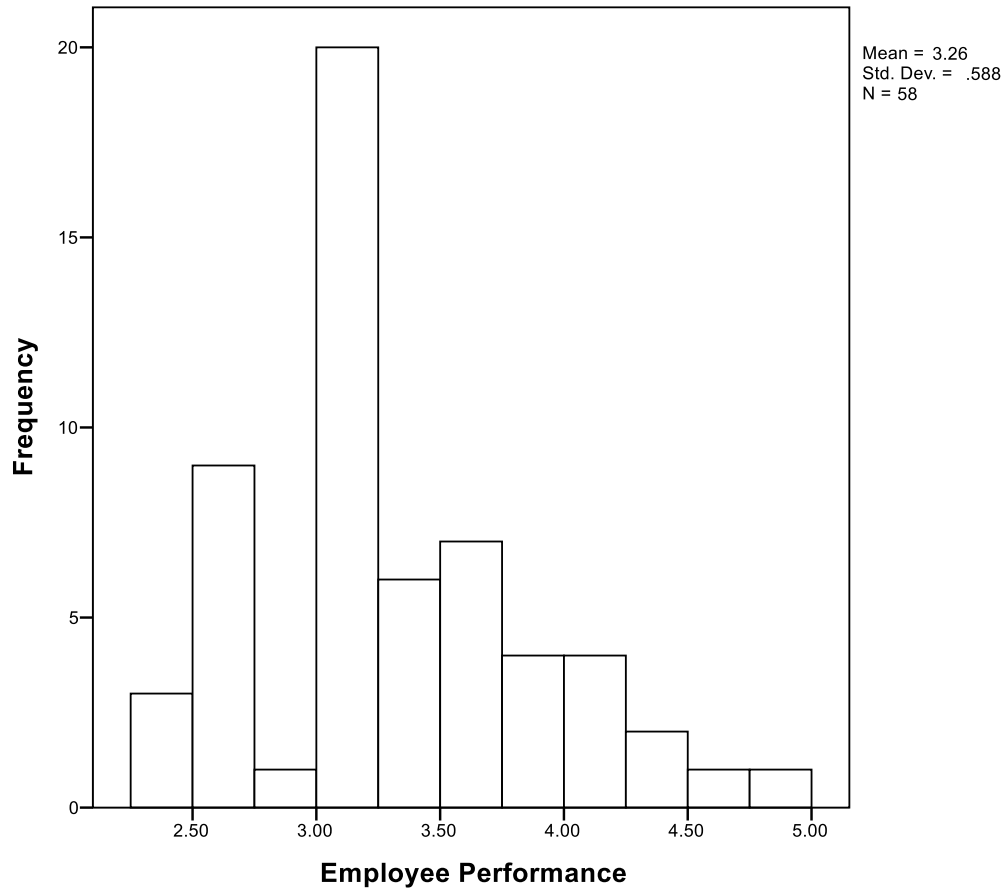
Figure 5. Histogram for Employee Performance

With the Shapiro-Wilk Test of Normality, significance values less than .05 indicate a significant departure from normality. The distributions for both social support ($p < .001$) and employee performance ($p = .006$) were outside the range of normality. See Table 6.

Table 6

Shapiro-Wilk Test of Normality

| Variable | Shapiro-Wilk | | |
	Statistic	*Df*	*p*
Social Support	.867	58	.000
Employee Performance	.939	58	.006

Research Question and Hypothesis

One research question and one related hypothesis were formulated for investigation. They were as follows:

RQ: What relationship exists between social support as measured by the Perceived Organizational Support Scale and employee performance as measured by the Individual Work Performance Questionnaire among employees at the XYZ dairy in Mississippi?

H_1: There is a relationship between social support and employee performance among employees at the XYZ dairy in Mississippi.

H_{01}: There is no relationship between social support and employee performance at the XYZ dairy in Mississippi.

It was initially understood that the Pearson r be conducted on the data to answer the research question. However, the data were not normally distributed. Therefore, both the Pearson r and the Spearman's rho were conducted. There was no significant relationship between social support as measured by the Perceived Organizational Support Scale and employee performance as measured by the Individual Work Performance Questionnaire among employees at the XYZ

dairy in Mississippi, $r(56) = .03$, $p = .802$, two-tailed. Therefore, the null hypothesis was not rejected.

Summary of Results

The purpose of this study was to investigate if a relationship exists between social support and employee performance relating to the aspects of support and performance among dairy employees, such as an organization's concern for its employees, organizational goals and values and contributions. The instruments used for measuring social support and employee performance had good to excellent reliability for the sample. Most non-management hourly employees were neutral relative to the degree of perceived social support, whereas less than nine percent had perceived a slight or moderate degree of support. Regarding employee performance, most non-management hourly employees were regularly productive, and approximately one-third of respondents were often or always productive.

The variables of interest were assessed for normalcy and measures of skewness and kurtosis and evaluated as to whether the sample obtained met normalcy assumptions. The sample did not meet the normality assumptions. Both the Pearson r and the Spearman's rho were conducted on the data. The outcomes were similar. There was no significant relationship between social support and employee performance among employees at the XYZ dairy in Mississippi. Implications and recommendations will be discussed in Chapter Five.

Chapter 5

Findings and Recommendations

The purpose of this study was to investigate if a relationship exists between social support and employee performance relating to the aspects of support and performance among dairy employees, such as an organization's concern for its employees, organizational goals and values and contributions. Understanding this purpose is necessary as leaders strive to find ways to continuously improve the performance among employees in the dairy industry. The survey was administered over a three-week period. The minimal sample size to achieve power was 58. The survey was distributed to 120 participants; however, only 58 completed the survey. Chapter 5 consists of the study's findings and recommendations for future studies. The following research questions and hypotheses guided the study.

Research Question and Hypothesis

One research question and one related hypothesis were formulated for investigation. They were as follows:

RQ: What relationship exists between social support as measured by the Perceived Organizational Support Scale and employee performance as measured by the Individual Work Performance Questionnaire among employees at the XYZ dairy in Mississippi?

H_1: There is a relationship between social support and employee performance among employees at the XYZ dairy in Mississippi.

H_{01}: There is no relationship between social support and employee performance at the XYZ dairy in Mississippi.

Interpretation of Results

The research design and one research question led to the formulation of two hypothesis. Data used from surveys tested the hypotheses. Chapter 4 contained the results of the analysis of the data collected for social support and employee performance. The results revealed that most non-management hourly employees were neutral relative to the degree of perceived social support, whereas less than nine percent had perceived a slight or moderate degree of support. Regarding employee performance, most non-management hourly employees were regularly productive, and approximately one-third of respondents were often or always productive.

Hypothesis 1. There is a relationship between social support and employee performance among employees at the XYZ dairy in Mississippi. The findings showed that most non-management hourly employees were neutral relative to the degree of perceived social support, and had a slight or moderate degree of support. However, approximately one-fourth of respondents perceived that the amount of social support was slightly lacking to strongly lacking. The variables of interest were assessed for normalcy and measures of skewness and kurtosis and evaluated as to whether the sample obtained met normalcy assumptions. The sample did not meet the normality assumptions.

Hypothesis 2. There is no relationship between social support and employee performance at the XYZ dairy in Mississippi. The findings showed regarding employee performance, that most non-management hourly employees were regularly productive. Approximately one-third of respondents were often or always productive. For employee performance, the skewness was 2.19 times the standard error and the kurtosis was 0.03 times the standard error. The distribution for employee performance had a positive skew. Further analysis indicated that with the Shapiro-Wilk Test of Normality, significance values less than .05 indicate a significant departure from

normality. The distributions for both social support and employee performance were outside the range of normality. Both the Pearson r and the Spearman's rho were conducted on the data. The outcomes were similar. Final analysis revealed that there was no significant relationship between social support and employee performance among employees at the XYZ dairy in Mississippi.

 Findings

Descriptive statistical measurements for the independent variable of social support and the dependent variable of employee performance occurred through the mean, Shapiro-Wilk Test of Normality, and histograms. The results showed there is not a significant relationship between social support and employee performance. Scores were computed for social support by reverse scoring the negatively worded items and calculating the mean responses for the items. A higher score represents a higher degree of social support. . Similarly, scores were computed for employee performance by reverse scoring the negatively worded items and calculating the mean responses for the items.

A higher score represents a higher degree of employee individual work performance. For the sample, scores ranged from 2.28 to 4.83. To summarize the descriptive statistics, most non-management hourly employees were neutral relative to the degree of perceived social support, whereas had perceived a slight or moderate degree of support. Regarding employee performance, most non-management hourly employees were regularly productive. Approximately one-third of respondents were often or always productive. The variables of interest were assessed for normalcy and measures of skewness and kurtosis and evaluated as to whether the sample obtained met normalcy assumptions. The sample did not meet the normality assumptions. Both the Pearson r and the Spearman's rho were conducted on the data. The outcomes were similar.

Conclusion

Organizational success is contingent upon the amount of support individuals receive to perform specific task. Social support is needed within an organization in order to deal with uncertainties and change that occur within an organization (Tahir et al., 2015). Providing support to employees enables him or her to perform well on the job and generate ideas for new products, services, and work processes (Jibrin-Bida, Abdul-Majid & Ismail, 2017).

The literature reviewed in Chapter 2 acknowledged three characteristics stood out relating to the social support and the employee performance construct. First, social support is relevant within an organization in that employees depend on support to deal with uncertainty and change within an organization. Second, understanding the relationship between social support and employee performance enables leaders to meet organizational goals Third, leaders understanding on the relationship between social support and employee performance leads to a satisfied and engaged workforce (Gibson & Petrosko, 2014); Tahir et al., 2015). The literature search revealed evidence of a gap in the literature about the relationship between social support and employee performance; however, the gap was most evident regarding the subject of social support. The specific gap related to how leaders must examine the different aspects of social support that may influence an employee's performance such as an organization's concern for its employees, the organizational goals and values and contributions (Anitha, 2014).

Understanding this gap is necessary as leaders continue to find ways to assess and improve the performance among employees in the dairy industry. The variable, social support

was measured by the Perceived Organizational Support Scale (POSS). The variable, employee performance was measured using the Individual Work Performance Questionnaire (IWPQ). The primary driver for this study stemmed from the gap in assessing the effectiveness of the interventions in place used to support the organization's aggressive social support goals.

Limitations and Delimitations of the Study

Limitations are problems and issues that may create weakness in the study (Leedy & Ormrod, 2010). As with any study, this study had limitations. One limitations of the study was that 58 non-management employee completed the surveys, versus the 120, which would have been needed for statistical significance. Another limitation is the lack of understanding as to how to complete the surveys. A rationale for this may have been due to the lack of education needed to fully understanding the questions being asked (Cunha & Miller, 2014). Another rationale for only 58 non-management employee completing the surveys, versus the 120, would be the particpants rushed to complete the surveys and the readability of the test. Delimitations are boundaries created by the researcher to control the range of a study (Domingos, Bosque, Cassimiro, Colli, Rodrigues, Marcella, & Beheregaray, 2014). For example, surveying individuals within a specific age group or city are delimitations. For determining a possible correlation between social support and employee performance, the research study confined the surveying of non- management employees at the XYZ dairy in Mississippi.

Contributions to the Field of Study

The study contributed to filling the gap in the literature relating to how leaders can investigate aspects of support and performance, by identifying and understanding aspects within the organization (Anitha, 2014). Results from the study can help to improve the organizational climate within the XYZ dairy via its identification of employee concerns and issues relating to

perceived social support as it relates to improving an employee's job performance. Results of the study revealed that some employees received neutral support to perform effectively on the job. However, the XZY dairy would benefit from providing additional trainings to aid upper management and supervisors in assessing how different aspects of social support may lead improving an employee's performance.

Suggestions for Future Research

A relationship between social support and employee performance was found during this research, however, the different aspects that may influence the level of support provided to improve an employee's performance needs further investigation. The study has provided significant information for future studies on various topics. The measurement issues in the study calls for research where social support skills and employee performance skills are assessed via means other than self-report, such as upper management/supervisor ratings or observation measurements. Objective measurements of these concepts are necessary to research rigor. In alignment, studies that examine and address potential differences in the measurement of such skills across employee and supervisor groups can greatly enhance the psychometric quality of studies on social support and employee performance attitudes and behaviors.

An unexpected finding in the study was that the non-management employees all perceived the level of support received as neutral. Furthermore, even though race and gender of the employees were significant factors measured in the demographics, results are not known if race and gender contribute to the level of support provided by upper management to improve an employee's performance. Upper management would benefit from the examination of race and gender aspects of the employee-supervisor relationship (Cunha & Miller, 2014; Mintz, & Krymkowski, 2010).

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The research findings could possibly be more interesting if the study showed how race and gender contributed to the level of support employees received to perform his or her task. The perceived lack of if race and gender contribute to the level of support received to perform on the job is very concerning and draws attention to the need to better understand how organizational leaders best support and advocate for their employees in the trenches (Lancaster S., Di Milia L., 2014; Mintz, & Krymkowski, 2010). Specifically, several approaches to these topics are suggested for future research. First, selecting other XYZ dairy locations interested in participating in this study would provide additional insight of social support and employee performance from a broader perspective, especially as it relates to organizational growth.

Secondly, using newer research instruments for measuring social support and employee performance. A review of newer surveys may provide additional opportunities to investigate constructs from a different angle. Third expanding the current study into one that uses a mixed method approach, which would provide a better understanding on the feedback and scores from the employees and leaders. Such an approach may yield richer data that might help leaders understand the level of support needed as it relates to an employee's performance. Allowing participant feedback might also assist with further determining the reliability and validity of the instruments. Fourth, presenting the findings to the appropriate leadership at the XYZ dairy is necessary.

Summary

Chapter 5 consisted of conclusions, implications and recommendations for future areas to explore regarding the relationship between social support and employee performance. The findings relating to social support and employee performance is critical to the transferring of training within an organizational environment and is relevant because

employees depend on support sources to deal with uncertainty and to cope with everyday challenges (Anitha, 2014). An evaluation of the analysis of the research question and justification for the findings was presented. The hypothesis was tested for statistical significance to determine if there was a relationship between social support and employee performance as it relates to the interventions currently in place. There was not a statistically significant relationship reported in this research. To measure the effectiveness of employee performance within the XYZ dairy, upper management must create a method that allows a continuous assessment of the interventions in place attributes that will lead to providing enhanced support among employees (Wu, Zhou, & Lou, 2015). The conclusions of this study were presented in alignment with other studies. Implications for changes that could occur in the work setting were presented. The findings of this research provided a broad base for future research on this topic. Recommendations for the future research and suggested changes in social support and employee performance were also presented.

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Appendix A: Survey (Perceived Organizational Support)

Perceived Organizational Support

Listed below and on the next several pages are statements that represent possible opinions that YOU may have about working at _____. Please rate each question from 0 to 6 indicating if you agreement or disagreement with each statement by writing the number on the line beside the question. Please choose from the following answers:

0	1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

1. My <u>organization</u> values my contribution to its well-being. _____

2. If my <u>organization</u> could hire someone to replace me at a lower salary it would do so. _____

3. My <u>organization</u> fails to appreciate any extra effort from me. _____

4. My <u>organization</u> strongly considers my goals and values._____

5. My <u>organization</u> would understand a long absence due to my illness. _____

6. My <u>organization</u> would ignore any complaint from me. _____

7. My <u>organization</u> disregards my best interests when it makes decisions that affect me.

_____

8. Help is available from <u>my organization</u> when I have a problem. _____

9. My <u>organization</u> really cares about my well-being. _____

10. My <u>organization</u> is willing to extend himself in order to help me perform my job to the best of my ability. _____

11. My <u>organization</u> would fail to understand my absence due to a personal problem.

_____

12. If my<u> organization</u> found a more efficient way to get my job done they would replace me___

13. <u>My organization</u> would forgive an honest mistake on my part. _____

14. It would take only a small decrease in my performance for my organization to want to replace me. _____

15. My organization feels there is little to be gained by employing me for the rest of my career. _____

16. My organization provides me little opportunity to move up the ranks. _____

17. Even if I did the best job possible my organization would fail to notice. _____

18. My organization would grant a reasonable request for a change in my working conditions. ____

19. If I were laid off my organization would prefer to hire someone new rather than take me back. _____

20. My organization is willing to help me when I need a special favor. _____

21. My organization cares about my general satisfaction at work. _____

22. If given the opportunity my organization would take advantage of me. _____

23. My organization shows very little concern for me. _____

24. If I decided to quit my organization would try to persuade me to stay. _____

25. My organization cares about my opinions. _____

26. My organization feels that hiring me was a definite mistake. _____

27. My organization takes pride in my accomplishments at work. _____

28. My organization cares more about making a profit than about me. _____

29. My organization would understand if I were unable to finish a task on time. _____

30. If my organization earned a greater profit, it would consider increasing my salary._____

31. My organization feels that anyone could perform my job as well as I do. _____

32. My organization is unconcerned about paying me what I deserve. _____

33. My organization wishes to give me the best possible job for which I am qualified. _____

34. If my job were eliminated my organization would prefer to lay me off rather than transfer me to a new job. _____

35. My organization tries to make my job as interesting as possible. _____

36. My organization is proud that I am a part of this organization._____

Appendix B: Survey (Individual Work Performance)

Individual Work Performance Survey

<u>Instructions:</u>

The following questions relate to how you carried out your work during the past 3 months. In order to get an accurate picture of your conduct at work, it is important that you complete the questionnaire as carefully and honestly as possible. If you are uncertain about how to answer a particular question, please give the best possible answer. The questionnaire will take about 5 minutes to complete. The questionnaire is completely anonymous: your answers will not be seen by your supervisor(s) or colleagues.

Scale 1: Task performance (5 items)

In the past 3 months...	Seldom	Sometimes	Regularly	Often	Always
1. I was able to plan my work so that I finished it on time.	☐	☐	☐	☐	☐
2. I kept in mind the work result I needed to achieve.	☐	☐	☐	☐	☐
3. I was able to set priorities.	☐	☐	☐	☐	☐
4. I was able to carry out my work efficiently.	☐	☐	☐	☐	☐
5. I managed my time well.	☐	☐	☐	☐	☐

Scale 2: Contextual performance (8 items)

In the past 3 months...	Seldom	Sometimes	Regularly	Often	Always
6. On my own initiative, I started new tasks when my old tasks were completed.	☐	☐	☐	☐	☐
7. I took on challenging	☐	☐	☐	☐	☐

	tasks when they were available.					
8.	I worked on keeping my job-related knowledge up-to-date.	☐	☐	☐	☐	☐
9.	I worked on keeping my work skills up-to-date.	☐	☐	☐	☐	☐
10.	I came up with creative solutions for new problems.	☐	☐	☐	☐	☐
11.	I took on extra responsibilities.	☐	☐	☐	☐	☐
12.	I continually sought new challenges in my work.	☐	☐	☐	☐	☐
13.	I actively participated in meetings and/or consultations.	☐	☐	☐	☐	☐

Scale 3: Counterproductive work behavior (5 items)

In the past 3 months…	Never	Seldom	Sometimes	Regularly	Often
14. I complained about minor work-related issues at work.	☐	☐	☐	☐	☐
15. I made problems at work bigger than they were.	☐	☐	☐	☐	☐
16. I focused on the negative aspects of situation at work instead of the positive aspects.	☐	☐	☐	☐	☐
17. I talked to colleagues about the negative aspects of my work.	☐	☐	☐	☐	☐

18. I talked to people outside the organization about the negative aspects of my work.

☐   ☐   ☐   ☐   ☐

Appendix C: Demographic Questionnaire

DEMOGRAPHIC QUESTIONNAIRE

Please check the box that applies to you in each item.

_____

Gender

Male

Female

Age

19-21

22-25

26-30

31-40

41-50

51-60

61-70

Older than 70

Ethnicity (Optional)

White (non-Hispanic)

African-American

Hispanic

Asian

Other (please identify)   _____

Appendix D: Permission to Use An Existing Survey

_____

University of Phoenix®

PERMISSION TO USE AN EXISTING SURVEY

Date 1/22/18

From: Author Name: Robert Eisenberger
Author Address: 126 Heyne Building Psychology Department
University of Houston Houston, TX 77204

To: Researcher Name: Mr. James William Rankin

Thank you for your request for permission to use <u>Perceived organizational support scale</u> in your research study. We are willing to allow you to access, use and reproduce the above named instrument at no charge with the following understanding and in accordance with the following terms and conditions:

- You will use this survey only for your research study and will not sell or use it with any compensated management or curriculum development activities.

- You will include the copyright statement on all copies of the instrument.

- You will send your research study and one copy of reports, articles, and related publications that make use of this survey data promptly to our attention.

If these are acceptable terms and conditions, please indicate so by signing one copy of this letter and returning it to us.

Sincerely,

Robert Eisenberger
Author Name (please print)

[signature]
Author Signature   Date 1-26-18

I understand these conditions and agree to abide by these terms and conditions.

James William Rankin   Date 1/22/18

Researcher Name (Please print)

[signature]
Researcher Signature

Expected date of completion 11/18/18

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Appendix E: Permission to Use An Existing Survey

University of Phoenix®

PERMISSION TO USE AN EXISTING SURVEY

Date 2/12/18

From: Author Name: Dr. Linda Koopmans

Author Address: TNO Quality of Life Wassenaarseweg 56 2333 AL Leiden The Netherlands

To: Researcher Name: Mr. James William Rankin

Thank you for your request for permission to use <u>Individual Work Performance Questionnaire</u>

 in your research study. We are willing to allow you to access, use and reproduce the above named instrument at no charge with the following understanding and in accordance with the following terms and conditions:
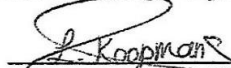
- You will use this survey only for your research study and will not sell or use it with any compensated management or curriculum development activities.

- You will include the copyright statement on all copies of the instrument.

- You will send your research study and one copy of reports, articles, and related publications that make use of this survey data promptly to our attention.

- You may use any sections of the survey instrument for your research study.

If these are acceptable terms and conditions, please indicate so by signing one copy of this letter and returning it to us.

Sincerely,

L. Koopmans   Dr. Linda Koopmans

Author Name (please print)

L. Koopmans

Author Signature   Date _____ 2-15-'18
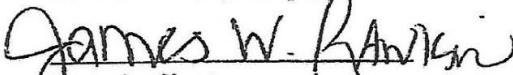
I understand these conditions and agree to abide by these terms and conditions.

James William Rankin   Date 2-12-18

Researcher Name (Please print)

James W. Rankin

Researcher Signature

Expected date of completion 11/18/18

v.1014