

EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON THE PERFORMANCE OF MANUFACTURING FIRMS IN SOUTH-EAST, NIGERIA

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Abstract

The study was on the effect of Organizational Citizenship behaviour on the performance of manufacturing firms in South-East, Nigeria. The specific objectives include to: Examine the effect of employee job satisfaction on the productivity of manufacturing firms in south East, Nigeria, ascertain the effect of leadership supportiveness on the survival of manufacturing firms in South-East, Nigeria, and determine the effect of organizational justice on the product quality of the manufacturing firms in South, East, and Nigeria. The research survey design was used. The primary sources were personal interview and the administration of questionnaire to the management and staff of the manufacturing firms. Out of a population of 1637 staff, 308 staff was sampled. The sample size of 308 was chosen after applying the Freund and William's formula for the determination of adequate sample size. Out of staff sample 277 staff returned the questionnaire and accurately filled. That gave 89 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.88 which was also good. The data were analyzed using f-statistics (ANOVA) tool. The result showed that employee job satisfaction has positive effect on the productivity of manufacturing firm in South East, Nigeria $f(n = 308) = 2427, P < 0.05$; leadership supportiveness has positive effect on the survival of manufacturing firm in South East, Nigeria $f(n = 308) = 1990.858, P < 0.05$; and organizational justice has positive effect on the product quality of manufacturing firms in the south East, Nigeria $f(n = 308) = 2283.816, P < 0.05$. The study concluded that citizenship Behaviour is an essential factor that can improve to the continued existence of an organization in South-East, Nigeria. It was suggested that the spirit of leadership supportiveness should be inculcated into employees of manufacturing firms to help them accept inconveniences at work, Organizations should build employee job satisfaction to enable them to take on extra assignments, willingly help new employees at work, keep off from negative attitude and the manufacturing firms and other organizations should avoid violating the rights of employees and observe organizational justice for better respect for the management and colleagues in the work place.

Keywords: Organizational citizenship behaviour, Performance, Manufacturing Firms, South-East Nigeria.

1.1 Introduction

The world of business today is filled up with dynamic environment companies that wants to be on top must go for sustainable, adaptive, competitive advantage in order to breakeven above other companies or firms. Quality motivated equipped and motivated workers aerate long term competitive advantage to organizations. Motivated workers or employees add value to self and organizational performance through the combination of positive within and outside behaviours. For organization to meet up with the dynamic environment, the employees ought to play a vital role both within the organization and beyond. The grouping of in-role and extra role attitude and behaviour will unleash organizational capabilities possessed by the entire workforce (Okechukwu, 2017). Lack of employee job satisfaction, job stress, and organizational unfair treatment has rendered productivity of the individuals and the organization to be low, and reduction of efficiency (Ogunyemi, 2014).

Supportive contributions in the business one need to understand the way and pattern of citizenship behaviour in the organization and organizational relationship with the employees. The root of the constant proverb expression of matching' people and jobs and of the expression 'round pegs in square holes' when the 'match is not a good one, is attributable to the tremendous differences among individuals and among jobs. Mismatches can occur in any setting (Okonkwo, 2016). The reasons for choosing extra role behaviour as a research ground are its positive relationship with performance. By measuring extra role behaviour we can get one closer in enhancing performance. Organizational citizenship behaviors consists of different forms such as loyalty, helping others, conformity, profit etc. where employees are eager to put in their efforts and abilities to the organizations even though that is not officially required from them.

Organizational citizenship behavior is defined as individual behavior that is discretionary, not straight or explicitly known by the formal rewarded system, and that in the aggregate promotes the efficient running of the organization”(Organ,2012). It is based on this review that gave rise to the study of the effect of extra role behaviour on the performance of manufacturing firms in South-East, Nigeria.

1.2 Statement of the Problem

Citizenship behaviour entails anything positive and constructive that employees do in companies or organizations of their own volition, which supports co-workers and benefits the company. They are the ones who are known to 'go the additional mile' or 'go over and beyond' the least endeavors required to do a only satisfactory work. Citizenship behaviour may be a critical factor that can add to the proceeded presence of an organization. In this manner, it is vital for fabricating firms to comprehend the factors that altogether and emphatically help in making this complimentary behavior inside the organization.

The manufacturing firms in South-East have been confronted with the factors affecting the OCB: Organizational Loyalty, Altruism, Civic Virtue, Sportsmanship, Leadership Supportiveness, Job Satisfaction, Organizational Justice, Courtesy, Conscientiousness, Organizational Compliance, Problem Concern, Individual Initiatives, Self-development, negative attitudes of employees and lack of tolerance, inconveniences at work and lack of communication gap in the organizations.

As result of these, the firms have been suffering from low productivity, lack of product quality, inefficiency and poor customer satisfaction, lack of employee's discussions with other teammates before initiating actions that might affect them, high costs and rates of turnover and absenteeism, straitjacketing of staff and reduced innovation and poor survival of the and poor survival of the manufacturing firms. Based on these, it has necessitated the study on the effect of organizational citizenship behavior on the performance of manufacturing

firms in South-East, Nigeria.

1.3 The Objectives of the Study

The main objective of the study was to evaluate the effect of organizational citizenship behaviour on the performance of manufacturing firms. The specific objectives includes to:

- i. Examine the effect of employee job satisfaction on the productivity of manufacturing firms in south East, Nigeria
- ii. Ascertain the effect of leadership supportiveness on the survival of manufacturing firms in South-East, Nigeria.

1.4 Research Questions

- i. What is the effect of employee job satisfaction on the productivity of manufacturing firms in south East, Nigeria?
- ii. What is the effect of leadership supportiveness on the survival of the manufacturing firms in South, East, and Nigeria?

1.5 Research Hypotheses

The following null hypotheses were used for the study

- i. Employee job satisfaction has no positive effect on the productivity of manufacturing firm in South East, Nigeria.
- ii. Leadership supportiveness has no positive effect on the survival of manufacturing firm in South East, Nigeria.

1.6 Significance of the Study

Citizenship behaviour is picking up importance in organizations. Citizenship behaviour goes a long way in contributing towards diminishing work stress. On the one hand work push is counter-productive for the worker and the organization and on the other hand ERB is accommodating and ideal for the representative as well as the organization.

ERB is considered as a vital measurement to diminish the work stress within the organization, in turn making employees more fulfilled and productive. The success of an organization lies on the effectiveness and output of the employees. Employees go a long way in contributing towards the organizational success.

2.0 Review of Related Literature

2.1.1 Citizenship Behaviour

Concept of Citizenship Behaviour Citizenship behaviour is discretionary consent of an individual to behave beyond the formal lines of role expectation and work for the benefit and effectiveness of the organization. It involves activities that are discretionary in nature (such as helping others), which is not straightforwardly or clearly required by the formal reward system, but does promote overall managerial efficiency. (Becker and Kernan, 2016).

Citizenship performance behaviours are certain practices of specialists, which are not part of their formal work necessities as they cannot be endorsed or fundamental in progress for a given work but they offer assistance within the smooth working of the organization as a social framework. some of the extra role performance conduct are: assisting coworkers with a process associated hassle; accepting orders without fuss; tolerating temporary impositions without grievance; maintaining cleanliness and bodily hygiene of the place of job; promoting a work weather that is tolerable and minimizes the distractions created by means of interpersonal war; and defensive and holding organizational sources etc. (Bateman & Organ, 2015).

2.1.2 Performance of the Manufacturing Firms

The idea of organizational performance is the evaluation of an organisation's dreams and objectives with its actual performance in three distinct regions-economic performance, marketplace performance and shareholder cost. Financial performance refers to an

organizations result with regard to return on investment and return on assets.

The market performance refers to a business enterprise's capacity to set a rate that returns an inexpensive amount to providers. In addition, marketplace overall performance refers to the potential to make and distribute their outputs in the maximum cost powerful manner and to set a fee that returns an affordable amount (Blount, 2014).

2.1.3 Employee job satisfaction on the productivity of the manufacturing firms

Job satisfaction is an essential attribute of all labor marketplace suits, as it is a relevant summary measure of utility at work. Employee job satisfaction is the goal of most managers. The competition is that a happy employee has a higher mindset to paintings than a disillusioned worker. Personnel who's glad and influenced is a great employee. What satisfies employees is many and sundry. Factors such as gender, position, personal uniqueness of the job holder, level of education, income level, supervision, relationship with coworkers, size of the work group, job content, to mention but a few, are some of the major factors that influences employee job satisfaction (Zelenski, Steven, and David 2017).

Employee job satisfaction is influenced via the equitable distribution of organisational favours. Perceived inequity influences worker task satisfaction. The potential of an employee to carry out his work up to predicted standards influences job delight. A worker who's able to performing an assigned mission derives intrinsic reward from it, as he's able to accomplishing in something. He sees himself as having some control over his surroundings and might understand himself as an achiever. This praise will increase whilst the employer acknowledges his contribution and offers him introduced incentive in the way of promotion or other different privileges. If the employee believes that what he gets is equal to what different employees who have achieved level of productivity are entitled, he derives pleasure. Extrinsic reward incorporates all forms of formal acknowledgment, advancement, progression, pay, comforts, periphery benefits, and a pat on the back. Job satisfaction influences staff turnover to a degree since turnover is additionally affected by accessibility work choice openings. A disappointed representative does not leave his position unless another similarly appealing position is accessible. The essence of all motivational efforts is to increase employee performance/productivity. Motivated workers out-produce unmotivated employees. The factors that influence employee productivity are different from the factors that influence satisfaction. (Schneider, Paul, Brent, and Amy 2013).

2.1.4 Leadership supportiveness on the survival of manufacturing firms

Leadership Supportiveness is one which the leader is concerned with subordinates' needs and preferences by displaying a concern for their wellbeing and work environment (House & Dessler, 2017). Supportive leadership behavior has a primary concern of ensuring subordinate's psychological well-being. Reducing stress and dissatisfaction mitigation are of central importance. Such form of leadership is particularly suited to situations where jobs are physically or psychologically demanding. Supportive leadership can be equated to people-oriented leadership (Daft, 2014). It also entails making the work place pleasant and being friendly and approachable, the steady pioneer carries on in a responsive way in this way making an inviting climate and verbally recognizes subordinates' accomplishment in a fulfilling modus (House & Mitchell, 2015).

This in turn creates organizational commitment among followers. Supportive leaders illustrate regard for subordinates, treat everybody well show concern for subordinates' well-being. The reaction of representatives to steady administration is expanded commitment, building bolster for the pioneer, protecting the leader's reaction, having expanded regard for the pioneer, empathizing with the pioneer, and advertising to discover a joint arrangement (Eubanks, Antes, Friedrich, & Caughron, 2015).

2.1.5 The importance of Altruism in the manufacturing firms

Altruism is self-motivated effort to help one another to sort out challenges in the working place for the progress of an organization or firms: The availability of altruists makes office to be more lively and active. Workers will be more dedicated to their duties and reduction in employee turnover. It is observed that people who assist others becomes happier at work than people who do not care about helping others. Donald (2017), state that their findings make simple but clear point concern altruism is not a form of martyrdom, but operates for many as part of a healthy psychological reward system. Being spurred to assist and accepting your work makes a contrast is related with incredible joy in all investigation.

The value of relationship in the place of work creates room for stronger support to motivate employee's productivity and make him/her more relaxed and energetic about their work. It has been observed that assisting others have many positive effect that elevate the morale of those doing the job and also increase the happiness among other challenges of the organization. Barabara (2016) posits that by creating chains of events that carry positive meaning for others, positive output that carry positive meaning for others, positive output for the organization will increase.

2.2 Theoretical Framework

2.2.1 Abraham Maslow (1970) Needs theory of employee behaviours

Human needs are numerous and often described as insatiable. These needs create a feeling of deficiency in the individuals and drive them to behave in ways that will likely lead to the fulfillment of these needs. Need theory of employee behavior was developed by Abraham Maslow in 1970. Maslow arranged human needs in the order of importance to include basic or survival needs (physiological needs, safety needs and belongingness) and growth needs (self-esteem and self-actualization). The survival needs are the most important and then the growth needs.

These needs are arranged such that if the lower level or survival needs are not fulfilled, they continue to motivate and direct behavior towards their fulfillments. Consequently, as an individual fulfils his basic needs, the next need on the hierarchy takes precedence and begins to motivate until fulfillments. This process follows the satisfaction progression principle. Maslow (1970), employee needs include generous pay, job security, acceptance and recognition, self-esteem and self-actualization and the satisfaction of these needs is the basic motive behind all work behaviours. Employees experience satisfaction with jobs that provides avenues to meet their needs. It has been noted from this study that job satisfaction is an antecedent of desirable work behaviors and performances.

2.3 Empirical Review

Umaru, Munirat, Isyaka, Theresa, Nana, and Aina, (2014), conducted a study on the relationship between leadership styles and employees' performance in organizations (A study of selected business organizations in Federal Capital Territory, Abuja Nigeria), The aim of the study was to study the extent to which this trend has continued and specially, the relationship between leadership style and employee performance in an organization. The primary data from the study was through descriptive survey of leadership style in relation to employee performance. The gross sectional study covered a representative sample of 200 employers/employees regardless of gender or position. The Sampling technique used was the simple random, this was used to select the respondents within the selected organization, while the departments in each organization were grouped into sections out of which representatives were chosen. 250 questionnaires were distributed to various business organizations, A total of 210 questionnaire were returned out of which 200 was found to be valid and useful for this study, this represent 80% which is good enough for the study. The information recovered

were displayed in tables and analyzed utilizing relapse demonstrate measurable method with the utilize of factual bundle for social sciences (SPSS Form 15) in order to affirm the expressed speculation, the discoveries appears that there's a noteworthy relationship between administration fashion and execution in an organization, The study has watched that pioneers and authority fashion in organizations have influenced the capacity of their organizations to realize corporate objectives and destinations. Each organization is set up with the desires of successful and productive execution, development in terms of increment in efficiency, income era, benefit maximization, customer's fulfillment and increment employees' execution. The degree to which this overall performance and boom goals are accomplished is ordinarily decided by way or the sort of leadership fashion used within the organisation which bills for its performance and effectiveness. The study concluded and suggests that effectiveness is a feature of perceived reward.

Motivation is important for attaining organizational goals; therefore, recognizing employee's desires is an essential step to planning and motivational effort. Hence, each activity taken by a leader invigorates a response within the representatives. Subsequently, the fulfillment of the goals of most commerce organization would be borne out of the fact that administration recognizes desires of the specialists, utilize fitting motivational device such as advancement of staff based on justify and important expertise. Also arrangement of reasonable working environment and utilize an suitable authority fashion that will empower free stream of data among pioneers and representatives as this will lead to great organization and representative execution.

Majekodunmi (2015) conducted a study on the influence of organisational justice on employees' commitment in manufacturing firms in Oyo State, Nigeria: Implications for industrial social work. The study examined the influence of organisational justice on organisational commitment in manufacturing firms in Ibadan, Oyo State, Nigeria. The descriptive survey research design of ex-post facto type was used for the study. Two hundred and fifty (250) employees were randomly selected from five manufacturing firms from Industrial Estates in Ibadan, Oyo States. The respondents span over the four major work levels from senior administration, middle administration, supervisory and junior staff. The most instrument utilized for the study was a survey labeled "Organisational Equity and Authoritative Commitment Survey - OJOCQ" with five sub-sections. Recurrence tallies and rates were utilized to dissect the statistic characteristics of the respondents whereas Pearson Item Minute Relationship and Different Relapse Examination were utilized to dissect the investigate questions and theories at 0.05 level of importance. Findings from the study showed that the joint contribution of the independent variables to the dependent variable was significant ($F = 163.165$). The study found that there was significant and positive relationship between distributive justice and organisational commitment. ($r = .697$) Furthermore, there was significant positive relationship between procedural justice and organisational commitment ($r = .739$) and that there was significant positive relationship between interactional justice and organisational commitment ($r = .715$). It was suggested that industrial social laborers ought to advocate on sake of representatives and guarantee that administration of associations deliver room for reasonable and fair methods (procedural equity and distributive equity) coupled with appropriate interaction (connections equity) so that workers will be able to deliver superior reaction to the association in terms of commitment, positive conduct and expanded efficiency.

Ajala (2015) in his study carried out a view on the impact of organisational justice on employees' commitment in manufacturing firms in Oyo State, Nigeria: Suggestions for industrial social work. Financial institutionalization of work with its gone to tricky side

impacts like ineffectualness, straitjacketing of laborers and diminished development makes administration search for the end product focuses of sense of duty (authoritative equity) as operation parameters within the work environment for more prominent benefits of believe and commitment of staffers. It is against this backdrop that this study investigated the influence of organisational justice on organisational commitment in manufacturing firms in Ibadan, Oyo State, Nigeria. The descriptive survey research design of ex-post facto type was used for the study. Two hundred and fifty (250) employees were randomly selected from five manufacturing firms from Industrial Estates in Ibadan, Oyo States. The respondents span across the four major job levels from senior management, middle management, supervisory and junior staff. The main instrument used for the study was a questionnaire tagged “Organisational Justice and Organisational Commitment Questionnaire - OJOCQ” with five sub-sections. Frequency counts and percentages were used to analyse the demographic characteristics of the respondents while Pearson Product Moment Correlation and Multiple Regression Analysis were used to analyse the research questions and hypotheses at 0.05 level of significance.

Findings from the study showed that the joint contribution of the independent variables to the dependent variable was significant ($F = 163.165$). It was recommended that industrial social workers should advocate on behalf of employees and ensure that management of organisations give room for fair and just procedures (procedural justice and distributive justice) coupled with proper interaction (interactional justice) so that employees will be able to give better response to the organisation in terms of commitment, positive behaviour and increased productivity.

Okeke (2016) conducted a study on the Impact of Job Satisfaction on employee performance in Government Owned Enterprises (GOE's) in Enugu State, Nigeria. The study was aimed at investigating, identifying, analysis and presenting research findings on the Impact of Job Satisfaction on employee performance. To achieve the above aims, research hypothesis were formulated to that whether promotion has no impact on job satisfaction, there is no relationship between salary and job satisfaction and conducive environment does not contribute to job satisfaction in government owned enterprises. Survey design was used and the population of the study was two hundred and fifty (250) staff from the selected government enterprises. The researcher made use of research questionnaire, which were designed and distributed to staff of these government owned enterprises. The method of analysis is the use of tables, percentage and chi-square. The major finding of the research is that advancement includes a significant relationship with work fulfillment, there's relationship between compensation and work fulfillment and conducive environment contribute to work fulfillment among representative in government claimed ventures. In view of the above discoveries, the study suggested that: Government possessed undertakings ought to see increase/prompt installment as a inspiration figure that can increase efficiency within the organization, Government ought to utilize worker inputs as a criteria for advancement of laborers, since most of these laborers in government are sit still. Juraj (2016) conducted a study on the Relationship between job satisfaction and organisational performance in Pula, Istrian. The study explored the link between job satisfaction and organisational performance and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. Empirical research was conducted on a research sample of 40 large- and medium-sized Croatian companies, with 5806 employees surveyed. The results of this study appear the presence of a clear interface between employees' work fulfillment and hierarchical execution in both bearings, but with lovely powerless escalated. Detailed examination appeared that the association between work

fulfillment and authoritative execution is more grounded than the association between hierarchical execution and work fulfillment. It may well be stated that work fulfillment decides authoritative execution, instead of authoritative execution deciding work fulfillment. Muhammad, Sumra, Ayesha and Rizwana (2017) conducted a study on the Impact of Human Resource Management on Organizational Performance in Sargodha, Pakistan. The objective of all organizations is to improve their performance so the aim of this study is to investigate the organizational performance of 200 employees of ufone and Mobilink franchises in Sargodha city. The population in this study has included all companies in telecommunication in Pakistan. We are conducting the exploratory factor analysis. In analyzing the data the descriptive statistics was used. Software used for data analysis was SPSS version 20. The results shows that the higher level of compensation management, organizational citizenship behavior and employee development practices that will lead to a higher level of organizational performance also indicate that compensation management, organizational citizenship behavior and employee development is positively associated with organizational performance. Result showed that there was positive or significant relationship between independent and dependent variables, so we reject the null hypothesis.

Eeman, Rabindra and Hare (2017) conducted a study on impact of organizational citizenship behavior on job performance on Indian healthcare industries in Kolkata, India: "The mediating role of social capital", the purpose of the study was to explore the relationship between organizational citizenship behavior (OCB) and job performance. It also examines the mediating role of social capital in influencing the relationship between OCB and job performance. The study explored the dynamic relationship among the variables of OCB and job performance and social capital. Data were collected from 501 respondents working in 15 healthcare organizations in Kolkata, India, through questionnaire survey. Likert-type rating scales of OCB, job performance and social capital with sound reliability and validity were used to carry out the survey. The data were analyzed using structural equation modeling. The results of the current study show that OCB significantly predicts job performance in healthcare organizations. Social capital found to be a significant mediator between OCB and job performance. The findings of the study have a number of implications for organizations in acknowledging and leveraging social capital and encouraging OCB to facilitate superior performance of employees. The generalization of the findings of the study should be restricted to the healthcare organizations in Kolkata due to its own style of functioning, workforce and work environment. The role of demographic variables in influencing the outcome measures has not been considered for the present study.

Lelei and Chepkwony (2016) conducted a study on the effect of organizational citizenship behavior on employee performance in banking sector, Nairobi County, Kenya. Organizational citizenship behavior (OCB) is a vital factor that can contribute to the survival of an organization. Therefore, it is essential for banks to understand the variables that significantly and positively aid in creating this favorable behavior within the organization. However, few comprehensive studies have shown how OCBs influences employee performance in banking sector and do not adequately represent a significant gap in the literature. The purpose of the study was to determine the effects of OCB and employee performance in banking sector, Nairobi County, Kenya. The study specifically established the effect of altruism on employee performance, and determined the effect of courtesy on employee performance. The study was informed by social exchange theory. Explanatory research design was used in this study. The total population was 748 bank employees drawn from 25 banks within Nairobi CBD. The study used Random sampling technique to select sample of 173 employees. The study used questionnaires to collect data. The Cronbach alpha

coefficient test was employed to measure the internal consistency of the instruments. The study used descriptive statistics such as means, standard deviation, frequency and percentages. In addition, inferential statistics such as correlation and multiple regressions were used. Study findings indicated that, altruism, and courtesy had positive and significant effect on employee performance. The study concluded that organizational citizenship behavior is important factor for enhancing employee performance.

3.0 Methodology

The study based on the effect of Organizational Citizenship behaviour on the performance of manufacturing firms in South-East, Nigeria. The area of study comprised one manufacturing firms from each of the South-East states which include: Tummy Tummy foods-Nnewi, Anambra state, Sharon paints Enugu, Glass industries, Aba Abia state, Nigeria bottling company-Owerri, Imo state and Crushed Rock industries Isiagu-Ebonyi state. These firms were purposely selected because they were certified by National Agency for Food and Drug Administration and Control (NAFDAC), Standard Organization of Nigeria (SON), and Consumer Protection Council (CPC). They also have high strength and operate on high ethical standards. The study covered period of (2008-2018). The study used the survey approach. The primary sources were personal interview and the administration of questionnaire to the management and staff of the manufacturing firms. Out of a population of 1637 staff, 308 staff was sampled. The sample size of 308 was chosen after applying the Freund and William's formula for the determination of adequate sample size. Out of staff sample 277 staff returned the questionnaire and accurately filled. That gave 89 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.88 which was also good. Data was presented and analyzed by mean score (2.5 and above agreed while below 2.5 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using f-statistics (ANOVA) tool.

4.0 Data Presentation Analysis

4.1 Likert Scale Analyses

Research question one. What is effect of job satisfaction on the productivity of manufacturing firms in South -East, Nigeria?

Table 4.1: Responses to research question one on the effect of job satisfaction on the productivity of manufacturing firms in South -East, Nigeria

	5 SA	4 A	3 N	2 DA	1 SD	$\sum FX$	- X	SD	Decision
1. Lack of employee gender discrimination in my organization has positive effect on productivity in the organization	495 99	408 102	81 27	56 28	21 21	1061 277	3.8	38.64	Agree
2. The quality of job supervision in my organization makes me to be committed to my job	500 100	420 105	111 37	30 15	21 20	1082 277	3.9	43.54	Agree
3. The level of my income in the organization makes me to be committed to my job	510 102	316 79	84 28	54 27	41 41	1005 277	3.6	36.27	Agree
4. Workers of different educational background work together in my organization.	440 88	84 21	78 26	238 119	23 23	863 277	3.1	27.98	Agree
5. The relationship with co-workers in my organization increases output of my organization	325 65	412 103	105 35	62 31	43 43	947 277	3.4	32.12	Agree
Total grand mean and standard deviation							17. 8	178.5 5	

Source: Field Survey, 2018

From the table, it was agreed that lack of employee gender discrimination in my organization has positive effect on productivity in the organization with mean score of 3.8 and standard deviation of 38.64, the quality of job supervision in my organization makes me to be committed to my job with mean score of 3.9 and standard deviation of 43.54, the level of my income in the organization makes me to be committed to my job with mean score of 3.6 and standard deviation of 36.27, It was agreed that workers of different educational background work together in my organization with mean score of 3.1 and 27.98, the relationship with co-workers in my organization increases output of my organization with a mean score of 3.4 and standard deviation of 32.12.

Researches question two. What is the effect of leadership supportiveness on the survival of the manufacturing firms in South East, Nigeria?

Table 4.2: Responses to research question two on the effect of leadership supportiveness on the survival of the manufacturing firms in South East, Nigeria

		5	4	3	2	1	\sum FX	-	SD	Decision
		SA	A	N	DA	SD		X		
6	Leaders concern for subordinates needs increases productivity in the organization	460	368	105	50	33	1016	3.7	35.75	Agree
		92	92	35	25	33	277			
7	The leadership preferences for employees has increased revenue generation in my organization	575	144	66	160	24	864	3.1	29.02	Agree
		115	36	22	80	24	277			
8	The leadership concern for employees welfare impacts positively on profit maximization in my organization	430	364	87	66	38	985	3.1	34.20	Agree
		86	91	29	33	38	277			
9	The quality of work environment increases customers satisfaction	345	456	93	40	43	977	3.5	34.63	Agree
		69	114	31	20	43	277			
10	The democratic leadership style in my organization increases my willingness to work	415	440	96	34	35	1020	3.7	36.38	Agree
		83	110	32	17	35	277			
Total grand mean and standard deviation								17.5	169.98	

Source: Field Survey, 2018

From the table: it indicates that leaders concern for subordinates needs increases productivity in the organization with mean score of 3.7 from the respondents and standard deviation of 35.75, the leadership preferences for employees has increased revenue generation in my organization with 3.1 agree of mean score and standard deviation of 29.02, the leadership concern for employees welfare impacts positively on profit maximization in my organization with 3.1 mean score and 34.20 standard deviation, 3.5 agree mean average supports that the quality of work environment increases customers satisfaction with standard deviation of 34.63, the democratic leadership style in my organization increases my willingness to work with mean score of 3.7 and standard deviation of 36.38.

4.2 Test of Hypotheses

Hypothesis One: Employee job satisfaction has no positive effect on the Productivity of Manufacturing Firms in South -East, Nigeria

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 ^a	.973	.972	.20488

a. Predictors: (Constant), EDTJ, EPMEIT, EFPOMF, EPDDDMF

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	407.608	4	101.902	2427.663	.000 ^b
	Residual	11.417	272	.042		
	Total	419.025	276			

a. Dependent Variable: EJSMF

b. Predictors: (Constant), EDTJ, EPMEIT, EFPOMF, EPDDDMF

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.022	.050		.442	.659
	EDTJ	.506	.047	.478	10.692	.000
1	EPMEIT	.190	.038	.222	5.010	.000
	EFPOMF	.254	.046	.247	5.531	.000
	EPDDDMF	.050	.033	.056	2.513	.132

a. Dependent Variable: ESPMF

From the result, ANOVA f-calculated {2427.663} is greater than the f-tabulated {2.7858}, that is, $f_{cal} > f_{tab}$. Hence, we reject the null hypothesis $\{H_0\}$ and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is the job satisfaction has positive effect on the productivity of manufacturing firms in South-East, Nigeria.

Hypothesis Two: Leadership supportiveness has no positive effect on the Survival of Manufacturing Firms in South East, Nigeria.

From the result, f-calculated {1990.858} is greater than the f-tabulated {2.7858}, that is, $f_{cal} > f_{tab}$ (see Appendix B). Hence, we reject the null hypothesis $\{H_0\}$ and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is positive effect of the leadership supportiveness on the survival of Manufacturing Firms in South East, Nigeria.

4.3 Discussion of Findings

By working together, the individuals of the group can learn distinctive things from each other. So, there are lots of benefits to work in a team (Yieng, 2015). This was supported by the result of hypothesis one, f-calculated {2427.663} is greater than the f-tabulated {2.7858},

that is, $f\text{-cal} > f\text{-tab}$. Hence, we reject the null hypothesis $\{H_0\}$ and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that employee job satisfaction has positive effect on the productivity of manufacturing firms in South -East, Nigeria. From the result hypothesis two, $f\text{-calculated}$ $\{1990.858\}$ is greater than the $f\text{-tabulated}$ $\{2.7858\}$, that is, $f\text{-cal} > f\text{-tab}$. Hence, we reject the null hypothesis $\{H_0\}$ and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant.

There is positive effect of leadership supportiveness on the Survival of Manufacturing Firms in South East, Nigeria. This was supported in the literature review by Itiola, Odebiyi and Alabi, (2014), leadership supportiveness increases positive performance of the organization, able to manage the valuable assets of the organization with dedication. Coming to work on time, working extra hour or hours after assigned working hours promotes the survival of the organizations.

5. Conclusion

The study concluded that employee job satisfaction has positive effect on the productivity of manufacturing firms; leadership supportiveness has positive effect on the Survival of Manufacturing Firms and there is positive and significant effect of the organizational justice on the product quality of the manufacturing firms in South East, Nigeria. Extra role behavior is an important factor that can contribute to the survival of an organization.

6. Recommendation

- i.** The spirit of leadership supportiveness should be inculcated into employees of manufacturing firms to help them accept inconveniences at work.
- ii.** Organizations should build employee job satisfaction to enable them to take on additional assignments, willingly assist new employees at work, and keep off from negative attitude.
- iii.** The manufacturing firms and other organizations should avoid violating the rights of employees and observe organizational justice for better respect for the management and colleagues in the work place.

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