

The Moderating Effect of Organizational Support on the Relationship between Job Responsibility and Employee Performance at National Police Service, Kenya

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Abstract

Employee performance remains a central concern in public security institutions because the effectiveness of law enforcement depends largely on how well officers execute their assigned duties. Job responsibility forms a key component of work design since clearly defined roles and accountability structures shape employee behavior and productivity. This study aimed to examine the moderating effect of organizational support on the relationship between job responsibilities and employee performance in the NPS. The research was anchored on Conservation of Resources (COR). An explanatory research design was employed, targeting 2000 respondents, with 333 selected through multistage sampling based on Slovin's formula. Data were collected using a structured questionnaire and analyzed using descriptive statistics such as frequencies, percentages, means, and standard deviations. Inferential statistical tests, including regression and correlation, were conducted to establish the relationships among study variables, with hypotheses tested using multiple regression and hierarchical regression for moderation. The findings showed that employees reported relatively high levels of performance and job responsibility, while perceptions of organizational support were moderate. Correlation results indicated significant positive relationships between job responsibility and employee performance ($r = 0.691$, $p < 0.01$) and between organizational support and employee performance ($r = 0.758$, $p < 0.01$). Regression analysis further established that job responsibility had a positive and significant effect on employee performance ($\beta = 0.083$, $p < 0.05$). Moderation analysis revealed that organizational support significantly strengthened the relationship between job responsibility and employee performance ($\beta = 0.214$, $p < 0.05$). The study concludes that supportive organizational environments improve how employees respond to work responsibilities and contribute to better performance outcomes. The findings suggest that management in the National Police Service should strengthen role

clarity, accountability mechanisms, and structured task allocation systems to improve officer effectiveness. The study also recommends further research on additional organizational factors that may influence performance in policing institutions.

Keywords: Job responsibility, employee performance, organizational support, National Police Service, Kenya, law enforcement

Journal ISSN: 3005-2173

Issue DOI: <https://doi.org/10.69897/jobemrs.v4i1>

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Funding: The author received no financial support for the research, authorship and/or publication of this article

Data Availability Statement: The authors confirm that the data supporting the findings of this study are available within the article [and/or] its supplementary materials or upon reasonable request.

Competing interests: The authors declare no potential conflicts of interest with respect to the research, authorship and/or publication of this article.

Introduction

Employee performance refers to the effectiveness and efficiency with which employees execute assigned duties and contribute to organizational goals (Armstrong, 2024). In organizational behavior literature, performance is conceptualized as a multidimensional construct encompassing task performance, contextual performance, and adaptive performance, where task performance relates to work quality and quantity, contextual performance includes behaviors supporting the organizational environment, and adaptive performance reflects adjustment to changing demands (Borman & Motowidlo, 1993; Campbell et al., 1993). High employee performance supports productivity, service quality, and institutional competitiveness through indicators such as goal achievement, quality of output, collaboration, and innovation (Dessler, 2017; Armstrong,

2024). Consequently, organizations increasingly focus on strategies that strengthen performance through effective job design and supportive systems (Girma, 2025).

Globally, research demonstrates that employee performance results from the interaction between individual capabilities, job responsibilities, and organizational conditions. Job responsibility refers to the duties, authority, and accountability assigned to employees, and empirical studies consistently show that clear role definitions enhance performance by reducing ambiguity and improving motivation (Twinamasiko, 2025; Hegazy et al., 2024). Genov and Tair (2025) examined 778 employees across Bulgarian organizations and found that role clarity significantly predicted job performance ($\beta = .10, p < .05$). Liu et al. (2024) analyzing platform workers in the digital economy

reported that job autonomy and responsibility increased engagement and improved performance outcomes. Hegazy et al. (2024) found that clearly defined roles reduced ambiguity and strengthened performance in manufacturing settings, while Mansoor et al. (2025) demonstrated that role clarity improved performance through increased organizational self-esteem in hospitality. Andriani et al. (2025) examined 200 Indonesian insurance employees and found that job responsibility exerted a direct positive effect on performance ($\beta = 0.456, p < 0.001$), though this relationship was moderated by perceived organizational support, indicating that responsibility enhances performance primarily when employees feel supported. Paais and Pattiruhu (2020) investigated 155 Indonesian service employees and discovered that job responsibility positively affected performance ($\beta = 0.389, p < 0.01$), while excessive responsibility without authority negatively impacted outcomes.

Evidence from African organizations confirms that job responsibility influences performance in public and private institutions. Twinamasiko (2025) reported that well-structured job descriptions improved task execution and accountability in East Africa. In Nigeria, Akinwale and George (2020) found that clear roles improved efficiency in public sector employees. Tetteh and Brenya (2022) demonstrated that role clarity predicted productivity in Ghanaian public organizations, while Tadesse et al. (2023) found that employees with clear duties demonstrated higher commitment in Ethiopia. Makhubela and Ngoepe (2021) established that defined responsibilities improved academic staff performance in South African universities, and Ouabi et al. (2024) reported that structured responsibilities improved civil servant

performance in Morocco. However, Tadesse et al. (2024) found contrasting results among 608 Ethiopian police officers, where high job responsibility was associated with decreased performance (AOR: 0.642, 95% CI: 0.438–0.941), with 45.7% experiencing deterioration due to role overload, suggesting that responsibility without adequate resources impairs performance.

Studies conducted in Kenya also demonstrate that job responsibility plays an important role in shaping employee performance. In Kenyan organizations, job responsibility commonly appears through job descriptions, decision authority, role clarity, and task autonomy. When institutions define responsibilities clearly and align them with organizational goals, employees demonstrate higher productivity and improved work outcomes, while unclear responsibilities reduce motivation and weaken performance (Muriithi, 2023). Empirical evidence supports this relationship across different sectors. Lenaiyarra, Bitok and Shirandula (2024) examined 419 hospitality employees in Nakuru County and found that job responsibility significantly influenced performance ($B = 0.234, p = 0.000$). Mworira et al. (2021) studied 140 county government employees and reported a significant relationship between job autonomy and performance ($\chi^2 = 27.602, p = 0.035$). Within the National Police Service specifically, Aden et al. (2025) examined 72 officers in Embakasi East Sub-County and found that job responsibility explained 38.4% of performance variance ($R^2 = 0.384, p < 0.001$), with excessive responsibilities negatively impacting performance ($\beta = -0.423, p < 0.01$). Sausen and Gichinga (2024) investigated 4,540 Kenya Police Service employees and established that responsibility positively correlated with performance ($r = 0.587, p < 0.05$) when accompanied by

psychological contract fulfillment, but unmet expectations led to decline. These findings suggest that organizational support may determine whether responsibility enhances or impairs performance.

Organizational support refers to employees' perceptions that the organization values their contributions and provides the resources required to perform their duties effectively (Eisenberger et al., 2002). Supportive practices such as supervisory guidance, training opportunities, welfare programs, and fair management policies help employees manage work demands and maintain productivity. Studies in Kenyan institutions demonstrate that organizational support strengthens the effectiveness of workplace practices and improves employee outcomes. For example, Kinuthia and Kiragu (2024) found that social support significantly moderated the relationship between occupational stress interventions and staff performance in Kenyan public universities. Employees who reported higher levels of organizational support demonstrated stronger performance and lower stress levels. Similarly, Makhanu, Okello, and Wekesa (2023) reported that perceived organizational support strengthened the relationship between competence development and employee commitment in the Kenyan civil service. Within the public sector, employee performance remains a central policy concern due to its direct effect on service delivery and institutional accountability. Public sector reforms in Kenya introduced mechanisms such as performance contracting and performance appraisal systems to improve employee productivity and accountability (Kobia & Mohammed, 2006). However, studies indicate that bureaucratic structures, limited resources, and inconsistent human resource practices continue to affect employee performance

in many public institutions (Ongori & Shunda, 2008). These challenges become more pronounced within law enforcement institutions where employees operate under demanding working conditions.

The National Police Service (NPS) plays a central role in maintaining law and order, protecting citizens, and supporting national security in Kenya. Police officers perform responsibilities such as crime prevention, investigation, traffic management, counter-terrorism operations, and public order management. These responsibilities often occur under demanding conditions that include irregular work schedules, high occupational stress, and limited resources. Research shows that supportive leadership, organizational resources, and employee welfare programs improve job effectiveness and psychological well-being among police officers (Burke, 2017; Van der Heijden et al., 2018). Empirical evidence within the Kenya Police Service also demonstrates that perceived organizational support significantly improves employee performance and commitment (Sausen & Gichinga, 2024). However, other studies report that organizational culture and structural rigidities within the police service contribute to occupational stress and reduce employee performance (Aden et al., 2025).

Despite growing evidence on employee performance in policing institutions, limited research examines how organizational support interacts with job responsibility to influence performance outcomes within the National Police Service. Most existing studies focus on the direct effects of leadership, organizational culture, or job demands without examining the moderating mechanisms through which organizational support shapes the relationship between job responsibility and employee performance. Police

officers often manage extensive responsibilities under conditions of public scrutiny and resource constraints. Without adequate organizational support systems such as leadership guidance, workload management, training opportunities, and welfare programs, high job responsibility may reduce performance rather than strengthen it. Nairobi provides an appropriate study setting as the administrative headquarters hosting the highest concentration of officers and complex policing challenges including high crime rates and traffic demands. Therefore, this study investigates the moderating effect of organizational support on the relationship between job responsibility and employee performance at the National Police Service, Kenya, contributing empirical evidence to inform management practices and policy interventions aimed at improving police service delivery.

Literature Review

Empirical Review

Effect of Job Responsibility on Employee Performance

Paais and Pattiruhu (2020) investigated the effect of workload and job responsibility on employee performance among 155 service industry employees in Indonesia using multiple regression analysis, discovering that job responsibility had a significant positive effect on performance ($\beta = 0.389$, $p < 0.01$), with employees who reported clear role definitions and appropriate responsibility levels demonstrating higher productivity and quality of work output; however, they also found that excessive responsibility without corresponding authority negatively impacted performance outcomes ($\beta = -0.156$, $p < 0.05$), suggesting an optimal threshold for responsibility allocation.

Similarly, Bakker and Demerouti (2018), who conducted a longitudinal study using structural equation modeling with 1,200 employees across various Dutch organizations over a two-year period. They found that job responsibility predicted performance through the mechanism of job crafting ($\beta = 0.267$, $p < 0.001$), where employees with high responsibility actively adjusted their work approaches to enhance effectiveness, resulting in significant performance improvement over time provided they possessed sufficient autonomy and feedback resources; the relationship was strongest when job resources matched responsibility levels, emphasizing the importance of resource allocation alongside responsibility assignment.

Yong-Chung et al. (2025) conducted a quantitative survey of 661 professionals in Peru using covariance-based structural equation modeling and found that job responsibility variables including task accountability and work commitment significantly predicted employee performance ($\beta = 0.41$, $p < 0.01$), with their model explaining 52% of the variance in job performance, indicating the substantial influence of role responsibilities on performance outcomes. In the hospitality sector, Helalat et al. (2025) investigated how work engagement and leadership practices linked to job roles affect employee performance among 293 hotel employees in Jordan using AMOS structural equation modeling, discovering that employees with clearly defined job roles and responsibilities showed higher performance levels ($\beta = 0.36$, $p < 0.01$), with engagement mediating 48% of the relationship between job role clarity and performance, demonstrating that structured job responsibilities improve work output and service quality through enhanced engagement mechanisms. Also, Ouabi et al. (2024) evaluated how human

resource practices including job design and role responsibility affect employee performance among 412 public employees using regression analysis, finding that job design and responsibility had a significant positive impact on performance ($\beta = 0.44$, $p < 0.001$), with these variables collectively explaining 57% of performance variation, leading to the conclusion that clearly structured responsibilities improve efficiency and productivity in public institutions. This finding was reinforced by Elamalki et al. (2024), who analyzed factors influencing job performance in the Moroccan public sector including role accountability and task obligations among 312 public employees using structural equation modeling, finding that job responsibility linked to intrinsic motivation significantly influenced performance ($\beta = 0.47$, $p < 0.001$), with the structural model explaining 49% of employee performance variance, indicating that defined work responsibilities improve productivity in government institutions. Fatimah et al. (2025) examined the influence of electronic performance systems and work discipline on civil servants' performance among 120 civil servants in Indonesia using structural equation modeling with LISREL, finding that role responsibility reflected through discipline significantly improved employee performance ($\beta = 0.52$, $p < 0.05$), with motivation mediating 43% of the effect, concluding that structured duties and responsibility systems improve public employee performance.

The logistics and service sectors have provided additional evidence for the responsibility-performance relationship, as Nusraningrum et al. (2024) examined how work environment and employee engagement influence performance in logistics organizations including the role of job tasks and responsibilities among 222 logistics employees in Indonesia using

structural equation modeling, finding that job responsibilities combined with engagement significantly improved performance ($\beta = 0.39$, $p < 0.01$), with engagement mediating 51% of the relationship between job factors and performance, demonstrating that clearly assigned duties strengthen productivity through engagement pathways. Kaspercuk et al. (2025) assessed how work-life balance policies and job responsibilities influence motivation and performance across organizations using a quantitative survey of 102 employees with correlation and regression analysis, finding that work role balance and responsibility showed a significant relationship with motivation and productivity ($r = 0.62$, $p < 0.01$), concluding that well-structured job responsibilities increase employee commitment and organizational performance.

Hemmer et al. (2023) investigated how task delegation and responsibility allocation affect human task performance in human-AI collaboration using an experimental study with 196 participants performing delegated tasks, finding that delegating responsibilities improved human task performance scores by 18% compared with non-delegated tasks, with participants also reporting higher task satisfaction, leading to the conclusion that assigning clear task responsibility improves individual performance outcomes. Yong-Chung and García-Salirrosas (2025) analyzed how work commitment and job obligations affect employee productivity in professional workplaces using survey research with 661 university-educated workers and structural equation modeling, finding that work commitment associated with role responsibilities significantly predicted job performance ($\beta = 0.38$, $p < 0.01$), with the structural model explaining over 50% of performance variance, concluding that responsibility-based work structures

strengthen employee productivity. Collectively, these global studies demonstrate that job responsibility consistently enhances employee performance across sectors when roles are clearly defined, accountability is established, and responsibilities are appropriately structured, with effect sizes typically explaining between 43% and 57% of performance variance.

Research across African organizations has increasingly demonstrated that clearly defined job responsibilities and role clarity significantly enhance employee performance, particularly in contexts where organizational structures and resource constraints present unique challenges. Leontes and Hoole (2024) examined how human capital management practices influence employee performance in the South African hospitality sector using a quantitative survey design with hotel employees and managers, applying Partial Least Squares Structural Equation Modeling. Their findings revealed that human capital management practices, including clear task responsibilities, significantly improved work engagement and performance, with work engagement strongly predicting employee performance ($\beta = 0.52, p < 0.01$), leading to the conclusion that structured responsibilities and role expectations improve task, adaptive, and contextual performance. This finding was reinforced by Mendes and Stander (2011), who investigated leadership behaviors and role clarity among 179 employees in South African organizations using regression analysis, finding that role clarity and job responsibility significantly predicted engagement and performance outcomes, with their regression model explaining 43% of variance in vigor, 61% in dedication, and 38% in absorption among employees, concluding that clearly

defined responsibilities improve performance through stronger engagement pathways.

In East Africa, Eshete, Debela, and Kebede (2025) conducted a systematic review of empirical studies published between 2010–2023 focusing on organizational and individual predictors of performance, analyzing how individual characteristics and job-related roles influence workplace employee performance. Their review found that clearly defined job roles and responsibilities consistently improved productivity and performance outcomes across sectors, with studies reporting performance improvements ranging between 20% and 35% when employees had clear job expectations and accountability structures. Extending this research to educational institutions, Eshete and Tadesse (2025) examined how role clarity and strategic alignment influence employee engagement and organizational performance in Ethiopian higher education institutions using survey data and structural equation modeling, finding that role clarity significantly influenced employee engagement ($\beta = 0.439, p < 0.001$) and organizational performance ($\beta = 0.314, p < 0.001$), with the total effect of role clarity on performance reaching 0.460 when indirect effects through engagement were included, demonstrating that clear job responsibilities substantially improve employee engagement and performance outcomes.

Sabuhari et al. (2025) analyzed how leadership and work engagement influence innovative work behavior among 500 public servants using Structural Equation Modeling (SEM-PLS), finding that leadership practices clarifying employee responsibilities significantly improved engagement and innovative work behavior, with their model showing significant direct effects between

leadership and innovative performance ($\beta = 0.37, p < 0.01$), concluding that defined roles and responsibilities help employees contribute effectively to organizational goals. Kassahun, Wu, and Chen (2024) investigated how role clarity influences extra-role performance among employees using quantitative survey data and regression modeling, finding that task guidance, role clarity, and feedback had significant positive effects on in-role and innovative performance, with their study reporting significant improvement in innovative performance when role clarity was present ($p < 0.05$), concluding that clear responsibilities increase employee productivity and innovative behavior.

Hakanen, Peeters, and Schaufeli (2021) examined how job resources including role clarity influence employee well-being and performance in organizational settings using quantitative analysis with latent profile analysis and multinomial regression among employees in a banking organization, finding that role clarity significantly predicted high-performance profiles together with autonomy and performance feedback, with employees possessing high role clarity more likely to belong to high-performance groups compared with those experiencing role ambiguity. In addition, Kim, Kim and Kwon (2020) investigated how strategic alignment and role clarity influence organizational performance using a survey of 244 employees from 74 firms with Partial Least Squares regression modeling, finding that role clarity and goal clarity mediated the relationship between strategic alignment and organizational performance, with their structural model indicating strong positive indirect effects on performance through employee engagement. Similarly Buvik and Tkalic (2021) examined how work design factors including role clarity influence team performance in software development teams using survey data from 236

employees across 43 teams with structural modeling techniques, finding that autonomy and role clarity improved psychological safety, which directly improved team performance, with teams possessing clear task responsibilities recording higher productivity and collaboration levels.

Research conducted in Kenya has consistently demonstrated that clearly defined job responsibilities and role clarity significantly enhance employee performance across diverse sectors including hospitality, public administration, banking, education, and law enforcement. Lenaiyarra, Bitok, and Shirandula (2024) assessed the effect of job evaluation factors including job responsibility on employee performance in 4- and 5-star hospitality facilities in Nakuru County using a quantitative survey of 419 employees and supervisors with regression analysis, finding that job responsibility had a significant positive effect on performance ($B = 0.234, p < .001$), with employees who had clear job duties recording higher productivity and service quality. In the public sector context, Mworira, Wachira, and Mwaura (2021) established the relationship between job autonomy as a dimension of job responsibility and employee performance in the County Government of Isiolo using a descriptive survey of 140 employees with chi-square analysis, discovering that job autonomy significantly related to performance ($\chi^2 = 27.602, p = .035$), indicating that greater responsibility control enhances performance outcomes.

The financial sector has provided additional evidence for this relationship, as Kyalo (2019) determined the effect of role clarification on employee performance at Old Mutual Kenya using an explanatory design with 116 employees and regression analysis, finding that role clarification positively influenced

performance ($r = .622$, $\beta = .755$), with clear responsibilities improving task focus and outcomes. Muriithi (2023) examined the effect of job description clarity on employee performance in Kenyan public organizations using a quantitative survey with structured questionnaires, finding that well-defined job descriptions positively predicted performance, with employees possessing clear role descriptions scoring an average of 15–22% higher on performance indicators than those without clear roles. Bula and Kamaru (2023) investigated the relationship between performance appraisal criteria including job duties and productivity in Kenyan commercial banks using regression analysis, establishing that structured job duties and performance targets had a significant positive effect on productivity ($\beta = .291$, $p < .01$).

In the education sector, Ong'ondo and Nyamboga (2022) analyzed how role expectations influence teacher performance in Kenyan public schools using a quantitative approach with teacher surveys and hierarchical regression, finding that role clarity as part of job responsibility had a significant positive effect on performance ($\beta = .315$, $p < .01$). Kihoro and Wanjiru (2021) evaluated how job role scope affects employee productivity in Kenyan manufacturing firms using a cross-sectional survey with regression modeling, discovering that scope of job responsibility significantly predicted performance ($\beta = .402$, $p < .01$), with employees who had broader but clearly defined duties showing improved output levels. Partoip, Kamaara, and Ombui (2024) examined the relationship between performance target setting linked to job responsibility and employee performance in Kenyan state corporations using descriptive survey with correlation and regression analysis, finding that performance targets significantly predicted performance ($r = .49$, $p < .01$),

though misalignment between responsibilities and resources reduced effectiveness.

Within the law enforcement, Aden, Mugambi, and Kirima (2025) assessed the effect of job role complexity on officer performance in the Kenya National Police Service using a mixed-methods survey of 72 officers in Embakasi East Sub-County with regression analysis, finding that job responsibility explained 38.4% of performance variance ($R^2 = .384$, $p < .001$), with high operational complexity without support negatively impacting performance ($\beta = -.423$, $p < .01$), while officers with clearly defined responsibilities in supportive contexts maintained higher performance levels. Sausen and Gichinga (2024) analyzed job responsibility and employee performance in the Kenya Police Service using a sequential exploratory mixed methods design with 4,540 targeted employees, establishing that job responsibility significantly correlated with performance ($r = .587$, $p < .05$), with officers who had balanced roles performing more effectively than those with ambiguous tasks, though they noted that unmet responsibility expectations led to performance decline. Therefore, these findings indicate that job responsibility enhances employee performance under conditions of clarity, balance, and organizational support, while misaligned or excessive responsibilities impair outcomes. Based on this evidence, the null hypothesis for this study was:

H₀₁: Job responsibility does not have a significant effect on employee performance at the National Police Service, Kenya.

Moderating Effect of Organizational Support

Contemporary global research has extensively examined the moderating role of perceived organizational support (POS)

in workplace relationships, consistently demonstrating that POS buffers negative effects and amplifies positive relationships between various workplace factors and employee outcomes. Wang et al. (2024) assessed whether POS moderates the link between inclusive leadership and presenteeism among 2,222 clinical nurses in China using cross-sectional survey and structural equation modeling, finding that POS buffered this relationship by strengthening the negative association between inclusive leadership and presenteeism, thereby reducing attendance pressure while maintaining productivity. In the manufacturing sector, Sya and Mangundjaya (2020) examined the moderating effect of POS on the relationship between affective commitment and workforce agility among 154 permanent employees using quantitative survey and regression moderation tests, discovering that POS significantly strengthened the positive effect of affective commitment on agility, indicating that supportive organizational contexts enhance employee adaptability when commitment is present.

Lartey, Amponsah-Tawiah, and Osafo (2019) investigated POS as a moderator between emotional labor strategies and job attitudes among 342 nurses and midwives using cross-sectional quantitative design and regression moderation analysis, finding that POS significantly moderated these links by weakening the negative effects of surface acting on job attitudes while strengthening the positive effects of deep acting on organizational commitment, suggesting that organizational support protects employee well-being during emotionally demanding work. The food industry has provided additional evidence for this moderating effect, as Astuti, Hardiyanto, and Putra (2023) tested whether POS moderates the influence of employee well-being on work engagement using

survey data from Indonesian food industry employees and PLS-SEM for moderation analysis, finding that POS amplified the positive well-being to work engagement effect, with high POS strengthening engagement outcomes and demonstrating that supportive environments maximize the benefits of employee wellness initiatives.

In the banking sector, Abbas (2018) determined whether POS moderates the effect of informational justice on employee engagement using questionnaire data from Pakistani bank staff and hierarchical regression, finding that POS significantly moderated the informational justice-engagement relationship such that higher POS resulted in stronger engagement outcomes, indicating that organizational support enhances the positive impact of fair information sharing. Finally, Joshua et al. (2024) assessed POS as a moderator of occupational stress management practices on employee engagement among 248 law enforcement officers in Kenya using correlational survey and moderated regression, finding that POS significantly moderated this relationship with models including POS explaining higher variance in engagement outcomes, thereby establishing that organizational support is particularly critical in high-stress public safety contexts. Collectively, these global studies demonstrate that perceived organizational support consistently functions as a significant moderator across diverse occupational settings, buffering negative workplace experiences while amplifying positive relationships, with particular relevance for high-demand professions such as healthcare, manufacturing, and law enforcement.

Research across African organizations has increasingly examined perceived organizational support as a critical moderator that buffers negative workplace experiences and amplifies

positive relationships between job conditions and employee outcomes. Van Schalkwyk, Els and Rothmann (2011) tested whether perceived organizational support moderates the link between workplace bullying and turnover intention across South African sectors using a large cross-sectional survey with the South African Employee Health and Wellness Survey (N ≈ 13,911) and regression analysis of interaction terms, finding that POS facets including role clarity, participation in decision-making, and supervisory relationships significantly moderated the bullying-turnover intention link for bullying by superiors, suggesting that strong organizational support buffers negative outcomes and reduces employee withdrawal intentions.

The education sector in East Africa has provided additional evidence for this moderating effect, as Mukandara and Dominic (2023) investigated whether POS moderates the effect of work environment factors on teachers' job satisfaction in Tanzanian secondary schools using self-administered questionnaires for 399 teachers and structural equation modeling with moderation testing in SmartPLS3, finding that POS had a positive moderating effect where improved workplace facilities and professional development opportunities translated into higher job satisfaction when POS was high, indicating that organizational support amplifies the benefits of resource investments in educational settings.

The South African food sector has contributed to this literature, as Abugre and Acquah (2022) assessed whether organizational support moderates the relationship between emotional exhaustion and turnover intentions among 385 employees using convenience sampling and regression moderation analysis, finding that higher organizational support buffered the positive relationship between emotional exhaustion and

turnover intention, thereby reducing intentions to quit and demonstrating that supportive workplaces protect employees from burnout-related withdrawal. Complementing this research, Tetteh, Opata, Agyapong, Wu, and Osei-Kusi (2020) explored whether affective organizational commitment moderates the effect of job stress and perceived organizational support on turnover intention among 407 mining sector employees in Ghana using moderated-mediation analysis, discovering that affective commitment moderated the job stress-turnover intention link such that higher commitment fostered by POS reduced turnover intention under stress, suggesting that organizational support creates commitment mechanisms that buffer stress effects.

Empirical research in Kenya indicates that organizational support moderates the relationship between workplace conditions and employee performance. In the Kenyan law enforcement, Joshua, Tsuma, Egessa, and Onyango (2024) examined POS as a moderator between occupational stress management practices and employee engagement among 248 officers using correlational survey and moderated regression analysis, discovering that POS significantly moderated the influence of stress management practices on engagement, with interaction models including POS explaining higher variance in engagement outcomes and demonstrating that supportive organizational contexts enhance the effectiveness of stress interventions in high-pressure policing environments. In the Kenyan civil service, Makhamu, Okello, and Wekesa (2024) determined whether POS moderates the link between competence development and employee commitment using a descriptive survey among 813 civil service employees with hierarchical regression for moderation

testing, establishing that POS significantly strengthened the positive effects of competence development on employee commitment, showing that supportive environments enhance the returns of human capital investments in public sector contexts. Kinuthia and Kiragu (2024) examined the moderating effect of social support on the relationship between occupational stress interventions and staff performance among academic staff in selected public universities in Kenya. Using a cross-sectional design and hierarchical regression analysis on data from 342 respondents drawn from Egerton, Kenyatta, and Maseno universities, the study found that social support significantly moderated the relationship between stress management interventions and employee performance. Employees who reported higher levels of organizational and supervisory support experienced reduced stress and demonstrated stronger work performance compared with employees who reported lower support.

Another study conducted by Makhanu, Okello, and Wekesa (2023) collected data from 265 employees working in the Ministry of Interior and National Administration using a stratified sampling approach. Regression analysis showed that competence development had a positive effect on employee commitment and that perceived organizational support significantly strengthened this relationship. Employees who perceived greater institutional support responded more positively to training and development programs and demonstrated stronger commitment to their roles.

Research in public sector organizations also demonstrates that supportive organizational environments strengthen the impact of management practices on employee outcomes. Woyengo, Nzulwa, and Odhiambo (2019)

investigated how human resource management orientations moderate the relationship between organizational culture and employee outcomes in the Kenyan civil service. Using a cross-sectional survey design, the study reported that supportive human resource practices significantly moderated the influence of organizational culture on employee attitudes and performance-related outcomes. Organizations that promoted participatory management, communication, and supportive policies experienced stronger positive effects of organizational culture on employee behavior.

Evidence from the hospitality sector also supports the moderating role of supportive organizational environments. Thumbi, Bula, and Wanyoike (2021) investigated the moderating effect of organizational culture on the relationship between organizational learning and employee performance in classified hospitality firms in Kenya. The study collected survey data from 225 employees and used regression analysis to test the relationships. The findings indicated that organizational culture significantly moderated the relationship between learning practices and employee performance. Organizations with supportive and collaborative work environments recorded stronger links between employee learning and performance outcomes.

Further evidence appears in studies examining compensation and performance in Kenyan universities. Odhong, Were, and Omolo (2014) investigated the influence of compensation practices on employee performance in public universities in Kenya using survey data from academic staff. The findings showed that perceived fairness and institutional support strengthened the relationship between compensation practices and employee

performance. Employees who believed that their organizations valued their contributions and provided equitable reward systems demonstrated stronger motivation and higher productivity levels. Based on this evidence, the null hypothesis for this study is:

H₀₂: Organizational support does not significantly moderate the relationship between job responsibility and employee performance at the National Police Service, Kenya.

Theoretical Framework

The study was guided by Conservation of Resources (COR) Theory, developed by Hobfoll (1989), posits that individuals strive to obtain, retain, protect, and build resources, and that psychological stress occurs when resources are threatened, lost, or insufficient to meet demands. Resources are defined as objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for obtaining other valued resources. The theory proposes two key processes: resource loss spirals, where initial resource loss leads to further resource depletion and negative outcomes, and resource gain spirals, where resource accumulation builds resilience and positive outcomes. COR theory emphasizes that resource loss is disproportionately more potent than resource gain, meaning that individuals are more strongly affected by resource depletion than by equivalent resource acquisition. In organizational contexts, this translates to the proposition that employees facing high job demands without adequate resources will experience performance deterioration, while those with sufficient resources can manage demands effectively and maintain or enhance performance.

The National Police Service (NPS) must ensure that officers have access to

sufficient resources to prevent burnouts and maintain job performance. Consequently, officers who perceive strong organizational support are better positioned to maintain high performance despite extensive responsibilities across policing duties.

Methodology

The study adopted an explanatory research design to examine how job responsibility influences employee performance and how organizational support moderates this relationship within the National Police Service (NPS) in Kenya. This design was appropriate because it enabled testing of causal linkages and interaction effects between variables, providing a clear understanding of how organizational support strengthens or weakens the effect of job responsibility on performance outcomes (Creswell & Creswell, 2018; Saunders et al., 2019). The focus remained on establishing statistical relationships and explaining variations in employee performance among police officers.

The study was conducted within the National Police Service in Nairobi County, Kenya. Nairobi provides a suitable context due to its high concentration of police officers, diverse operational units, and complex policing demands associated with urban security, crime management, and administrative responsibilities. The setting allowed collection of data from officers operating under varying levels of job responsibility and organizational support structures, making it appropriate for analyzing performance dynamics within a structured security institution.

The target population comprised all police officers working in Nairobi County, drawn from different ranks and departments. According to the National Police Service Commission (NPSC, 2023), Kenya has over 100,000 police officers nationally. Nairobi, as the administrative

and capital hub with more than 40 stations and specialized units, was estimated to host approximately 2,000 officers. From this population, 333 officers were selected to participate in the study using Slovin's formula with a 5% margin of error. This sample size represents 16.7% of the target population, which exceeds the 30%

threshold recommended by Mugenda and Mugenda (2003) for ensuring sufficient statistical power and generalizability.

The selected officers represented key operational units as indicated in Table 1, ensuring that the study reflected the varied job responsibilities and pressures faced by officers across Nairobi County.

Table 1: Target population and sample distribution by sub-county

Sub-County	Target Population	Sample Size	Percentage	Key Departments
Starehe	155	25	7.75%	General Duty, Traffic, DCI, Anti-Terrorism, GSU
Westlands	125	15	6.65%	General Duty, DCI, Diplomatic Police, Traffic
Lang'ata	130	33	6.50%	General Duty, GSU, Traffic, KAPU
Kibra	120	25	6.00%	General Duty, Community Policing, DCI
Dagoretti North	95	12	4.75%	General Duty, DCI, Traffic
Dagoretti South	105	12	5.25%	General Duty, DCI, Crime Prevention
Embakasi Central	107	11	5.35%	General Duty, Traffic, DCI
Embakasi East	113	15	5.65%	General Duty, Traffic, DCI
Embakasi North	90	14	4.50%	General Duty, DCI, Border Police
Embakasi South	116	13	5.80%	General Duty, Traffic, KAPU
Embakasi West	104	11	5.20%	General Duty, DCI, Crime Prevention
Makadara	99	15	4.45%	General Duty, DCI, Traffic
Kamukunji	131	32	6.55%	General Duty, DCI, GSU, Anti-Terrorism
Mathare	110	21	5.50%	General Duty, Community Policing, DCI
Ruaraka	105	26	5.25%	General Duty, DCI, GSU
Kasarani	145	29	7.25%	General Duty, Traffic, DCI, GSU
Njiru	150	24	7.50%	General Duty, DCI, Crime Prevention
Total	2,000	333	100%	

Source: National Police Service HR Records, 2024/2025

A multi-stage sampling approach was adopted, incorporating cluster sampling, stratified sampling, and simple random sampling to ensure representative selection of police officers. First, cluster

sampling was used to select sub-counties within Nairobi, treating sub-counties as natural clusters to provide geographical diversity while minimizing logistical challenges. Next, stratified sampling was

applied within selected sub-counties to account for different police departments (General Duty, Traffic, DCI, GSU, ATPU, KAPU), with proportionate numbers drawn from each stratum to maintain balanced representation. Finally, simple random sampling was employed to select individual officers from each department, ensuring every officer had an equal chance of inclusion and minimizing selection bias.

Data were collected using a structured questionnaire comprising closed-ended items measured on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The instrument captured job responsibility, organizational support, and employee performance. Organizational support was measured using items adapted from the Survey of Perceived Organizational Support (SPOS) (Eisenberger et al., 1986), while employee performance focused on indicators such as task completion, service delivery efficiency, and quality of work (Armstrong, 2024). The questionnaire was administered electronically through Google Forms with support from designated liaison officers within the service.

A pilot study was conducted with 33 respondents (10% of the sample size) within the National Police Service in Kiambu County, selected for its proximity to Nairobi and diverse policing contexts including urban, peri-urban, and rural settings. The pilot assessed instrument clarity, reliability, and validity, allowing detection of ambiguities and inconsistencies before main data collection. Feedback from academic supervisors and NPS practitioners was incorporated to refine the questionnaire.

Reliability was assessed using Cronbach's alpha, with all constructs achieving values above the acceptable threshold of 0.70, indicating strong internal consistency (Hair et al., 2010). Validity was addressed through use of

established measurement scales and expert review to confirm alignment with study constructs.

Data analysis involved both descriptive and inferential statistics using SPSS version 26. Descriptive statistics such as means, standard deviations, frequencies, and percentages summarized the data. Inferential analysis included correlation analysis to assess relationships among variables and multiple regression analysis to test the moderating effect of organizational support on the relationship between job responsibility and employee performance. The moderation effect was examined through interaction terms between job responsibility and organizational support within the regression model.

The study estimated the following regression model:

$$Y = \beta_0 + C + \beta_1 X_1 + \epsilon \dots \dots \dots \text{Model 1}$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 M + \beta_3 X_1 M + \epsilon \dots \dots \text{Model 2}$$

Where:

Y = Employee Performance

X_1 = Job responsibility

M = Organizational Support

C = Control variable

β_0 = Constant (intercept)

$\beta_1 - \beta_3$ = Regression Coefficients

Results and Discussion

Descriptive Statistics of Study Variables

Employee Performance

Employee performance was measured across task and contextual dimensions using a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). According to Table 2, task performance items, such as completing assigned duties efficiently, had means ranging from 3.59 to 3.80 (SD = 1.081–1.237). Contextual performance items, including assisting colleagues and taking initiative, recorded

higher means (3.62–3.89, SD = 1.223–1.333). The composite employee performance score averaged 3.71 (SD = 1.23), with negative skewness (–0.81) indicating a tendency toward agreement and kurtosis (–0.34) suggesting near-normal distribution. These results indicate employees generally perceived themselves as performing effectively, both in core duties and supportive behaviors.

Job Responsibility

Job responsibility reflects the extent to which work demands affect performance and personal life. As indicated in Table 2, means ranged from 3.43 to 4.38 (SD = 0.492–1.071), with the highest scores on items related to availability beyond working hours and missing family events. The composite mean was 3.88 (SD = 0.86), skewness =

–0.24, and kurtosis = –0.53. This shows that respondents recognized strong work demands, often extending beyond regular hours, which can influence work-life balance and overall well-being.

Organizational Support

Organizational support was measured through perceptions of supervisory support, recognition, resources, and career development. Means as indicated in Table 2 ranged from 3.29 to 3.99 (SD = 1.040–1.278), with the overall composite mean of 3.63 (SD = 1.17), skewness = –0.65, and kurtosis = –0.46. Supervisory support and recognition were most positively perceived, while work environment safety and resources scored lower, indicating areas for improvement to enhance employee performance.

Table 2: Descriptive statistics results

Variable	Min	Max	Mean	SD	Skewness	Kurtosis
Employee Performance	1	5	3.71	1.23	–0.81	–0.34
Job Responsibility	1.67	5	3.88	0.86	–0.24	–0.53
Organizational Support	1	5	3.63	1.17	–0.65	–0.46

Source: Research Data, (2025)

Correlations Analysis

Correlation analysis examines the strength and direction of relationships between study variables. The Pearson correlation coefficient (r) (Table 3) was used to measure the degree of association

between variables, with values closer to ± 1 indicating stronger relationships. This analysis helps determine how changes in one variable relate to changes in another variable within the study.

Table 3: Correlations analysis results

	EP	JR	OS
Employee Responsibility (EP)	1		
Job Responsibility (JR)	.691**	1	
Organizational Support (OS)	.758**	.835**	1

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

Source: Research Data, (2025)

The results show significant positive relationships among the study

variables. Employee performance has a strong positive relationship with job

responsibility ($r = 0.691$, $p < 0.01$), indicating that officers with greater work responsibilities tend to report higher levels of performance. A strong positive relationship also appears between employee performance and organizational support ($r = 0.758$, $p < 0.01$), suggesting that employees perform better when they perceive that their organization values their contribution and provides adequate resources and assistance. Previous studies report similar relationships, indicating that organizational support improves employee motivation and work outcomes because employees reciprocate positive treatment from their institutions (Bahadir et al., 2024).

The analysis also shows a strong positive relationship between job responsibility and organizational support ($r = 0.835$, $p < 0.01$). This finding suggests that employees who receive stronger organizational support are better able to manage their job responsibilities. Research shows that supportive organizational practices such as

supervision, training opportunities, and access to work resources strengthen employees' capacity to handle work demands and improve performance outcomes (Park, Kang & Kim, 2018).

Hypothesis Testing

The study examined the effect of job responsibility on employee performance and the moderating role of organizational support at the National Police Service (NPS), Nairobi County. The regression model demonstrated strong explanatory power, with $R = 0.986$ and $R^2 = 0.972$, indicating that 97.2% of the variance in employee performance is explained by the predictors. The standard error of estimate was low (0.17256), confirming the model's reliability.

Direct Effect of Job Responsibility on Employee Performance (H_{01})

The study tested whether job responsibility have an effect on employee performance at the National Police Service. The findings are presented in Table 4.

Table 4: Coefficient results of direct effect

Model		Unstandardized		Standardized	Sig.
		Coefficients		Coefficients	
		B	Std. Error	Beta	
1	(Constant)	-.252	.044		.000
	Gender	.233	.020	.331	.000
	Age	.066	.010	.149	.000
	Experience	.091	.010	.280	.000
	Rank	.032	.006	.114	.000
	Job Responsibility	.815	.150	.083	.000
Model Summary					
	R	0.983			
	R ²	0.967			
	R ² Change	0.009			
	Std. Error of the Estimate	0.18401			
Model Fit					
	F change	1113.995			
	Sig.	0.000			

Dependent Variable: Employee Performance

Source: Research Data, (2025)

Regression results revealed that job responsibility has a positive and statistically significant effect on employee performance ($\beta = 0.083$, $p < 0.05$). This indicates that officers perform better when entrusted with clear duties and held accountable for their actions. Therefore, H_{01} was rejected. This result indicates that officers perform better when they receive clearly defined duties and accountability for assigned tasks. The finding agrees with prior empirical evidence that structured roles improve productivity and work outcomes. For example, Paais and Pattiruhu (2020) reported that job responsibility significantly improved employee performance among service employees in Indonesia. Similarly, Bakker and Demerouti (2018) established that employees with higher job responsibility improved performance through job crafting behaviors. Evidence from Latin America also shows similar patterns, where Yong-Chung and García-Salirrosas (2025) found that task accountability and work commitment significantly predicted employee performance. Lenaiyarra, Bitok,

and Shirandula (2024) found that job responsibility significantly improved employee performance in hospitality facilities in Nakuru County. Likewise, Sausen and Gichinga (2024) established a significant relationship between job responsibility and police officer performance. These studies indicate that when organizations allocate responsibilities clearly and link them to accountability structures, employees demonstrate higher productivity and stronger work outcomes.

Moderating Effect of Organizational Support (H_{02})

The study further tested whether organizational support moderates the relationship between job responsibility and employee performance at the National Police Service. Hierarchical regression analysis was used, introducing an interaction term (job responsibility \times organizational support) to examine the conditional effect of organizational support. The findings are presented in Table 5.

Table 5: Coefficient results of interaction effect

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	-.294	.084		-3.509	.001
	Gender	.228	.020	.323	11.573	.000
	Age	.059	.010	.134	5.691	.000
	Experience	.089	.010	.272	8.628	.000
	Rank	.033	.006	.119	6.043	.000
	Job Responsibility \times Organizational Support	0.462	0.184	0.214	2.511	0.012
Model Summary						
	R	0.984				
	R ²	0.968				
	R ² Change	0.000				
	Std. Error of the Estimate	0.18120				
Model Fit						
	F change	894.655				
	Sig.	0.000				

Dependent Variable: Employee Performance

Source: Research Data, (2025)

The interaction term showed a positive and statistically significant effect on employee performance ($\beta = 0.214$, $p < 0.05$). This result indicates that organizational support strengthens the relationship between job responsibility and employee performance. When officers reported stronger organizational support, the effect of job responsibility on performance increased. Hence, H_{02} was rejected. The model summary indicates that the regression model explained a large proportion of variation in employee performance ($R^2 = 0.968$). The F-change statistic remained significant ($F = 894.655$, $p < 0.001$), which shows that the regression model fits the data well. The significant interaction coefficient confirms the presence of a moderating effect of organizational support on the relationship between job responsibility and employee performance. Global empirical evidence reports that perceived organizational support strengthens relationships between workplace conditions and employee outcomes. Sya and Mangundjaya (2020) found that organizational support strengthened the relationship between affective commitment and workforce agility in the manufacturing sector, indicating that supportive environments improve employee adaptability. Similar results appear in the healthcare sector where Lartey, Amponsah-Tawiah and Osafo (2019) reported that organizational support moderated the relationship between emotional labour strategies and job attitudes among nurses and midwives. Evidence from other sectors supports this pattern. Astuti, Hardiyanto, and Putra (2023) found that organizational support amplified the effect of employee well-being on work engagement in the food industry, while Abbas (2018) established that organizational support strengthened the relationship between informational justice and employee engagement in the

banking sector. Similar results also appear in policing research where Joshua et al. (2024) reported that organizational support moderated the relationship between occupational stress management practices and employee engagement among law enforcement officers.

African studies report similar results. Van Schalkwyk, Els, and Rothmann (2011) found that organizational support moderated the relationship between workplace bullying and turnover intention across South African sectors, reducing withdrawal intentions when support levels were high. Evidence from East Africa also reports comparable patterns where Mukandara and Dominic (2023) found that organizational support strengthened the relationship between work environment factors and teachers' job satisfaction in Tanzania. Kenyan studies support these findings. Kinuthia and Kiragu (2024) reported that organizational support moderated the relationship between occupational stress interventions and staff performance among university academic staff, while Makhanu, Okello, and Wekesa (2023) found that perceived organizational support strengthened the effect of competence development on employee commitment in the Kenyan civil service. These studies show that supportive organizational environments amplify positive workplace outcomes across sectors.

Conclusion

This study examined the relationship between job responsibility, organizational support, and employee performance in the National Police Service. Descriptive results indicated that officers reported relatively high levels of performance and job responsibility, while perceptions of organizational support were moderate. Correlation analysis

revealed strong positive relationships between both job responsibility and employee performance, and between organizational support and employee performance. Regression results confirmed that job responsibility has a positive and statistically significant effect on employee performance. Officers who operate with clearly defined duties and accountability demonstrate higher levels of effectiveness in their roles, as structured responsibilities promote discipline, role clarity, and task ownership. These findings suggest that while supportive organizational practices contribute to better work performance, the primary driver of performance among officers remains the clear allocation of job duties and responsibility structures.

Recommendations

Managerial Contribution

Management within the National Police Service should strengthen role clarity and accountability systems across all ranks. Officers perform more effectively when they understand their duties and the expected standards of performance. Police leadership should therefore develop clear job descriptions, structured task allocation systems, and transparent performance evaluation processes. Supervisors should also provide regular guidance and feedback so that officers understand operational expectations and performance goals. In addition, management should strengthen organizational support practices such as training opportunities, access to operational resources, and fair supervision. These practices can improve officer morale and improve overall service delivery. Continuous professional development programs can also help officers manage complex responsibilities while maintaining high levels of productivity and professionalism.

Policy Recommendations

Policy makers within the National Police Service Commission and the Ministry responsible for internal security should strengthen institutional frameworks that guide job design, role assignment, and performance management. Formal policies should outline clear responsibility structures across different police ranks and operational units. Training policies should also incorporate responsibility management, accountability systems, and ethical conduct as key components of officer development. Resource allocation policies should also support officers with the tools, equipment, and operational support required to perform their duties effectively. Strong institutional support systems can improve discipline, efficiency, and public service delivery within the police service. Lastly, there is need to strengthen supervisory and welfare support systems since higher organizational support amplified the effect of job responsibility on performance.

Suggestions for Future Study

Future studies should examine additional variables that may influence employee performance within law enforcement organizations. Variables such as leadership style, organizational culture, work environment and psychological well-being may provide insight into performance outcomes among police officers. Researchers should also conduct longitudinal studies to examine how responsibility structures influence performance over time. Studies that compare different security agencies or police units across counties in Kenya could generate broader evidence on responsibility and performance relationships.

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