

## TECHNOLOGICAL SUPPORT AND EMPLOYEE CONTEXTUAL PERFORMANCE IN MOBILE TELECOMMUNICATION COMPANIES IN NIGERIA

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### ABSTRACT

This study examined the relationship between technological support and employee contextual performance in mobile telecommunication companies in Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population for this study was 283 supervisors in four major Telecommunication companies in South-South, Nigeria. The sample size of 166 was determined using Taro Yamane sample size determination formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 0.05 significance level. The findings revealed the significant relationship between technological support and employee contextual performance in mobile telecommunication companies in Nigeria. Therefore, the study concludes that technological support positively enhances employee contextual performance in mobile telecommunication companies in Nigeria. Thus, the study recommends that mobile telecommunication companies should upgrade digital infrastructure and ensure employees have access to modern, efficient technological tools that facilitate seamless communication and workflow. Regular technology training sessions should be conducted to enhance employees' adaptability to digital advancements, ultimately improving knowledge sharing, innovation, and collaboration in the workplace.

**Keywords:** Technological support, employee contextual performance, employee engagement, employee loyalty, organizational citizenship behaviour

### INTRODUCTION

Organizations are social systems consciously designed to achieve predetermined objectives like profitability, growth and expansion, good citizenship, goodwill, survival and others (Jaja, Gabriel & Wobodo, 2019). Gabriel (2018) averred that achieving business objectives is dependent on how well the organization fulfills its purpose; the reason for its existence and the

core purpose of every business. The output of an employee is a major index in measuring the productivity in an organization. This output is often referred to as job performance. Performance is defined as the effort put forth by staff members to further the institution's objectives (Ediagbonya & Ezeani, 2021). This performance could either be in the form of behaviour or actions (Ediagbonya, 2020). Contextual performance remains one of the domains of job performance that has been attracting researchers in recent times. Contextual performance is described as an employee's discretionary actions that are thought to directly advance the efficient operation of an organization without necessarily having a direct impact on an employee's productivity (Podsadoff, et al, 2000).

Contextual activities, however, are common to many (or all) jobs and are less role-prescribed. They assist in fostering the psychological, social, and organizational conditions necessary for task performance (Hetzler, 2007). Behaviours such as volunteering, helping, persisting and so on are probably better predicted by volitional variables related to individual differences in motivational characteristics and predisposition or person – organization fit (Kalia & Bhardwaj, 2019). They are less role-prescribed; and also discretionary in nature because it is not spelled out in the job description of the employee. It is also described as the extra-role performed by an employee that is capable of helping the organization in achieving its goals (Ediagbonya & Ezeani, 2021).

In today's rapidly evolving work environments, technological support has become a critical component of organizational infrastructure, significantly influencing employee performance beyond traditional task execution. Contextual performance, which encompasses behaviors that contribute to the organizational, social, and psychological environment of the workplace—such as helping coworkers, showing initiative, and demonstrating organizational citizenship—has increasingly been linked to the quality and accessibility of technological tools provided by employers (Borman & Motowidlo, 1993; Organ, 1997). As organizations adopt more digital platforms and remote work models, the relationship between technological support and contextual performance has gained prominence, particularly in how it enhances communication, collaboration, and adaptive behavior (Maruping et al., 2019).

Technological support, when properly implemented, not only facilitates task completion but also empowers employees to go beyond formal job requirements, encouraging proactive engagement and discretionary effort (Tarafdar et al., 2015). However, inadequate or poorly aligned technological systems can lead to frustration, decreased morale, and a reduction in extra-role behaviors (Ragu-Nathan et al., 2008). Understanding this dynamic is essential for human resource development and information systems management, as it informs strategies for fostering a supportive technological environment that enhances contextual performance. This paper explores the extent to which technological support contributes to employee contextual performance, drawing on interdisciplinary research in organizational behavior, information systems, and occupational psychology.

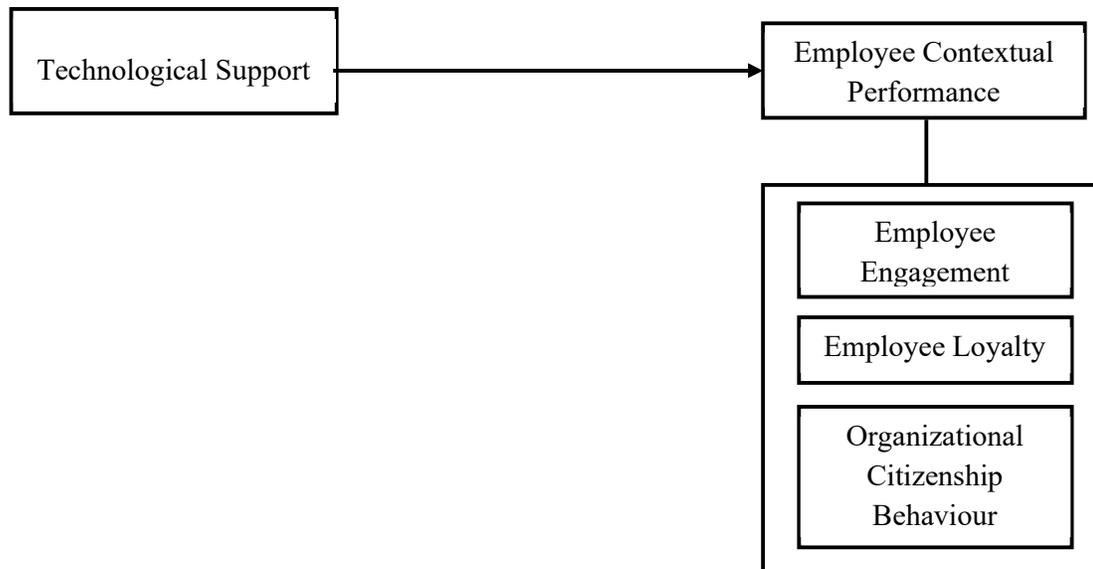
As a result, the present research sought to fill these gaps by examining the relationship between Technological Support, which is a proxy of support system and Employee Contextual Performance in Mobile Telecommunication Companies in Nigeria.

The following objectives guided the study:

- i. To examine the relationship between Technological Support and Employee Engagement in Mobile Telecommunication Companies in Nigeria.
- ii. To examine the relationship between Technological Support and Employee Loyalty in Mobile Telecommunication Companies in Nigeria.

- iii. To examine the relationship between Technological Support and Organizational Citizenship Behaviour in Mobile Telecommunication Companies in Nigeria.

### Conceptual Framework



**Figure 1:** Relationship between Technological Support and Employee Contextual Performance

**Source:** Desk Research, 2025

### Research Questions

Answers were sought for the following Research Questions in the study:

- i. What is the relationship between Technological Support and Employee Engagement in Mobile Telecommunication Companies in Nigeria?
- ii. What is the relationship between Technological Support and Employee Loyalty in Mobile Telecommunication Companies in Nigeria?
- iii. What is the relationship relationship between Technological Support and Organizational Citizenship Behaviour in Mobile Telecommunication Companies in Nigeria?

### Research Hypotheses

- Ho1: There is no significant relationship between Technological Support and Employee Engagement in Mobile Telecommunication Companies in Nigeria.
- Ho2: There is no significant relationship between Technological Support and Employee Loyalty in Mobile Telecommunication Companies in Nigeria.
- Ho3: There is no significant relationship relationship between Technological Support and Organizational Citizenship Behaviour in Mobile Telecommunication Companies in Nigeria.

## LITERATURE REVIEW

### Theoretical Foundation

#### Organisational Support Theory

This study is anchored on Organizational Support Theory (OST) propounded by Eisenberger, Huntington, Hutchison and Sowa (1986). The theory states that “employees form global beliefs concerning the extent organization value their contributions and cares about their wellbeing”. Employees who receive highly valued resources (pay raises, developmental training opportunities) would feel obligated based on the reciprocal norm, to help the organization reach its objectives through such behaviors as increased in-role and extra-role performance and lessened absenteeism.

Organizational support theory is also derived from the perspective of social exchange to explain employee behavior. The norm of reciprocity regulates two parties within an exchange to reciprocate favors in terms of economic or socio-emotional resources (Gouldner, 1960). Employees trade their effort and loyalty to organizations for tangible benefits and social rewards provided by the organizations and vice versa. While organizations value employees’ dedication and commitment as indications of desirable work performance, employees also value employers’ overall support. Organizational support theory (Eisenberger, Huntington, Hutchison, & Sowa, 1986, Shore & Shore, 1995) suggested “in order to determine the organization’s readiness to reward increased work effort and to meet socio-emotional needs, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being” (Lim, Jameal, Ma Z, Sun, Hassain, 2022). This evaluation is known as perceived organizational support. It is also regarded as the “assurance that aid will be available when it is needed to carry out one’s job effectively and to deal with stressful situations” (Ismail & Sham, 2020). Levinson (1965) noted that instead of viewing agents’ actions as their personal motives, employees tend to view agents’ actions as indications of the organization’s intentions. Thus, this personification tendency assigns organizations humanlike characteristics (Eisenberger, *et al.*, 1986). These characteristics enable employees to view the organizations’ supportiveness (perceived organizational support) as an indication of whether their organizations favor or disfavor them. Thus, every organizational agent’s actions influence an employee’s perceptions and behaviors.

Organizational support theory has suggested several relationships between perceived organizational support and other related constructs (Rhoades & Eisenberger, 2002). First, consistent with social exchange theory, perceived organizational support yields a ‘felt obligation’, which is similarly defined as normative organizational commitment (Wayne, Coyle-Shapiro, Eisenberger, Liden, Rousseau, & Shore, 2009). This felt obligation entails employees to care about the organization’s welfare and to help the organization reach its goals. Meanwhile, the felt obligation and the norm of reciprocity formulate employees’ belief that organizations will notice and reward their increased performance as well

#### Technological Support

Organizational technological support refers to the provision of digital tools, systems, and infrastructure that enable employees and organizational units to perform their tasks efficiently. It encompasses a wide range of technologies, including enterprise resource planning (ERP) systems, customer relationship management (CRM) platforms, and other IT solutions designed to enhance operational efficiency, decision-making, and innovation. The role of technological

support in organizational success technological support is critical for fostering organizational agility, enabling firms to adapt to changing market conditions and competitive pressures. Research indicates that organizations with robust technological infrastructure are better equipped to handle uncertainty and complexity (Nambisan et al., 2017). This capability becomes particularly vital in industries experiencing rapid technological evolution, such as IT, manufacturing, and finance. Moreover, technological support enhances communication and collaboration across organizational boundaries. For instance, digital platforms such as Microsoft Teams and Slack facilitate seamless interaction among team members, regardless of their physical location. Such platforms are integral to the success of virtual teams, promoting efficiency and mitigating communication barriers (Kock & Lynn, 2012).

Technology is an essential valuable resource that provide sustainable competitive advantages (Caloghirou et al., 2004). It is at the center of competition in the world market. The diffusion, assimilation and further improvement of new technology determine the patterns of competition, growth and trade around the world at large (Lall, 1990). The capability to access new technology affects the ability of companies in emerging countries to build indigenous technological capabilities and compete in world markets (Lall, 1990). Consequently, Technological support (TC) has become the focus of attention not only among academics, but also among business managers and government officials (Lall, 1990; Miyazaki, 1995; Kim, 1997). The strategic role played by technological capabilities in affecting the competitive advantage of a company, an industry, and even a country cannot be overlooked.

There are many different categorizations of Technological support depending on the research purpose (Lall, 1990). Kim (1997) distinguishes Technological support into three elements: production, investment, including duplication and expansion, and innovation. Lall (1990) categorizes Technological support into investment technological capability, production technological capability, and linkage Technological support according to the functions. Kim (1997, p. 4) points out that in emerging countries ‘technological capability’ is used interchangeably with ‘absorptive capacity’ (Cohen & Levinthal 1990): absorbing existing knowledge, assimilating it, and in turn generating new knowledge. Abdullahi and Ajoku (2001) explained that technological capabilities involve issues surrounding the acquisition of necessary skills for investment, production and learning. A firm’s Technological support is developed over time and accumulated through its past experience. It is a reflection of firm’s ability to employ various technical resources (Afua 2005). Firms with superior Technological support are likely to generate innovations and become highly competitive (Obembe, Ojo & Ilori 2014). Technological support defines the roots of a firm’s competitive advantage, comprising technological knowledge and skills that are valuable and difficult to imitate by competitors (Lee et al., 2001). Being conceptualized in these terms, Technological support has been stressed as a major determinant of firm innovation by a wide body of knowledge (Freel, 2003; Reichstein & Salter, 2006; Penner-Hahn & Shaver, 2005).

## **Measures of Employee Contextual Performance**

### **Employee Engagement**

Employee engagement has become a widely used term in the practitioner literature (Saks, 2006). However, there is a lack of consensus among academics on how to conceptualize the concept (Kang, 2014; Saks & Gruman, 2014). Literature suggests that engagement can be defined as both a process and an outcome. According to Yankelovich and Immerwahr (1993), public engagement is a complex process of debate, discussion, and interaction between the public and organizations. Khan first introduced the concept of engagement, defining job engagement as “the harnessing of organisational members’ selves to their work roles” (Khan,

1990). Unanimous with the most definition of employee engagement is passion, drive commitment and involvement of employees in providing consistent and sustained discretionary effort (Cook, 2008; Anitha, 2014 & Carbonara, 2012). These scholars concur that the consequence of good levels of employee engagement is improved customer satisfaction, positive results and organisational performance (Mone & London, 2014; Boikanyo, 2012). Employee Engagement is the devotion, passion of employees and effective leadership skills with support from the top management to the employees. Human resource leaders set the drive and creed of their company and spread that positive morale to the employees in the company.

### **Employee Loyalty**

The term "employee loyalty" signifies a profound commitment and dedication originating from an individual's inner resources. The concept of "loyalty" has been a subject of extensive research. Initially, loyalty was explored through philosophical perspectives. In modern times, employee loyalty has become quantifiable, representing the measurable contribution of employees to their organization. It is both a psychological and behavioral concept, reflecting employees' emotional attachment and their role in an enterprise's production and operations.

Employee loyalty also serves as a metric for assessing employees' dedication to their organization. Crucially, loyalty is reciprocal—just as employees are expected to demonstrate loyalty to their employers, organizations must exhibit loyalty to their workforce. This mutual reliance enhances employee commitment, fostering an environment where loyalty thrives and generates value for the company.

Seema, et al. (2010) argued that employee loyalty can be best described in terms of a process, where certain attitudes give rise to certain behaviours (intended or actual). Kyle (2007) as reported in Seema, et al. (2010) that as an employer one must understand why employees are emotionally connected to their business - and it's generally much more than salaries, training, or benefits. Kyle's research as reported in Seema, *et al.* (2010) revealed that emotionally connected employees are the best employees because they are engaged and productive, and they feel validated and appreciated. Frederick Reichheld (2006) as cited in Seema, et al. (2010) reported that loyalty, for those who plan to stay with an employer at least two years, can be affected by several factors, including benefits and pay, working environment, job satisfaction and customers.

### **Employee Altruism**

Every employee is expected to perform certain duties or tasks according to job specification, terms of employment and supervisors expectations. However, some individuals perform certain duties far beyond the expected outputs (Okediji et al., 2009). Some deliberately contribute to the progress and efficiency of the organization, while others go out of their way to motivate and assist their colleagues to complete their assigned tasks. These extra-role behaviours beyond the call of duty do not attract any personal benefits and are not provided for in the organization's reward system (Onyishi, 2007). Such extra role behaviour is described as Employee altruism (Organizational Citizenship Behaviour). Organ (1988) defined Employee altruism as Individuals' behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. He explains further that engagement in Employee altruism is generally a personal choice, and omission is not generally seen as punishable (Uhiara et al., 2011). An ideal work environment is highly competitive, where individualistic behaviours are exhibited by most employees.

Altruism as referred to as helping behaviour which voluntarily deals with assisting fellow workers who might be having work related problems is one of the key elements of citizenship behaviour (Williams & Anderson, 1991; Ahmad, 2011). Altruism, a dimension and important part of citizenship behaviour suggests a positive attitude and willingness of employees towards helping others (Noe, Hollenbeck, Gerhart and Wright (2017). Based on this, George and Brief (1992) laid down the conceptual suggestion that positive mood would always be linked to helping behaviours. Priming may be affected with an explanation of why positive mood state would tend to influence helping behaviour. Forgas, (2002) opined that through priming a worker in a positive mood is more likely to feel attracted towards co-workers and hence chances of helping others are high.

### **Technological Support and Employee Contextual Performance**

**Cheng et al. (2023)** explored how the integration of new technologies in banking institutions influenced employee performance. Using a sample of 500 employees across 15 banks in the U.S., the study utilized hierarchical regression analysis to identify a positive correlation between technology-enabled job resources (like automation and data-sharing platforms) and employees' extra-role behaviors. Their findings showed that employees who felt supported by these technologies were more likely to engage in behaviors that contributed to the company beyond their basic job roles, such as suggesting improvements and taking on additional responsibilities.

Hassan and Zainuddin (2020) examined the impact of digital technologies on organizational citizenship behavior in the Malaysian retail sector. A sample of 400 employees from 10 retail companies was selected, and data was analyzed using Structural Equation Modeling (SEM). The study found that the introduction of digital tools such as customer relationship management (CRM) systems and mobile platforms positively influenced employees' contextual performance by enhancing their ability to collaborate, resolve conflicts, and contribute to team-oriented tasks.

Kakada, Deshpande and Bisen (2019). technology support, social support, Academic Support, Service Support, and Student Satisfaction. A cross-sectional survey was used to collect the research data. Convenience sampling was used to select the participants for the study. It targeted a population sampled from engineering students from both private and state universities of central India (n=240). In quantitative data analysis, descriptive and inferential statistics were used. The collected data were analyzed with SPSS. The results indicated that the institutional support dimensions –technology support, academic support, social support, and service support –are positively significantly related to student satisfaction in both state and private universities.

Based on the foregoing, the study thus hypothesized that:

- H01:** There is no significant relationship between technology support and employee engagement in mobile telecommunication companies in Nigeria.
- H02:** There is no significant relationship between technology support and employee loyalty in mobile telecommunication companies in Nigeria.
- H03:** There is no significant relationship between technology support and employee altruism in mobile telecommunication companies in Nigeria.

## METHODOLOGY

In this study the researcher adopted the use of a structured questionnaire comprising closed-ended and well-structured survey questions questionnaire to 283 employee who are at supervisory level (herein referred to as managers) of four (4) Mobile Network Operators in the South-South of Nigeria – comprising of MTN, Globacom, 9Mobile and Airtel networks in the South-South States of Nigeria (Akwa Ibom, Rivers, Cross Rivers, Bayelsa, Delta and Edo State). A sample size of 166 was used for analysis. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman’s Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. The hypotheses were tested using the Spearman’s Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0.

## DATA ANALYSIS AND DISCUSSION OF FINDINGS

**Table 1: Correlations for Technological Support and Employee Work Contextual Performance**

		Technological Support	Employee Engagement	Employee Loyalty	Employee Altruism	
Spearman's rho	Technological Support	Correlation Coefficient	1.000	.867**	.507**	.869**
		Sig. (2-tailed)	.	.000	.000	.000
		N	133	133	133	133
	Employee Engagement	Correlation Coefficient	.867**	1.000	.910**	.827**
		Sig. (2-tailed)	.000	.	.000	.000
		N	133	133	133	133
	Employee Loyalty	Correlation Coefficient	.507**	.910**	1.000	.863**
		Sig. (2-tailed)	.000	.000	.	.000
		N	133	133	133	133
	Organizational Citizenship Behaviour	Correlation Coefficient	.869**	.827**	.863**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	133	133	133	133

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

**H<sub>01</sub>:** There is no significant relationship between technological support and employee engagement in mobile telecommunication companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.867 on the relationship between technological support and employee engagement. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in employee engagement was as a result of the adoption of technological support. From the result obtained from table 1, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between technological support and employee engagement.

**H<sub>02</sub>:** There is no significant relationship between technological support and employee loyalty in mobile telecommunication companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.507 on the relationship between technological support and employee loyalty. This value implies that moderate relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in employee loyalty was as a result of the adoption of technological support. From the result obtained from table 1, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between technological support and employee loyalty.

**H<sub>03</sub>:** There is no significant relationship between technological support and employee altruism in mobile telecommunication companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient ( $\rho$ ) of 0.869 on the relationship between technological support and employee altruism. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in employee altruism was as a result of the adoption of technological support. From the result obtained from table 1, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between technological support and employee altruism in mobile telecommunication companies in Nigeria.

### Discussion of Findings

The findings of this study indicate a strong, positive, and significant relationship between technology support and employee contextual performance in mobile telecommunication companies in Nigeria. This suggests that employees who receive adequate technological support are more likely to engage in extra-role behaviors such as teamwork, problem-solving, and proactive initiative-taking, which contribute to overall organizational effectiveness. These findings align with the work of Cheng et al. (2023), who explored how the integration of new technologies in banking institutions influenced employee performance. Their study, based on a sample of 500 employees across 15 banks in the U.S., utilized hierarchical regression analysis to identify a positive correlation between technology-enabled job resources—such as automation and data-sharing platforms—and employees' extra-role behaviors. Employees who felt supported by these technologies were more likely to suggest improvements, take on additional responsibilities, and collaborate effectively.

Similarly, Hassan and Zainuddin (2020) examined the impact of digital technologies on organizational citizenship behavior in the Malaysian retail sector. Using a sample of 400 employees from 10 retail companies and Structural Equation Modeling (SEM) for data analysis, the study found that digital tools, including customer relationship management (CRM) systems and mobile platforms, enhanced employees' ability to collaborate, resolve conflicts, and engage in team-oriented tasks, ultimately improving contextual performance. Kakada, Deshpande, and Bisen (2019) investigated the role of institutional support—including technology, social, academic, and service support—on student satisfaction in Indian universities. Using a cross-sectional survey and convenience sampling, the study found that technological support was a significant predictor of positive outcomes, reinforcing the idea that structured technological support enhances performance and satisfaction across various domains, including workplace environments.

Agarwal and Ferratt (2002) investigated the impact of technological infrastructure on employee performance in U.S. IT firms. Their study, which included 400 employees from 12 firms, used Structural Equation Modeling (SEM) to demonstrate that robust technological support—such as intranet systems and collaborative platforms—positively influenced teamwork and problem-solving, leading to higher contextual performance. Employees who had access to efficient technological tools were more proactive and engaged in organizational citizenship behaviors. DeLisi and Lipsey (2012) examined the influence of technology on job performance in public sector organizations. Their study, conducted among 250 employees from 15 institutions, employed hierarchical regression analysis to establish a positive relationship between access to advanced technology and employees' willingness to exceed role expectations. The findings suggested that technology-enabled systems facilitated extra-role behaviors such as helping colleagues and contributing ideas for organizational improvement.

### CONCLUSION AND RECOMMENDATIONS

The study concludes that technology support enhances employee contextual behavior in mobile telecommunication companies in Nigeria. This suggests that access to modern technological tools, digital infrastructure, and efficient communication systems enables employees to perform their tasks more effectively and engage in innovative problem-solving. When employees have reliable technological support, they are more likely to exhibit proactive behaviors such as knowledge sharing, adaptability to change, and improved collaboration.

Therefore, the study recommends that Mobile telecommunication companies should upgrade digital infrastructure and ensure employees have access to modern, efficient technological tools that facilitate seamless communication and workflow. Regular technology training sessions should be conducted to enhance employees' adaptability to digital advancements, ultimately improving knowledge sharing, innovation, and collaboration in the workplace.

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