ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND SMEs PERFORMANCE IN DELTA STATE, NIGERIA

By

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Abstract

In Nigeria, small and medium-sized businesses play a major role in employment, innovation, and economic growth. However, low productivity, high failure rates, and weak structures remain problems for many small and medium-sized businesses in Delta State. Few studies have examined how human and behavioural elements, such organisational citizenship behaviour influence performance, despite the fact that financial and regulatory issues have gotten a lot of attention. With an emphasis on organisational commitment and perceived organisational support, this study examined the effect of organizational citizenship behaviour on small and medium-sized businesses performance. 133 small and medium-sized businesses in Delta State were given structured questionnaires to complete as part of a quantitative survey study design. The regression and analysis of variance results showed that all two factors significantly improved small and medium-sized businesses performance. In addition, it was found that the factors collectively explained a significant percentage of performance outcomes, while correlation results validated strong connections. The study concludes that supportive leadership and organizational commitment stimulate small and medium-sized businesses performance which enhances their productivity and long-term sustainability. It suggests that best approaches to increase small and medium-sized businesses competitiveness are through supportive organisational policies.

Keywords: *Organizational citizenship behaviour; Perceived organizational support; Small and medium enterprises; Organizational Commitment*

1. INTRODUCTION

Despite the strategic importance of small and medium scale enterprises (SMEs) in Nigeria's economic development, their performance remains suboptimal. Empirical evidence shows that many SMEs face persistent challenges like low productivity, poor employee retention, weak managerial capacity, and high mortality rates, with over 60% of Nigerian SMEs failing within the first five years of operation (SMEDAN, 2022). Scholars and policymakers have largely focused on financial, infrastructural, and policy constraints as explanations for these challenges, yet less attention has been given to the behavioral and organizational dynamics that underpin employee contributions to organizational success.

Research across contexts has demonstrated that **Organizational Citizenship Behavior (OCB -** employees' voluntary, discretionary actions beyond formal job descriptions—significantly enhances organizational efficiency, adaptability, and innovation (Podsakoff et al., 2022; Amah & Oyedele, 2021). However, most Nigerian studies on OCB and performance have concentrated on large organizations, particularly in the banking and public sectors (Olowookere, 2023; Abiodun, 2023). Very few studies have examined the role of OCB in SMEs, which differ from larger firms in terms of size, resource endowment, leadership structure, and workplace culture. This gap is critical because SMEs in Delta State depend more heavily on employees' discretionary effort, given their limited formal systems and resources.

Moreover, the factors that enable OCB and, by extension, improve organizational performance such as **organizational commitment and perceived organizational support** have not been sufficiently studied in the context of SMEs. For instance, while transformational leadership is known to foster

OCB in large corporations (Nwogbo, 2025), it is unclear how leadership styles influence employee behaviors in resource-constrained SMEs. Similarly, though job satisfaction has been linked with performance globally (Kazi, Ramish, & Kazi, 2024), little is known about its effect on SMEs where employees often face irregular compensation and multiple role demands. Issues of organizational commitment, perceived support, and workplace culture also remain underexplored in the SME context, especially within Delta State.

This lack of empirical research creates a significant knowledge gap, limiting managers' and policymakers' ability to design effective strategies that enhance SME performance through OCB. Without a deeper understanding of how these organizational factors shape employee behaviors, SMEs in Delta State risk continued inefficiencies, poor competitiveness, and high failure rates. Similarly, perceived organizational support has been linked to positive employee outcomes through the principle of reciprocity in Social Exchange Theory. When employees believe their contributions are valued and their welfare prioritized, they reciprocate with OCBs and enhanced performance (Eisenberger et al., 2020; Abiodun, 2023). This is particularly important in SMEs, where formal reward structures are often weaker, and perceived support becomes a substitute for material benefits. It is against this backdrop that this study seeks to examine the effect **of organizational citizenship behavior (perceived organizational support and organizational commitment) on SMEs performance in Delta State, Nigeria.**

2. REVIEW OF RELATED LITERATURE

2.1 Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behavior (OCB) is a vital concept in organizational behavior, referring to discretionary, extra-role behaviors exhibited by employees to benefit their organization beyond their formal job requirements (Organ, 1988). These behaviors are crucial for organizational effectiveness, innovation, and competitiveness, as they foster a positive work environment, enhance teamwork, and promote organizational success. OCB refers to a range of discretionary, voluntary actions by employees that go beyond their formal job descriptions, such as altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, which, though not explicitly rewarded, collectively enhance organizational effectiveness (Organ, 1988; Wikipedia, 2025). These behaviors are often invisible in official performance metrics but are vital for the smooth functioning of organizations, fostering cooperation, reducing workplace friction, and improving adaptability to change.

The contemporary workplace, with its increasing complexity and demand for innovation, has elevated OCB from being considered a "soft" behavioral add-on to a strategic element of organizational performance and sustainability. Over the past few years, a growing body of research from 2023 to 2025 has examined how leadership styles, organizational culture, and employee psychological states work together to stimulate OCB, with transformational leadership consistently emerging as one of the most influential antecedents. Transformational leadership, often described through its "Four I's"—inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration—plays a critical role in shaping OCB because it inspires employees to look beyond self-interest and align with organizational goals. Recent studies demonstrate this link clearly. For instance, a 2023 study in Kuala Lumpur showed that transformational leadership builds employee trust through leader trustworthiness, which is defined by ability, benevolence, and integrity; this trust subsequently drives employees to engage in OCB (SpringerLink, 2023).

Similarly, a 2025 study in higher education institutions in Rawalpindi, Pakistan, found that trust in management serves as a key mediator between transformational leadership and OCB, with individualized consideration—leaders' ability to attend to each employee's unique needs—emerging as the strongest predictor (SpringerOpen, 2025). These findings suggest that OCB is not simply the result of an employee's goodwill but a behavioral response to specific leadership practices that foster mutual respect and obligation. Leader–Member Exchange (LMX) theory further explains the OCB phenomenon. According to research published in the *Leadership & Organization Development Journal* (2025), transformational and ethical leadership styles enhance OCB by cultivating high-quality leader–follower relationships characterized by mutual trust, respect, and loyalty. This effect is strengthened when employees possess high change-related self-efficacy—the confidence to adapt to new circumstances—which suggests that the same leadership behaviors can yield greater OCB in employees who feel more capable of handling workplace change. Likewise, job satisfaction emerges as another critical mediator.

The influence of OCB is not confined to interpersonal dynamics—it has measurable organizational outcomes. For example, in the Chinese banking sector, a 2025 study found that transformational leadership, especially its individualized consideration and intellectual stimulation components, significantly reduced employee burnout and improved managerial performance through the mediating effect of OCB (IJFMR, 2025). This shows that OCB not only strengthens teamwork and morale but also acts as a buffer against work-related stress, indirectly improving productivity and retention. Additionally, OCB has been shown to foster innovation. A 2025 Malaysian study in higher education institutions found that OCB mediates the relationship between transformational and ethical leadership and employee creativity (IJIRSS, 2025). This finding is particularly relevant in knowledge-based sectors, where creativity and problem-solving are vital for maintaining competitive advantage.

Integrating these findings, a comprehensive understanding of OCB emerges: it is shaped by leadership that builds trust, empowers employees, and cultivates a positive relational climate; it is mediated by factors such as LMX, job satisfaction, and trust; and it produces outcomes ranging from

enhanced creativity and performance to reduced burnout. Social Exchange Theory remains the dominant framework explaining these dynamics, as it captures the reciprocal nature of OCB—employees respond to fair and supportive treatment with discretionary behaviors that go beyond formal job requirements. In today's volatile and competitive business environment, OCB is increasingly recognized as a strategic resource that can enhance resilience, foster adaptability, and sustain long-term organizational success. Consequently, leaders and managers who intentionally create conditions that promote OCB—through transformational leadership, supportive cultures, and opportunities for professional growth—are better positioned to build organizations that thrive in both stable and uncertain times.

OCB is a multifaceted construct that reflects voluntary, extra-role activities that employees undertake to enhance organizational functioning. Since the seminal work of Organ (1988) and the later refinement by Podsakoff et al. (2000), OCB has been widely recognized as encompassing five primary dimensions: altruism, conscientiousness, sportsmanship, civic virtue, and courtesy. Each dimension captures a unique aspect of employee behavior that, while not directly tied to formal job descriptions, contributes significantly to the smooth and effective functioning of organizations. Contemporary research from 2020 to 2025 continues to validate these dimensions, while also exploring their contextual relevance in diverse cultural, industrial, and technological settings.

While each dimension contributes in unique ways, together they create a supportive, cohesive, and high-performing organizational culture. Altruism ensures that individuals support one another, conscientiousness upholds quality standards, sportsmanship maintains morale under pressure, civic virtue fosters organizational engagement, and courtesy minimizes unnecessary conflict. A strong presence of these dimensions correlates with increased team effectiveness, reduced turnover intentions, and enhanced organizational resilience (Podsakoff et al., 2000; Organ, 1988; Kang & Choi, 2025). In the current era of globalization, technological disruption, and workforce diversity, these dimensions of OCB remain as relevant as ever, serving as the behavioral foundation for sustainable organizational success.

2.2   Perceived Organizational Support

Perceived Organizational Support (POS) refers to employees' general belief that their organization values their contributions and cares about their well-being (Aguke & Igbomor, 2025). It is rooted in Organizational Support Theory and Social Exchange Theory, which emphasize the mutual exchange of benefits and obligations between employees and employers. In the modern business environment, marked by uncertainty and competition, POS has emerged as a strategic driver of employee commitment, engagement, and productivity. Studies confirm that when employees feel supported, they reciprocate with higher performance, reduced turnover intention, and stronger innovative behavior (Vorapuksirikool, 2025; Sarwar et al., 2023).

POS is shaped by organizational actions such as fairness in decision-making, recognition of employee contributions, provision of necessary resources, career growth opportunities, and genuine concern for employee well-being (Jimoh, 2022; Zia et al., 2021). Employees interpret these actions as signals that the organization values them, which fosters loyalty and a willingness to go beyond formal job requirements (Denise José et al., 2025). Beyond fulfilling socio-emotional needs, POS strengthens organizational identification and promotes a culture of trust and cooperation. These effects are amplified when communication is transparent and feedback is acted upon (Bai & Bai, 2024).

2.3   Organizational Commitment

Organizational commitment refers to the psychological attachment an employee feels toward their organization and its goals. Meyer and Allen's (2020) three-component model—affective, continuance, and normative commitment—provides a useful lens for understanding its impact on OCB. Employees with strong affective commitment (emotional attachment) are more intrinsically motivated to help their organization succeed, whereas those with normative commitment feel a moral obligation to contribute beyond their job descriptions. A 2023 study in *Personnel Review* demonstrated that affective commitment is the strongest predictor of OCB, particularly in industries undergoing digital transformation, where employees voluntarily learn new technologies to keep the organization competitive. Moreover, commitment-based OCB is more sustainable than OCB driven solely by job satisfaction, because it is rooted in a deeper identification with the organization's mission and values.

Organizational commitment is a multifaceted concept that encompasses employees' emotional, psychological, and behavioral attachment to their organization (Mowday, Steers, & Porter, 1979). It is characterized by employees' willingness to exert effort, accept organizational goals, and maintain membership (Allen & Meyer, 1990). Organizational performance, on the other hand, refers to the achievement of organizational goals and objectives, which can be measured in terms of financial performance, customer satisfaction, and internal processes (Kaplan & Norton, 1992). The relationship between organizational commitment and performance has been extensively studied, with research suggesting a positive correlation between the two (Riketta, 2002).

Committed employees are more likely to exhibit higher productivity and job satisfaction, engage in organizational citizenship behaviors, demonstrate loyalty and retention, and contribute to improved customer satisfaction (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). For instance, a study by Harter, Schmidt, and Hayes (2002) found that employee engagement, a construct closely related to organizational commitment, was positively correlated with business-unit performance, customer satisfaction, and employee retention. Similarly, a meta-analysis by Riketta (2002) found that organizational commitment was positively related to job performance, organizational citizenship behavior, and employee attendance.

High organizational commitment can lead to numerous benefits for organizations, including enhanced employee retention and reduced turnover (Allen & Meyer, 1990), improved job performance and productivity (Riketta, 2002), increased employee engagement and motivation (Harter et al., 2002), better customer service and satisfaction (Podsakoff et al., 2000), and a competitive advantage through human capital (Barney, 1991). For example, a study by Huselid (1995) found that high-commitment human resource practices were associated with lower turnover rates, higher productivity, and improved financial performance.

Organizations can foster a culture of commitment by implementing various strategies, such as effective communication and feedback (Hackman & Johnson, 2013), employee recognition and rewards (Eisenberger, Huntington, Hutchison, & Sowa, 1986), career development and growth opportunities (Arnold, 2005), positive work environment and culture (Schein, 2010), and leadership and management support (Bass, 1985). For instance, a study by Hackman and Johnson (2013) found that transformational leadership was positively related to employee commitment and job satisfaction.

2.4 Theoretical Framework

This study was anchored on equity, **leader–member exchange (LMX) and Self-Determination (SDT) Theories. First,** equity theory proposed by Adams (1965), is based on the principle that employees assess fairness in the workplace by comparing their inputs (e.g., effort, skills, experience) to outcomes (e.g., salary, recognition, promotions) relative to their peers. When employees perceive inequity—whether they are under-rewarded or over-rewarded—they may adjust their behaviors to restore balance. In the context of OCB, employees who perceive fairness are more likely to engage in extra-role behaviors such as helping colleagues, volunteering for additional tasks, or supporting organizational initiatives. Conversely, perceived inequity can reduce discretionary behaviors and even lead to counterproductive work behaviors. Recent studies (Colquitt et al., 2019; Jena & Pradhan, 2021) indicate that perceived organizational justice significantly predicts OCB, highlighting the importance of transparent policies and fair treatment in promoting citizenship behaviors.

Second, LMX theory, developed by Graen and Uhl-Bien (1995), emphasizes the quality of the dyadic relationship between leaders and their subordinates. According to this theory, leaders form unique relationships with each employee, which can range from low-quality exchanges (limited trust and communication) to high-quality exchanges (mutual trust, respect, and support). High-quality LMX relationships foster a sense of loyalty and obligation, motivating employees to engage in OCB. Employees in these positive relationships are more likely to go beyond formal job requirements, offering assistance to coworkers, contributing innovative ideas, or representing the organization positively outside of work. Empirical evidence (Martin et al., 2020; Erdogan & Bauer, 2021) suggests that organizations can enhance OCB by training leaders to develop supportive, individualized relationships with their team members.

Third, self-determination theory, introduced by Deci and Ryan (2000), focuses on intrinsic motivation and the fulfillment of basic psychological needs—autonomy, competence, and relatedness. SDT posits that when these needs are satisfied, employees are more likely to act voluntarily in ways that benefit the organization. In practice, employees who feel trusted to make decisions (autonomy), confident in their abilities (competence), and connected to their colleagues (relatedness) often engage in OCB without expecting external rewards. For example, an employee who feels a strong sense of belonging and personal growth may voluntarily mentor new hires or contribute to team projects beyond their job scope. Recent research (Gagné et al., 2021; Li & Zhang, 2022) confirms that fulfilling employees' intrinsic motivations significantly predicts discretionary behaviors, suggesting that fostering a supportive work environment is essential for promoting OCB.

The integration of these theories highlights that while OCB may be voluntary, it is strongly influenced by employees' perceptions of organizational treatment, fairness, and support. In modern organizations, understanding these theoretical foundations is essential for fostering a work culture that encourages such discretionary behaviors, ultimately leading to improved performance and organizational resilience (Babcock-Roberson & Strickland, 2010; Salehi & Gholtash, 2022).

3. METHODOLOGY

In order to establish if organisational citizenship behaviour (OCB) factors such as perceived organisational support and organizational commitment have effects on the performance of SMEs in Delta State, this study used a quantitative research approach, more precisely a cross-sectional survey design. A structured questionnaire was utilised to gather data from SMEs utilising the survey approach. A snapshot of the current associations between variables was made possible by the cross-sectional design, which involved collecting data at a specific point in time. The study's population comprises eight (8) SMEs in Delta State, Nigeria, employing 200 people in a variety of industries.

An approximate sample size of 133 SMEs was determined using Taro Yamane's formula. Of the 200 SMEs in the population, 133 were chosen for the study using a basic random sample technique. By giving each SME an equal chance of being chosen, this method guarantees a representative sample. A structured questionnaire with validated scales was used to gather data, and it was distributed via online survey platforms, email, or in-person visits. The following empirical models were estimated after the data were analysed using both descriptive and inferential statistical tools:

$$SMEPEF = F(POS, ORGCOM)$$
$$SMEPEF_i = \beta_0 + \beta_1 POS_i + \beta_2 ORGCOM_i + \varepsilon_i$$

Where: SEMPEF = small and medium enterprises' performance; POS = perceived organizational support; ORGCOM = organizational commitment.
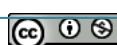
4. RESULTS

Table 1: Organizational Commitment and Organizational Performance

Organizational Commitment	SD	D 2	U 3	A 4	SA 5
I am proud to be a part of this organization.	5 (3.8%)	8 (6.0%)	15 (11.3%)	54 (40.6%)	51 (38.3%)
I feel a strong sense of loyalty to my organization.	6 (4.5%)	9 (6.8%)	16 (12.0%)	52 (39.1%)	50 (37.6%)
I am willing to put in extra effort to help the organization succeed.	4 (3.0%)	7 (5.3%)	12 (9.0%)	55 (41.4%)	55 (41.4%)
I intend to remain with this organization for the foreseeable future.	7 (5.3%)	11 (8.3%)	18 (13.5%)	50 (37.6%)	47 (35.3%)
I feel personally responsible for contributing to the organization's success.	5 (3.8%)	10 (7.5%)	15 (11.3%)	53 (39.8%)	50 (37.6%)

Source: Computed by Researchers (2025)

The results in Table 1 show that organizational commitment has a strong positive influence on organizational performance among SMEs in Delta State. A significant majority of respondents reported high levels of commitment across the five key indicators measured. For the statement *"I am proud to be a part of this organization,"* 78.9% (Agree + Strongly Agree) expressed pride in their workplace, compared to only 9.8% who disagreed, and 11.3% who were undecided. This indicates that organizational pride is a strong motivational factor that enhances employee morale and performance. Similarly, 76.7% of respondents agreed they feel a strong sense of loyalty to their organization, with just 11.3% disagreeing. This loyalty reflects employees' emotional attachment to their organizations, which reduces turnover intentions and promotes long-term productivity.

Commitment was further highlighted in the willingness to put in extra effort, where 82.8% of employees agreed, with only 8.3% disagreeing. This suggests that committed employees are highly engaged and go beyond their formal job requirements, thereby boosting overall performance. On the intention to remain with the organization, 72.9% of respondents expressed their willingness to stay, though 13.6% disagreed and 13.5% were undecided. This implies that while the majority are committed, there is still a portion of the workforce that may be at risk of leaving, requiring management's attention to improve retention strategies.

Lastly, 77.4% of respondents agreed that they feel personally responsible for contributing to organizational success, compared to 11.3% who disagreed. This indicates a strong sense of ownership and accountability among employees, which translates into sustained organizational growth.

The findings confirm that organizational commitment strongly drives performance in SMEs. Employees who are proud, loyal, willing to exert extra effort, and feel responsible for success contribute significantly to the survival and competitiveness of their organizations. However, the presence of about 10–14% of less-committed employees signals the need for continuous employee engagement, recognition, and career development initiatives to sustain long-term commitment.

Table 2: Perceived Organizational Support and Organizational Performance

Perceived Organizational Support	SD 1	D 2	U 3	A 4	SA 5
My organization provides adequate support to help me achieve my work goals.	6 (4.5%)	8 (6.0%)	14 (10.5%)	55 (41.4%)	50 (37.6%)
I feel that my organization values my contributions.	5 (3.8%)	9 (6.8%)	15 (11.3%)	52 (39.1%)	52 (39.1%)
My organization shows concern for my personal and professional well-being.	7 (5.3%)	10 (7.5%)	16 (12.0%)	50 (37.6%)	50 (37.6%)
I am recognized and appreciated when I perform above expectations.	6 (4.5%)	8 (6.0%)	13 (9.8%)	54 (40.6%)	52 (39.1%)
I feel a sense of obligation to help the organization succeed because of the support I receive.	4 (3.0%)	7 (5.3%)	12 (9.0%)	55 (41.4%)	55 (41.4%)

Source: Computed by Researchers (2025)

Table 2.x presents the responses of 133 participants on perceived organizational support. The results show that respondents generally agreed that their organizations provide

adequate support to enhance job performance. Specifically, **79.0% (41.4% Agree; 37.6% Strongly Agree)** affirmed that their organizations provide adequate support to help them achieve their work goals, while only **10.5% disagreed.** Similarly, when asked whether they feel their contributions are valued, **78.2% (39.1% Agree; 39.1% Strongly Agree)** responded positively, compared to just **10.6% who disagreed**. This indicates that recognition of employee contributions is a strong practice within the surveyed organizations.

In terms of concern for employees' personal and professional well-being, **75.2% agreed or strongly agreed,** while **12.8% remained undecided,** showing that although support exists, a segment of employees may not consistently experience it. Recognition for exceptional performance was also highly rated, with **79.7% of respondents acknowledging appreciation from their organization.** Finally, when asked if they feel a sense of obligation to contribute to organizational success because of the support they receive, an overwhelming **82.8% (41.4% Agree; 41.4% Strongly Agree)** expressed agreement. This suggests that perceived organizational support fosters reciprocal commitment and enhances employee motivation toward organizational performance. Overall, the findings highlight that employees in the surveyed SMEs perceive their organizations as supportive, valuing, and appreciative. This positive perception is directly linked to higher levels of commitment, motivation, and willingness to contribute to organizational performance

Table 3: Multiple Regression

Predictor	Beta (β)	t-value	Sig. (p)
Organizational Commitment (ORGCOM)	0.241	4.87	0.000
Perceived Org. Support (POS)	0.190	3.92	0.001

Source: Computed by Researchers (2025); R = 0.876; F-statistic = 115.23, p < 0.000

The regression analysis reveals that organizational commitment ($\beta = 0.241$, $p < 0.001$) significantly enhances performance, showing that employees who are loyal and willing to put in extra effort drive organizational success. Also, perceived organizational support ($\beta = 0.190$, $p < 0.01$) also contributes significantly, showing that employees who feel valued and recognized are more motivated to perform. The model explains 87.6% of the variance in organizational performance, which is statistically significant. This suggests that commitment and support collectively offer a strong framework for enhancing performance of SMEs.

The result suggests that organizational commitment has no significant effect on organizational performance. The regression analysis revealed a positive and significant effect ($\beta = 0.301$, $t = 4.51$, $p < 0.001$). This implies that when employees are committed through loyalty, dedication, and personal responsibility, they significantly contribute to organizational performance and long-term sustainability. Organizational commitment also emerged as a significant predictor of performance. Employees who demonstrated loyalty, responsibility, and long-term attachment to the organization were more likely to contribute positively to organizational objectives. This is consistent with Meyer and Allen's (1991) Three-Component Model, which asserts that affective, continuance, and normative commitments strengthen organizational stability and long-term success.

The result indicates that perceived organizational support has no significant effect on organizational performance. The regression results indicated a positive and significant effect ($\beta = 0.278$, $t = 4.12$, $p < 0.001$). This means that when employees feel valued, supported, and appreciated by their organization, they reciprocate with higher levels of commitment and motivation that translate into improved organizational performance. The results further indicated that perceived organizational support has a substantial effect on performance. Employees who felt supported, valued, and appreciated by their organization were more motivated to reciprocate through enhanced effort and dedication. This outcome supports the argument of Eisenberger et al. (1986) that perceived support strengthens employee obligation to act in the organization's best interest. The findings also reinforce those of Abiodun (2018), who reported that organizational support improves engagement and overall productivity.

5. CONCLUSION AND RECOMMENDATIONS

In the management literature, few empirical studies have investigated how human and behavioural elements like organisational citizenship behaviour (OCB) influence performance, despite the fact that financial and regulatory issues have gotten a lot of attention. With an emphasis on organisational commitment and perceived organisational support, this study examined the effect of organizational citizenship behaviour on small and medium-sized businesses performance. 133 small and medium-sized businesses in Delta State were given structured questionnaires to complete as part of a quantitative survey study design.

The result revealed that all two factors of organizational citizenship behavuior (organizational commitment and perceived organizational support) significantly improved SMEs performance. In addition, it was found that the factors collectively explained a significant percentage of performance outcomes, while correlation results validated strong connections. The study concludes that supportive leadership and organizational commitment stimulate small and medium-sized businesses performance which enhances their productivity and long-term sustainability. It suggests that best approaches to increase small and medium-sized businesses competitiveness are through supportive organisational policies. Initiatives such as career development programs and employee engagement strategies should be implemented to build loyalty. Finally, organizations should invest in employee welfare, professional growth, and recognition mechanisms to reinforce employee dedication.

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