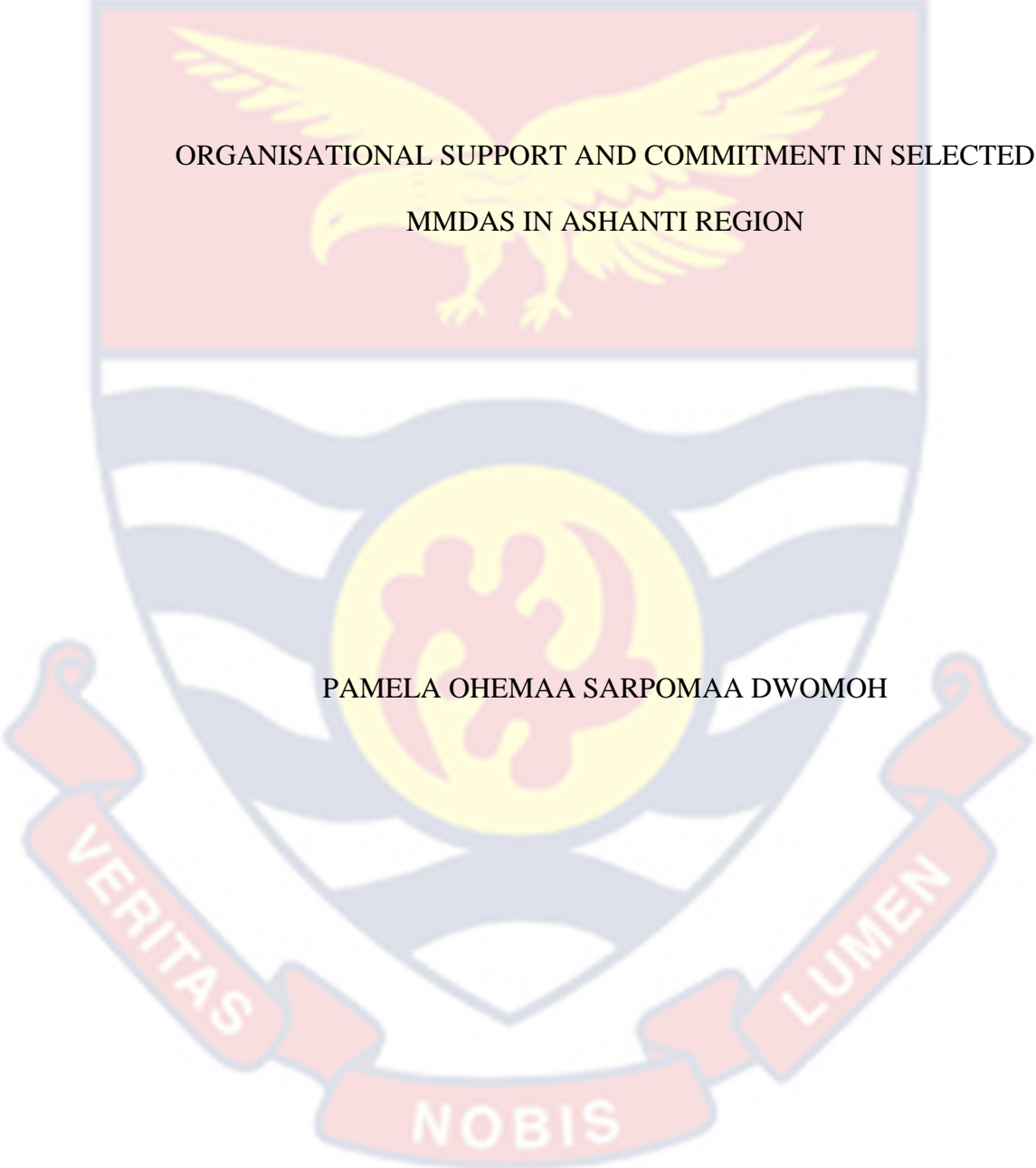


UNIVERSITY OF CAPE COAST



ORGANISATIONAL SUPPORT AND COMMITMENT IN SELECTED
MMDAS IN ASHANTI REGION

PAMELA OHEMAA SARPOMAA DWOMOH

2023

UNIVERSITY OF CAPE COAST



ORGANISATIONAL SUPPORT AND COMMITMENT IN SELECTED
MMDAs IN ASHANTI REGION

BY

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Dissertation submitted to the Department of Human Management of the
School of Business, College of Humanities and Legal Studies, University of
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of Business Administration (Human Resource Management).

MAY 2023

DECLARATION

Candidate Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in the university or elsewhere.

Candidate's Signature:

Date: 04/05/2023

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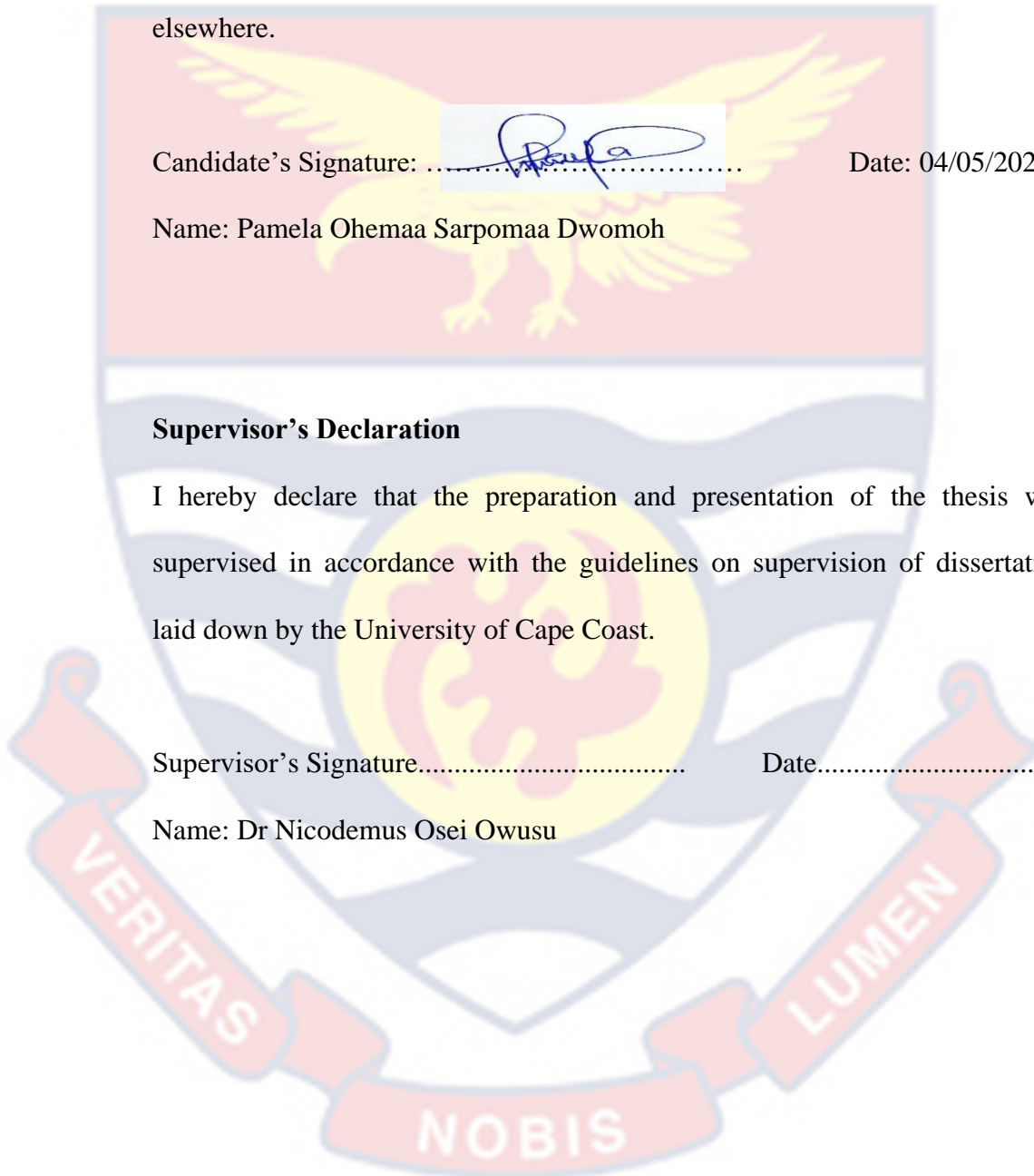
Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature.....

Date.....

Name: Dr Nicodemus Osei Owusu



ABSTRACT

This study sought to examine the effect of organisational support on commitment in selected MMDAs in Ashanti region. The specific objectives of the study adopted a quantitative approach and the simple random sampling technique was used to collect data from 242 employees of selected Metropolitan Municipals and District Assemblies in Ashanti Region through self-administered questionnaires. The study adopted positivism approach to research paradigm with explanatory research design. SPSS was used to process the data. A Pearson's Correlation and regression analysis were conducted to explore the relationship between organisational fairness, supervisor support, reward and job condition and employees' commitment. It was discovered that, there was a statistically significant positive correlation between organisational support (supervisor support, organisational rewards and job recognition, organisational fairness) and commitment. The study further found that all the dimensions of organisational support (supervisor support, organisational rewards and job recognition, organisational fairness) have a positive effect on the commitment in the selected MMDAs in Ashanti region. The study recommends that the management of selected MMDAs in Ashanti region should recognise different intercessions that can be executed to increase employees' commitment within the organisation and ensure that employees work for the organisation and eventually show optional exertion and improve commitment.

KEYWORDS

Organisational support

Organisational fairness

Organisational supervisor support

Reward and job condition

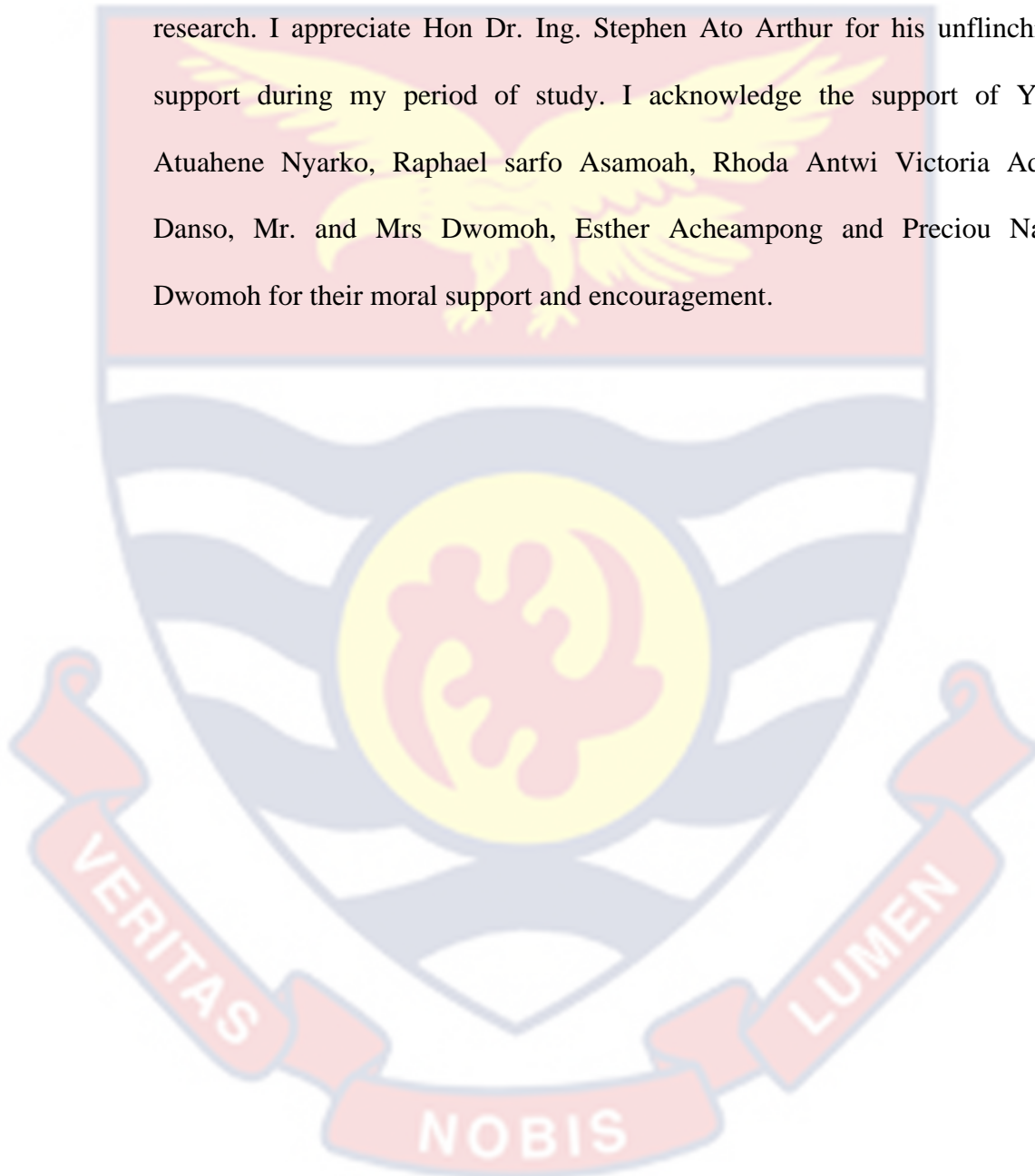
Commitment

Metropolitan Municipal and district assemblies



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DEDICATION

To my husband, Eugene Owusu and my son, Kwadwo Owusu Antwi



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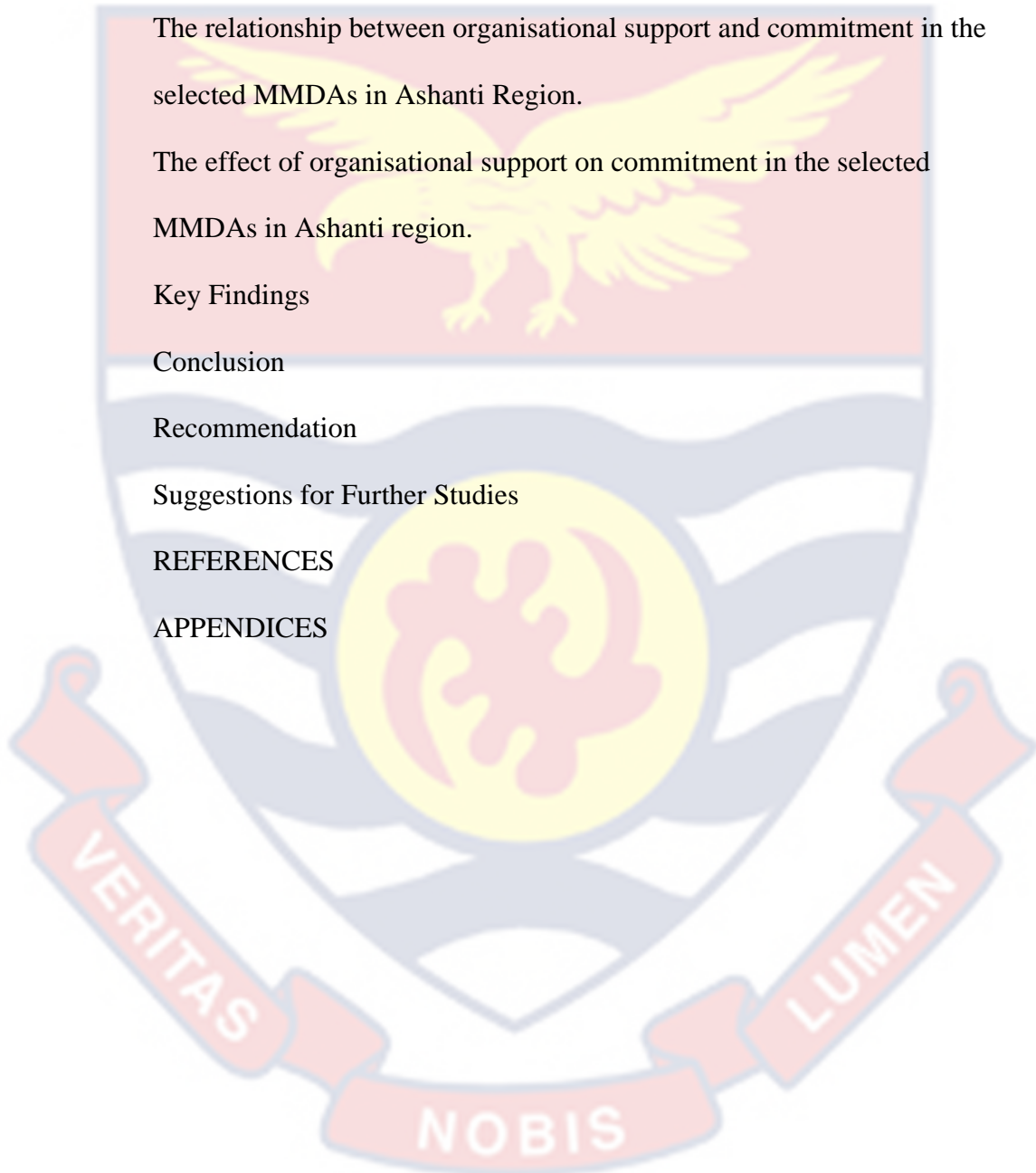
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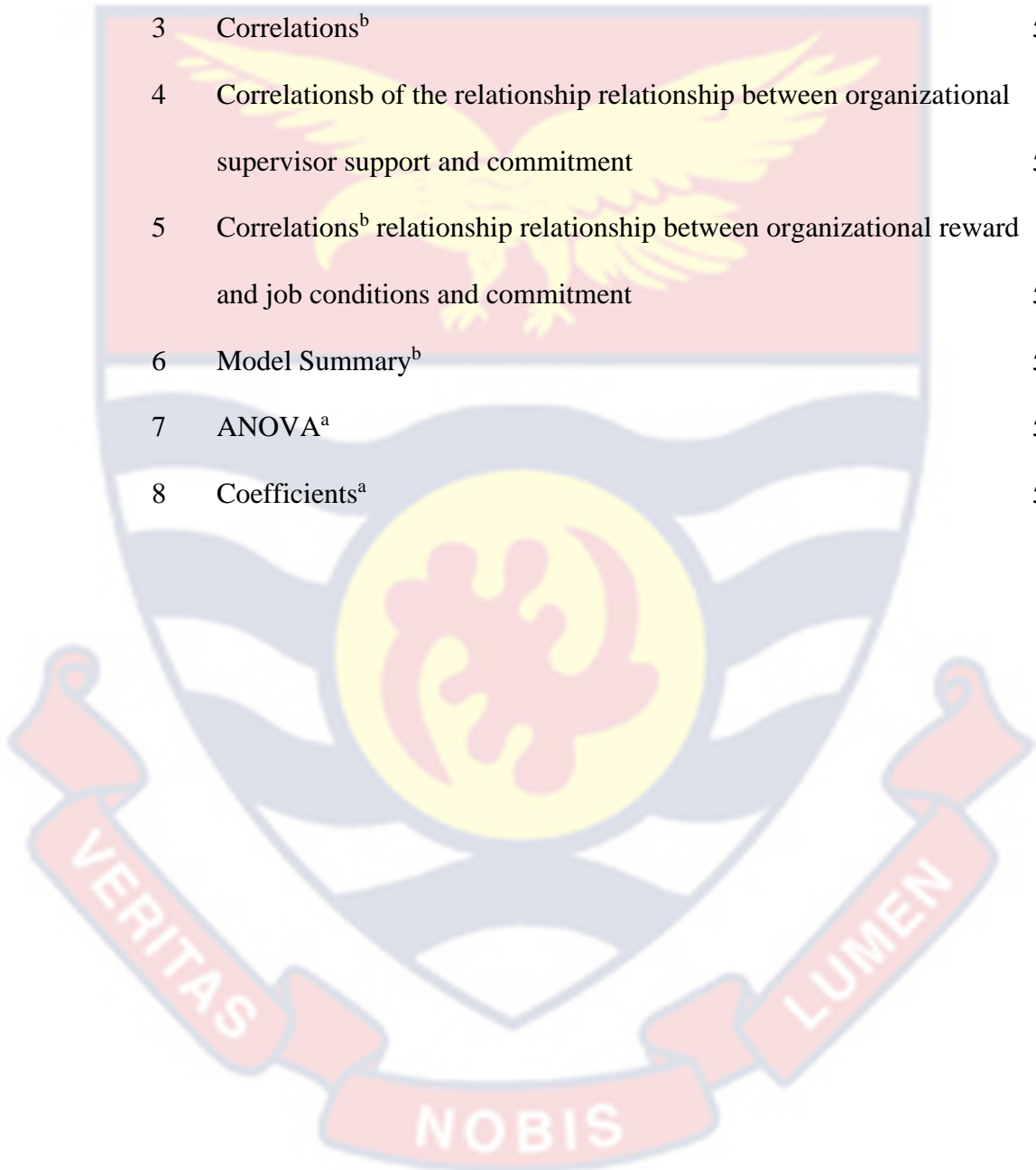
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LIST OF ACRONYMS

Comm: Employees' Commitment

OrgFns: Organizational Fairness

OrgSS: Organizational Supervisor Support

OrgRJ: Organizational Rewards and Job Conditions

MMDAs: Metropolitan, Municipal and District Assemblies



CHAPTER ONE

INTRODUCTION

Background to the Study

The performance of the human capital within an organisation dictates whether organisational success or organisational failure would occur (Robbins & Judge, 2012). Lesabe and Nkosi (2007) argue that an organisation cannot perform successfully in today's highly competitive world without employees who are committed to its objectives and strategic goals. Lawler (2003) is of the opinion that the manner in which employees are treated and maintained has a direct impact on the continued competitiveness and even existence of any organisation. This is particularly crucial due to the fact that skilled and competent employees are limited, and there is an acknowledged 'global war for talent' (Beechler & Woodward, 2009). Effectively attracting, developing, managing, motivating and retaining committed employees has become a critical success factor for sustained organisational performance (Spagnoli & Caetano, 2012).

The fair treatment of employees within an organisation is one of the cornerstones of developing organisations (Birt, Wallis & Winternitz, 2004). Their opinion is that, a balance should be created and maintained between what employees contribute towards the achievement of organisational deliverables; and how the organisation firstly, values these contributions and secondly, how it recognises and rewards it in an equitable manner. Hellriegel, et al., (2004) state that maintaining some sense of equilibrium between what the organisations requires and what employees contribute, should be the foundation for recognising and rewarding employees. Eisenberger,

Huntington, Hutchinson and Sowa (1986) as cited in (Tromp, Rheede, & Blomme, 2010) states, fulfilment of social and emotional needs such as feeling rewarded and recognised that play a critical role in the individual's intention to leave or to stay with an organisation.

Employees remain the ultimate resource for organisations (Beheshtifar & Zare, 2012). They constitute the most essential and valuable assets of any organisation and as such, the success or otherwise of organisations is reliant on employees' contribution (Cha, 2012). This notwithstanding, the extent to which organisations continue to benefit from the expertise of their employees is also much dependent on the organisational support the employees receive (Colakoglu, Culha, & Atay, 2010). Employee turnover causes a huge cost burden for any organisation and these may be direct or indirect. The direct cost includes, training cost, hiring cost, and selection cost whereas indirect cost includes loss of reputation and low employee morale (Kumar, 2014).

Organisational support is defined as employees' formation of global beliefs pertaining to how much the organisation cares about their well-being and values their contributions (Eisenberger, Armeli, Rexwinkle, Lynch, & Rhoades, 2001). It is founded on the premise that employees form opinions regarding the extent to which an organisation values their contributions and cares about their well-being based on their perceptions of how readily the organisation will reward their job performance and meet their socio-emotional needs (Rhoades & Eisenberger, 2002). Perceived organisational support reflects a large extent in the quality of the relationship between the organisation and the employees (Hassan, Hassan & Shoaib, 2014).

The roots of organisational support are drawn from the Blau's (1964) theory of social exchange. The social exchange theory emphasis the norm of reciprocity (Gouldner, 1960) and in the context of this study, POS describes the 'quality' of the reciprocal social exchange taking place between the employees and the organisation. Social exchange theory posits that if employees perceive that their organisation supports and care for well-being, they will feel attached to the organisation and feel obligated to "return the favor" to their organisation by staying with them (Cropanzano & Mitchell, 2005).

Again, organisational support theory also underpins organisational support. Organisational support theory explains how POS develops and yields positive consequences for employees and organisations. The theory states that employees view their organization as having a disposition to view them favorably or unfavorably as reflected in the treatment it provides them (Eisenberger, Huntington, Hutchison & Sowa, 1986). POS provides employees with a simple way to understand their valuation by the organisation and may vary from the view that the organization regards them very positively to the opposite extreme of disdaining them and wanting to get rid of them given the first opportunity. According to organisational support theory, employees value POS partly because it meets their needs for approval, esteem and affiliation, plus provides comfort during times of stress.

Organisational support is a principal backbone for an organisation to reduce the turnover intention among their employees (Kurtessis et al., 2017). Although, much of the subsequent researches have focused on attitudinal and tangible inducements to stay, such as satisfaction and salary. An emerging

body of study recognises that relational inducements such as support from the organisation and from a supervisor can also play an important role in such decisions (Allen, Shore, & Griffeth, 2003; Maertz Jr et al., 2007). POS has also been found to exert significant influence on workplace outcomes in many different types of organisations such as hospitals, manufacturing, technology, secondary schools, airlines, retailers, military and more especially banking sector (Eisenberger & Stinglhamber, 2011; Mauser, 2008; Aselage & Eisenberger, 2003; Rhoades & Eisenberger, 2002).

Any organisation that offers support for its employees improves employees' loyalty within the organisation and at the same time declines negative feelings and thoughts held by the employees of the organisation (Maertz Jr et al., 2007). To improve satisfaction of employees, it is necessary for the management of every organisation to improve and think about positive organisational support for the workers as this will make them equally satisfied and in return, overall performance will increase.

Raziq and Maulabakhsh (2015) found that, for workers who do not receive organisational support and work under difficult working conditions will become dissatisfied which would in turn go against the set objectives of the organisation. In an organisation where organisational support becomes unrealistic, there is the chance that employees may be influenced to harbor the intention to quit the organisation. Intention to quit may be defined as employees conceiving the mindset of walking away from his or her job for the fact that the organisation he or she works for has not acted positively towards the employees, and the employees are less likely to remain with the organisation (Saranya & Muthumani, 2015). Turnover intentions can be seen

as voluntary turnover, because the employee himself decides to leave the organisation for particular reason (Holtom, Mitchell, Lee, & Eberly, 2008).

Lesabe and Nkosi (2007), argue that an organisation cannot perform successfully in today's highly competitive world without employees who are committed to its strategic goals and objectives. Organisational commitment is the employees' belief in a company's values and objectives, the employees' ability to work for the benefit of the company, and the employees' established relationship with his or her employer (Keskes, 2014).

Organisational commitment is defined by management experts as an attitude or a direction to an organisation which link the individual identity to an organisation (Gautam, Van Dick & Wagner 2004). It has also been said to be the extent to which an individual's identification with involvement in a particular organisation (Pien, Chitpakdee & Chontawan, 2011). Given definitions of organisational commitment involve three general issues, including, emotional dependency to an organisation, supposed expenditure resulting leaving the organisation and the sense of commitment to stay in the organisation (Lee, Allen, Meyer & Rhee, 2001).

Employees who are committed as a result of perceived organisational support are more likely to attend work, arrive at work on time, stay with the organisation, perform well and are involved in behaviors which is helpful to the organisation, as opposed to employees who are not committed (Aamodt, 2007). Wayne, Shore and Liden (1997) support this view and add that when an employee's perception of organisational support is high, a social exchange develops in which employees may feel compelled to reciprocate the high level of perceived affective commitment he or she receives from the organisation.

Statement of the Problem

In today's challenging workplace, employees face increased imprecision in their daily activities and decreased job security. The dynamic world and ever-changing methods and techniques of operations especially with more and more competitors arriving in the industry means that, employees would have to constantly reinvent themselves, gain more knowledge and experience in order to be able to maintain their current positions and indeed be able to rise to higher levels of responsibility within the organisation. According to Krishnan and Sheela (2012), research on organisational support started with the idea that if managers are concerned about the commitment of their workers to the organisation, employees would also be focused on achieving the goals and objectives of the organisation. For employees, the organisation serves as a vital source of socio-emotional resource, such as tangible and intangible benefits. Being regarded highly by the organisation, it helps employees' needs for approval, esteem, and affiliation to be met. Positive valuation by the organisation also provides an indication that increased effort will not go unrewarded. Employees therefore take an active interest in the regard with which they are held by their employer.

With the rising level of competition in all industries, treatment of employees' is key to the success of every organisation. Employees are regarded as assets to the organisation and hence would be willing to increase their efforts towards the achievement of organisational goals when they realise that the organisation cares about their wellbeing and values their contribution to the organisation. In recent times, there has been a rise in the level of

competition among organisations for skilled and experienced workers in Ghana and this has become imperative for management of the various MMDAs and government to resort to the various ways of ensuring that their employees are always committed and willing to give off their best.

Over the years, studies on organisational support, commitment and employee performance focused on the hospitality industry (Colakoglu, Culha & Atay, 2010; Jokela, 2012; Tsai, Horng, Liu & Hu, 2015; Biswakarma, 2016; Gigliotti, Vardaman, Marshall & Gonzalez, 2018), other studies also looked at the health sector (Apodaca, 2010; Abed & Elewa, 2016; Kelista, 2016; Scandan, Cleland, Walker & Johnston, 2018), education sector (McKnight, 2010; Kabuga, 2014; Gunduz, 2014; Mohammed & Ali, 2015, Louis, 2016; Gunay, 2017; Crizelle, Mostert & Woerkom, 2018) and the financial sector (Nisar et al, 2014; Giorgi, Dubin & Perez; 2017; Talat & Ishfaq, 2018).

In addition, the findings of some of the studies that examined the relationship between organisational support and employees' performance seemed to be contradictory. For instance, results from studies conducted by (Baran, Shanock, & Miller, 2012; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Masterson, Lewis, Goldman, & Taylor, 2000; Rhoades & Eisenberger, 2002; Rhoades, Eisenberger, & Armeli, 2001) indicated that various types of support in the workplace can lead to positive outcomes, such as employee retention, organisational commitment, and job performance. Some results and findings from previous studies showed a positive relationship between organisational support and employee performance (Azzam, 2015; Abed, 2016; Kelista, 2016; Scanlan, Cleland, Walker & Johnson, 2018). A study conducted by Karl (2014) also found a

positive correlation between organisational support and employee performance. Other studies conducted showed negative relationship between organisational support, commitment and employee performance (Chan, 2014; Ahmed, Nawaz, Ali & Islam, 2015). The inconsistencies of results from previous studies calls for further research.

Research Objectives

The general objective of the study is to examine the effect of organisational support on commitment in selected MMDAs in Ashanti region.

Specifically, the study seeks to:

1. Examine the relationship between organisational fairness and commitment in selected MMDAs in Ashanti region.
2. Assess the relationship between organisational supervisor support and commitment in selected MMDAs in Ashanti region.
3. Assess the relationship between organisational rewards and job conditions commitment in selected MMDAs in Ashanti region.
4. Examine the effect of organisational support on commitment in selected MMDAs in Ashanti Region.

Research Hypotheses

Based on the objectives that were set, the following hypotheses were outlined.

1. H1: There is a significant relationship between organisational fairness and commitment.
2. H2: There is a significant relationship between supervisor's support and commitment.

3. H3: There is a significant relationship between organisational rewards and job conditions and commitment.
4. H4: There is a significant positive effect between organisational support and commitment.

Significance of the Study

This study seeks to provide the needed information that would guide the Management of various MMDAs to better align their strategies on the kind of support within the organisation and also gain deeper insight into the various support within the organisation available to employees' of MMDAs. The findings are expected to help inform decision making in the area of organisation support with regard to employees' commitment and performance. Many stakeholders will benefit from the findings of this study. The study will inform the management of MMDAs and the government, on how to value the contributions of its employees so they become committed and give off superior performance. The findings of the study will therefore provide vital information to policy makers and human resource managers of the various MMDAs to either consolidate or re-think ways of treating employees of the organisation. Ultimately, the study would serve as literature that would add to academic knowledge in the domain of organisational support and commitment in Ghana.

Delimitations

This study was restricted to only employees within the MMDAs in Ashanti region, although there are many employees and MMDAs across Ghana. Also, instead of using all the antecedents as were stipulated by Eisenberger in 1986, the study considered only the antecedents that were

reviewed in the dimensional analysis by Rhoades in 2002. The proximity of selecting MMDAs in Ghana, particularly the MMDAs in Ashanti region was an advantage, given time and resource constraints.

Limitation

The study employed the use of a questionnaire in collecting data which did not allow the respondents to express themselves freely. Therefore, the study did not probe into the various constructs. Some of the respondents were not willing to cooperate since they thought it was a waste of time. The study uses a single data source (employees from selected MMDAs in Ashanti region). Data from single source can be affected with the potential presence of common method bias and this can affect the results of the study. This necessitated using statistical test for bias. Again, the study focused on only employees of selected MMDAs in Ashanti region and did not consider other employees in other MMDAs hence, the findings could not be generalised to other employees Ghana. Finally, not all questionnaires given to the study participants were responded to.

Organisation of the study

This study is organised in five chapters. The first chapter looks at the introduction which culminates into the background to the study, statement of the problem, research objectives, hypothesis, and significance of the study, delimitations, limitations and definition of terms. The second chapter deals with the review of related literature. This chapter tries to explore the key concepts and theories around which the study is built. It looks at both theoretical and empirical literature in relation to the study. The third chapter tackles issues relating to the research methods. In this chapter, issues in

relation to research design, study unity, population, sampling procedure, data collection instruments, data collection procedures, data processing and analysis are discussed. The fourth chapter deals with the presentation of results and discussion while the fifth chapter deals with summary, conclusion and recommendations.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter will comprise three sections. The first section is about the theoretical literature review, conceptual framework and the review of relevant literature. The theoretical literature reviews the Organisational Support Theory, the Social Exchange Theory and Expectancy Theory and the Conceptual Framework. The study sought to get in-depth understanding of how management of MMDAs, Ghana, views the contribution of its employees and their wellbeing and how employees are treated and regarded within the organisation and the commitment of these employees in the organisation. The chapter presents a review of literature related to organisational support and commitment in three parts; theoretical, empirical and conceptual. The first section presents the theoretical framework underpinning the study. The next section considers key concepts and variables of the study and the third section reviews relevant empirical literature.

Theoretical Review

Theoretical postulations or justifications are required for the evaluation of relationships between the various variables in the study. For this reason, the study adopts the organisational support theory. This theory helps to develop the key constructs and the interrelationships between the proposed concepts.

Organisational Support Theory

According to Organisational support theory, employees form perceptions of the extent to which their organisation values them and cares about their well-being (that is., perceived organisational support, or POS). In a

meta-analysis by Rhoades and Eisenberger's (2002), it was revealed that POS is related to the major hypothesised antecedents of POS (fairness, human resource practices -job conditions and rewards, and supervisor support).

The organisational support theory is an application of the reciprocity norm to the employee-employer relationships (Rhoades & Eisenberger, 2002). The theory maintains that employees pay attention to the manner in which organisations treat them in order to discern the extent to which the organisation is supportive and values their contribution (Aselage & Eisenberger, 2003). The theory further maintains that based on the norm of reciprocity, employees strive to repay the organisation for a high level of support by committing themselves to the organisation (Scott, Restubog, & Zagenczyk, 2013). The organisational support theory also suggests that the development of perceived organisational support is based on an employee's idea that organisations have human characteristics (Eisenberger et al., 1986).

Eder and Eisenberger (2008), purport that employees associate the treatment to them by agents of the organisation as indicative of the organisations' overall favourable or unfavourable orientation towards them. The Organisational Support Theory serves to address the psychological consequences of perceived organisational support (Shoss, Eisenberger, Restubog, & Zagenczyk, 2013). Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001) asserted that the caring, approval and respect indicated by perceived organisational support fulfil employees' socio-emotional needs, which in turn, lead employees to incorporate membership and role status into their social identity.

Furthermore, Eisenberger et al. (2001), perceived organisational support was shown to strengthen employees' belief that the organisation acknowledges and rewards superior performance (that is, performance-reward expectancies). These processes have favorable outcomes both for individual employees (for example, increased job satisfaction and heightened positive mood) and for the organisation as a whole (for example, increased affective commitment and performance, and reduced turnover) (Eisenberger, Stinglhamer, Vandenberghe, Sucharski, & Rhoades 2002; Rhoades et al., 2001; Rhoades & Eisenberger, 2002).

Implying from the organisational support theory, it holds that employees personify the organisation, thinking of it as a powerful individual with a benevolent or malevolent orientation toward them. To meet socioemotional needs (e.g. approval, esteem, affiliation, emotional support) and assess the value of greater efforts on the organisation's behalf, employees form a general perception concerning the degree to which the organisation values their contributions and cares about their well-being. Because of the norm of reciprocity, POS increases the employees felt obligation to help the organisation to reach its goals. In other words, employees strive to pay back the high level of support by the organisation by increasing their own efforts. Thus, employees with high POS are more motivated, affective and more positively oriented toward the organisation.

Organisational support theory also addresses the psychological processes underlying consequences of POS. First, on the basis of the norm of reciprocity, POS should produce a felt obligation to care about the organisation's welfare and to help the organisation achieve its objectives.

Secondly, the caring, approval, and respect indicated by POS should fulfill socioemotional needs, leading workers to incorporate organisational membership and role status into their social identity. Third, POS should strengthen employees' beliefs that the organisation recognises and rewards increased performance (that is, performance-reward expectancies).

Implication of the theory to the study

Based on the theory under consideration, it is evident that within an organisation, both the employer and the employee play a vital role in the quest to leave both parties satisfied. Both parties owe it to themselves to exercise reciprocity in their dealings so that success within the organisation can be achieved. It could also be noted that within the organisation, employees would tend to act or behave in a particular way depending on their level of motivation. As outlined by Eisenberger, employees would perceive that the organisation is supporting them if certain factors and conditions are made available within the organisation. Also, employees would also feel motivated if they believe that their efforts would not go unrewarded.

This theory places a vital role in this study such that, it outlines the importance of employees to MMDAs and the fact that both the employer and the employee have a role to play in the quest to achieve organisational success. The issue of reciprocity comes to play when the theory of organisational support is discussed. Within MMDAs, the activities of the employees greatly affects the organisation. It is therefore of great importance to make sure that your employees are comfortable in the organisation. This therefore ignited the use of organisational support theory.

Social Exchange Theory

Social exchange theory is based on the idea that social behavior is the result of an exchange process, whose purpose it is to maximise benefits and minimise costs. The beginnings of this theory can be traced to the studies of Thibaut & Kelley, Homans & Blau, Brinkmann & Stapf, 2005). The exchange can be understood in terms of material and non-material goods, such as the symbols of approval or prestige (Homans, 1961). According to this theory, individuals consider potential reward and risks of social relationships. Further it implies that all human relationships are shaped by using a subjective reward-cost analysis and the comparison of alternatives.

Social exchange theory explains the relationship between employees and organisations. The social exchange perspective is referred to as a correlation of reciprocity of gratification that is mutually conditional through the formulation between two parties that stems from the belief in exchanging and delivering a homogenous moral norm (Loi et al., 2006). Subsequently, the mutuality of gratification will serve to maintain a stable social system through this norm of exchange. The notion of social exchange was also explained by noting the differentiations in the prospect from economic exchange (Liu, 2016).

Overall, social exchange is seen as a long-term endeavor and involves less tangible or even symbolic resources, although in contrast, economic exchange is known to be short-term. Within the social exchange, both the nature of the anticipated future returns and time frame are not duly specified, as the returns are actually seen to be obligations that are unspecified, and the

parties exchange focus on the normality of reciprocity in ejecting their own personal obligations through future occurrences.

Additionally, Karatepe and Shahriari (2014) implemented social exchange theory, and examined its relation with turnover intention. Their study indicates that this theory provides insights on a correlation that exists between organisational justice and turnover intention, where relationships develop through the motion of time to become trusting, loyal, and mutual commitments, which is particularly relevant when all team members, whether that be managers, supervisors, and employees, are committed to specific rules of interchange. Indeed, social exchanges correlate to a greater level of psychological contract, and function together with defined intimate attachment at a personal level, together with obligations of an open-ended nature.

Proponents of economic exchange theory postulate that a relationship exists between the intention to leave an organisation and how outcomes create fairness, such as towards pay and rewards. In other words, trust within a team of employees is developed and engendered through a fair environment in a workplace in regards to pay levels that are instilled and the allocation of rewards, as well as how interpersonal treatment is maintained through quality. Consequently, employees are less likely to possess the intention to leave the organisation when they maintain elevated perceptions of justice within their job roles.

The concept of Organisational support

Organisational support has been defined by several researchers in empirical literature. Çelik and Fındık (2012) viewed organisational support as one-dimensional measure of employee's general belief that their organisation

is committed to their values or continued membership in the organisation. To them, organisational support focuses generally on employee's well-being in the organisation and have been evidenced to have significant effects on employee performance and well-being (Krishnan & Mary, 2012). Alarcon, Eschleman, and Bowling (2009) indicates that a person's well-being hinges on the attainment of basic psychological needs which includes competence, autonomy and relatedness. According to organisational support theory, employees tend to developed positive attitudes towards their organisation if they perceived more organisational support (Eisenberger et al, 1986).

However, Wann-Yih and Htaik (2011) argued that organisational support does not only focuses on employees' well-being as indicated by Celik and Findik (2012) but it's also including valuation of employee's contribution by the organisation. As a result, they defined POS as the formation of global beliefs by employees pertaining to how much the organisation cares about their well-being and values their contributions in the organisation. Rhodes and Eisenberger (2002) asserted that employees are usually enthused to offer their best to the organisation whenever their work are valued by the organisation.

As employee's work are valued, they are motivated to put up their best to increase their job performance. POS serves as emotional support and indirectly rewards the employees for their regular loyalty and commitment and increase the job performance in the organisation. As suggested by Organisational support theory, employees developed a sense of perceived organisational support (POS) which they use to gauge how much their job meets their socioeconomic needs as well as the reward they received from the organisation through their increased effort.

Conceptually, POS is demonstrated as a perception of what degree of significance to contribute to employees by the organisation. Expectations of this perception in the mind of employee's outcomes such as considering employee goodness by the organisation, appreciation in the organisation and sharing common values between organisation and employee. Employees supported by their organisation feel this support is given because they are valuable employees for their organisations. POS offers emotional support and indirectly rewards the employees for their regular royalty and commitment and increase the job performance in the organisation. Rhoades and Eisenberger (2002) indicate that employees with high levels of POS tend to be committed to the organisations they work for and more satisfied with their jobs. On the basis of organisational support theory (Eisenberger et al., 1986, Rhoades, 2002), three general forms of perceived favorable treatment or organisational support were deduced after the meta-analysis. These included fairness, supervisor support, and organisational rewards and favorable job conditions.

Components of Perceived Organisational Support

In today's competitive world, attracting and retaining employees remains one of the biggest obstacles for most organisations especially in the banking industry. Committed and skillful employees are the only source of comparative advantage for organisation. Therefore, the Human Resource Department of an organisation has to put in much effort to understand and analyse the aspects which go a long way to affect the performance and commitment of the employees as this is a basic necessity to ensure effectiveness and efficiency in their organisations.

The development of POS is encouraged by employees' tendency to assign the organisation humanlike characteristics (Eisenberger). Empirical literature posits that POS relates positively with a number of outcomes favorable to both the organisation and the employee consisting of conscientiousness in carrying out conventional job responsibilities, organisational commitment and job satisfaction. Below are the three common antecedents of perceived organisational support: supervisor support, organisational rewards and job recognition, internal promotion and career development opportunities (Skumar, 2012). These are discussed below:

Fairness

Fairness may be linked to procedural justice in performance appraisal, providing opportunity to voice concerns. Employee engagement is associated with; a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. Similarly, according to a survey conducted in thirty-two countries by Walker Information, the factors that most influence employee commitment are fairness, care and concern for employees, and trust. (Frank, Finnegan & Taylor, 2004). The labeling of an organisation as fair' can be made off of the basis of perception and reality.

Fairness is basically seen and felt throughout all levels of the organisation (thereby confirming it is real rather than just perceived) and can take many forms in the workplace; application of policies, procedures and the presence of unions to help level the playing field. Equity, and in fairness, is a key driver of employee engagement. (Anne-Marie, 2004). In addition to fairness and positive treatment, POS also depends on job conditions and

practices. Organisations can demonstrate their support for employees by providing benefits, developmental opportunities, autonomy, and policies that support a healthy work-life balance (Kurtessis et al., 2015; Muse, Harris, Giles, & Field, 2008).

Supervisor Support

In an organisational setting, employees generally develop views concerning the degree to which supervisors value their contributions and care about their well-being. This would yield a feeling of satisfaction among the subordinates in the organisation. Topper (2007) shows that supervisor's positive behavior towards employee yield positive individual and business performance. On the contrary, employees feel unappreciated and highly frustrated where there are inadequate supports and negative attitudes by the supervisor. This often led to low performance and loss of respect by the employees towards the organisation and the supervisor. Typically, supervisor's supports are viewed by employees as the organisational support since the supervisor acts as an agent to the organisation. In this regard, POS will be high when supervisors care more about the contributions and efforts of employees.

Supervisor support refers to supervisors' behaviour in helping their employees to demonstrate the skills, knowledge, and attitudes acquired from the training program (Rhoades & Eisenberger, 2002). According to Bhatti et al. (2013), supervisor plays important roles in training effectiveness. Without getting support from the supervisor, the transfer of training process cannot be successful. This is because the employee will tend to lose focus when they are not monitored or supervised. It is said to be one of the most powerful tools in

enhancing transfer of training and supported by numerous studies (Baldwin & Ford, 1988; Ismail et al., 2010).

According to Putter (2013), the support can be in terms of emotional, instrumental, and at the same time support which are provided before and after the training program. Providing feedback also would be a form of supervisor support (van der Klink et al., 2001). This is because feedback is relatively seen as part of supervisor support whereby the supervisor identify which area of their employees needs to be improved, encouraging them to join the training program, and help them to apply the learned skills upon completing their job.

Apart from that, Ismail et al., (2010) stated that supervisor is also responsible for allocating budget for their employee's developmental purpose. This is because, each individual has the rights to increase their knowledge, skills, and abilities, and hence, this can only be achieved when they undergo the training program provided by the organisation. Just as employees form global perceptions concerning their valuation by the organisation, they develop general views concerning the degree to which supervisors value their contributions and care about their well-being (that is, perceived supervisor support; Kottke & Sharafinski, 1988).

Powell, (2011) defined supervisor support to be the extent to which leaders value their employees' contributions and care about their well-being. Supervisors are seen and regarded as agents of the organisation, having responsibility for directing and evaluating subordinates' performance. Notably, employees view their supervisor's favorable or unfavorable orientation toward them as a sign of the organisation's support (Eisenberger et al., 1986; Levinson, 1965). In an organisational setting, employees generally

develop views concerning the degree to which supervisors value their contributions and care about their well-being. This will yield a feeling of satisfaction among the subordinates in the organisation. Topper (2007) shows that supervisor's positive behavior towards employee yield positive individual and business performance. On the contrary, employees feel unappreciated and highly frustrated where there are inadequate supports and negative attitudes by the supervisor. This often led to low performance and loss of respect by the employees towards the organisation and the supervisor. Typically, supervisor's supports are viewed by employees as the organisational support since the supervisor acts as an agent to the organisation. In this regard, POS will be high when supervisors care more about the contributions and efforts of employees.

Organisational Rewards and Job conditions

Rewards and job conditions deal basically with job stress and growth opportunities. However, rewards can be classified as tangible or intangible. In the first case, they are defined as being awards given to employees on the basis of tasks performed, which meet or exceed the expectations initially established. Also, they are defined as praise granted in public by virtue of achievements widely approved in the context of organisational culture Stajkovic & Luthans (1997). In recent years, the phrase "compensation and benefits" has given way to "total rewards" which encompasses not only compensation and benefits but also personal and professional growth opportunities and a motivating work environment (for example, recognition, valued job design, and work/life balance) Heneman & Coyne (2007).

Studies have revealed that reward systems are concerned with two major issues: performance and rewards. Performance includes defining and evaluating performance and providing employees with feedback. Rewards may also include bonus, salary increases, promotions, stock awards, and perquisites. The reward system of an organisation has consequences on motivating work when workers are rewarded in a tangible way (cash bonuses, salary increases) or intangible (praise or public recognition) because they have demonstrated behaviors considered desirable for the organisation. However, it is argued that such organisational rewards represent investment by the organisation in the employee and are explained by the employee as indication of organisational appreciation and recognition, and thus, contribute to the development of POS (Shore & Shore, 1995).

Shore and Shore (1995) suggested that human resources practices showing recognition of employee contributions should be positively related to POS. A variety of rewards and job conditions have been studied in relation to POS, for example, recognition, pay, promotions, job security, autonomy, role stressors, and training. Organisations can demonstrate their support for employees by providing benefits, developmental opportunities, autonomy, and policies that support a healthy work-life balance (Kurtessis et al., 2015; Muse, Harris, Giles, & Field, 2008).

Shore and Shore (1995) also proposed that job conditions have in relation to POS for example job security, autonomy, role stressors, and training. Job security means assurance that the organisation wishes to maintain the employee's future membership. Job security provides a strong indication of POS, particularly in recent years, when downsizing has been prevalent (D.

Allen, Shore and Griffeth, 1999). Autonomy means employees' perceived control over how they carry out their job, including scheduling, work procedures, and task variety. Autonomy has traditionally been highly valued in Western culture (Geller, 1982; Hogan, 1975). By indicating the organisation's trust in employees to decide wisely how they will carry out their job, high autonomy should increase POS (Eisenberger, Rhoades, & Cameron, 1999). According to organisational support theory, favorable opportunities for rewards serve to communicate a positive valuation of employees' contributions and thus contribute to POS, organisational rewards and job conditions within the organisation.

Promotion within an organisation shows evidence of formal recognition of one's performance and ability rewarded with a rise in pay, work challenges, responsibility, status, and autonomy. Employees view promotion as an achievement of their proven performance record towards career success (Kim, 2005). Promotion carries recognition from the management, helping employees to expand their network within the profession through a wider job scope and perspective (Gaertner & Nollen, 1989; Wayne et al., 1997). Internal promotion connects an employees' career interest with the current employing organisation, while through performance recognition the organisation invites employees to stay and extend their organisational goals in the future.

The perception of future advancement opportunities within the organisation acts as motivation for employees to perform up to expectations (Vroom, 1964), and stay with the company to demonstrate their skills and ability. Aligned to organisational support theory, promotion delivers favorable treatment to employees, indicating that an organisation is recognising and

appraising the employees' performance via formal promotion. It also serves as a commitment from the organisation to continue developing every employee's career path and learning opportunity (Guest et al., 2002). The perception of the availability of promotion within the organisation could also be seen as a discretionary decision to reward performing employees.

The availability of career development opportunities illustrates the willingness and effort of the organisation to cherish employees. Generally, organisations that provide relevant quantity and quality development schemes are signaling to employees their likeliness to develop a cadre of skillful employees to grow together with the business. Huselid (1995) suggested that progressive HR practices that embrace career-related practices could improve knowledge, skills and the abilities of an organisation's current and potential employees, and enhance the retention of quality employees. Research has concluded that another way that HR practices can create employee beliefs in higher POS is by providing them developmental opportunities that would meet their needs for personal growth (Jayasree & Mary, 2012). Similarly, Rhoades and Eisenberger (2002) suggested that giving potential career opportunities such as training and promotions may imply a high level of concern for employees and the recognition of their contributions by the organisation. Since these organisational actions go beyond what is mandated by company policy or union contract, employees are likely to see them as discretionary treatment by the organisation that are indicative of organisational caring and support Eisenberger et al. (1999).

Career development is about the development of employees that is beneficial for both the individual and the organisation. Effective career

development programs enhance individual work performance by continuously learning and adapting, while the organisation offers favorable developmental relationships with their employees. It is a complex process that shapes the career of any given individuals over their life span. Lips-Wiersma and Hall (2007) suggested career development as the outcome of interaction between individual career planning and institutional career management processes. Thus, career development must be engaged with the organisational HR structures and must not be a one-time event, but be over a longer period of time (Leibowitz et al., 1986).

According to Talat, (2013), attracting and retaining employee's remains one of the biggest challenges for most organisations. Employees are the lifeblood and often considered to be an important asset to an organisation. This makes it imperative for the Human Resource (HR) Department to understand and effectively analyse the aspects which affect employee's performance in the organisation. This will ensure effectiveness and efficiency within the organisation and possibly enhance their profitability.

It is believed that measures taken by the organisation to influence employees that their contribution are valued and their well-being are cared for by the organisation are often served as a remedy against the de-motivating effects of employee distrust (Mensah, 2014). The organisation can resort to the various antecedents of organisational support to raise the level of POS among employees to reduce the level of employee-turnover and increase retention of employees. Evidence from empirical literature indicates that POS relates positively to a number of outcomes conducive to both the organisation and the individual.

Organisational Commitment

Organisational commitment according to Akintayo (2010) states that organisational commitment is the degree to which the employee feels devoted to their organisation. Ongori (2007) also defined organisational commitment as an effective response to the whole organisation and the degree of attachment or loyalty employees feel towards the organisation. Zheng, Sharan and Wei (2010) simply describe organisational commitment as employees' attitude to organisation. This definition of organisational commitment is broad in the sense that employees' attitude encompasses various components.

Types of Organisational Commitment

Meyer and Allen (1991) identified three types of commitment; affective commitment, continuance commitment, and normative commitment. However, they maintained that normative commitment is a relatively new aspect of organisational commitment having been defined. Some people are committed to their jobs because they love what they do, or because their goals align with those of the company. Others might stay because they fear what they could lose if they leave. Still others might stay because they feel obligated to the company, or to their manager.

Affective Commitment

Affective commitment according to Heery and Noon (2001), is when an employee remains with a specific organisation since he or she feels a sense of loyalty and shares its values and objectives. Affective or emotional attachment to the organisation is the most established component describing organisational commitment (Meyer & Herscovitch, 2001; Allen & Meyer, 1990). Affective commitment is work-related attitudes which possess positive

feelings towards the organisation according to Morrow (1993). Meyer and Allen (1997) assert that affective commitment is the employee's attachment to, connection with and association in the organisation. This type of commitment instigates organisational members to continue working for the organisation because they want to (Meyer & Allen, 1991).

Farzad, Nahavandi and Caruana (2008) agree that employees with strong affective commitment stay with the organisation because they see their goals and values to be compatible with that of the organisation. Similarly, Shahnawaz and Juyal (2006) postulate that affective commitment explains an alignment that employees feel between their organisation and their personal value system and needs. Liou (2008) argues that when an employee exhibits affective commitment towards the organisation, they are likely to improve the operational aspects of the organisation. Additionally, such improvements include greater satisfaction and involvement, as well as increases in job performance.

Respondents who are affectively committed to the organisation are more willing to maintain their relationship with the organisation than those who are normatively and continuance committed (Manetjie & Martins, 2009). However, other researchers (Farris, 2012; Somers, 2010; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) stressed on the need to foster multiple organisational commitment forms as opposed to only focusing on affective commitment.

Continuance Commitment

According to the side bet-theory by Becker (1960), commitments arise when a person making a side bet, links extraneous interests with a consistent

line of activity (Becker, Randal, & Riegel, 1995). It can be described as the perceived cost an individual associate with leaving an organisation (Meyer & Herscovitch, 2001). Meyer and Allen (1997) purport that continuance commitment refers to the extent to which the employee feels committed to the organisation based on years' service. Herscovitch and Meyer (2002) suggest that continuance commitment is subdivided into high sacrifice commitment (personal sacrifice associated with leaving) and low alternative commitment. Continuance commitment refers to the employee's perceived sacrifices associated with ending, such as losing one's rank or pension benefits, which results in the entirety of leaving the organisation (Coetzee, 2006).

Previous studies have linked continuance commitment with adverse organisational outcomes, such as employee intention to leave the organisation (O'Donnell, Jayawardana, & Jayakody, 2012; Labatmediene et al., 2007). Continuance commitment is relevant to this study because it may help to determine employees' intention to continue working at their current organisation as Meyer et al., (2002) demonstrated in their study that continuance commitment has a negative correlation with turnover intention.

Normative Commitment

Normative commitment relaxes on employees' compulsory feelings towards management; people stay because they think an obligation to perform so (Ahmadi & Avajian, 2011). Employee commitment and loyalty are optimistically connected with higher level of place of work performance (Sarah, Jolian, Robert, & Karl, 2011). We anticipate relational agreement, with their well-built socio-emotional element, to engender high positions of affective commitment. Relational agreements are predictable to be continuing,

lively and development, and hence to meet individual needs in favor of liveliness and belongingness. Individuals in relational agreement naturally obtain advantage from the developmental perspective and individual uphold, they collect from the organisation, and do not express a focus on an evaluative wisdom of what they would get or lose by parting.

Normative commitment is sensation of responsibility. Well-behaved and faithful employees can do work better having fewer opportunity, considering themselves employees of the organisation (Green, 2008). Employees are the vital resource in any organisation and any society (Newstrom, 2007). Organisations have to care for employees fairly in order to catch the attention of and support good employees (Newstrom, 2007). Wasti and Can (2008) is of the view that the feeling of obligation to remain with an organisation may result from the internalisation of normative pressures exerted on an individual prior to entry into the organisation.

The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligation between the organisation and its members (Suliman & Iles, 2000). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This implies that individuals often feel an obligation to repay the organisation for investing in them, for example through training and development.

Empirical Review

Organisational Support and Organisational Commitment

Makanjee, Hartzel, and Uys (2006) in their study conducted in South Africa examined that organisational support increases the commitment of radiographers and further identified the direct relationship between POS and organisational commitment. POS was found to influence affective commitment and normative commitment positively in a study by (Islam et al., 2013). A study by Uçar and Ötken (2010) found POS to be strongly associated with affective commitment, which is consistent with previous studies conducted in related organisational settings (Rhoades and Eisenberger, 2002).

The results of the correlation analysis again showed that, there is a significant correlation between POS and normative organisational commitment. This relationship has also been supported by similar findings in the literature (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Kumar, (2015) in a study also concluded that there is a positive relationship between POS and the three dimensions of organisational commitment. It means that those employees' who feel that the organisation values their contribution, would tend to exhibit high level of affective, normative and continuous organisational commitment.

Colakoglu, Culha, and Atay (2010) in their study looked at the effect of POS on employees' affective outcomes in the hotel sector in Turkey. The target population for the study were general managers and human resource managers of five star and chain hotels in Bodrum, Turkey. Data was collected through the use of questionnaires. Linear regression analysis was used to assess the effects of POS and job satisfaction on dimensions of organisational

commitment. POS was highly correlated with normative commitment and affective commitment. It was realised that 36.7% of affective commitment is explained by perceived organisational support. POS positively affects affective commitment. It was also realised that 40% of normative commitment is explained by perceived organisational support. POS positively affects normative commitment. It was again realised that 32.7% of continuous commitment is explained by perceived organisational support. Perceived organisational support positively affects continuous commitment.

Another study by Tumwesigye (2010) focused the role of organisational commitment in the relationship between perceived organisational support and turnover intentions. The study targeted postgraduate students of Uganda management Institute where 297 questionnaires considered out of 600 questionnaires given out to students. The study used multiple regression analysis and mediated regression analysis to test hypothesis. Again, Path analysis which is a technique in structural equation model was used to test a theory of cause-and-effect relationship among the main variables. Regression analysis conducted showed that, POS as an independent variable and organisational commitment as the dependent variable demonstrated a significant level. POS explained 25% of the variance in affective commitment, 30% of the variance in normative commitment, 14% of the variance in continuance commitment and 32% of the variance in overall organisational commitment. The results of the study concluded that POS would have a positive effect on the components of organisational commitment.

Also, a study by Wahab, Quaddus, Quaddus, Nowak, and Nowak (2009) examined perceived organisational support and organisational commitment among employees of medium enterprises in Malaysia. One of the objectives of the study was to explore and analyse employees' perception of support given to them and how it could make them committed to the organisation. Simple random sampling technique was used to select participants. Semi-structured interview technique was used for collecting data for the study. Data analysis was done using the content analysis approach. It was recognised by most participants that the supervisor support as an antecedent of POS could influence employees' perceptions of organisational support. Additionally, the study revealed that POS has a positive influence on normative commitment.

Azam (2015) in his study, examined the role of organisational support through its dimensions: (organisational equity, leader's behavior supporting subordinates, and participation in decision making), in improving employees' performance. 175 employees of Jordanian maritime transport companies were use. The study revealed a statistically significant role at the level of (5%) for organisational support in improving employees' performance. Ozder and Kirkbesoglu (2015) in their study examine the effects of organisational performance on the relationship between perceived organisational support (POS) and career satisfaction of employees. It employed a quantitative research approach with a population and sample constituted with 10 insurance companies and 194 employees working in these companies. Findings revealed that POS has an effect on career satisfaction and as such affect's employee performance.

Burns (2016) in his study looked at how providing employees with support through the organisation and its supervisors could be related to beneficial workplace outcomes. The purpose of the study was to develop and test new measures of Perceived organisational support (POS) and Perceived Supervisor Support (PSS) designed to capture the unique characteristics of each construct. The study included 382 employees in a Southern California healthcare company. Findings of the study revealed that, the proposed measures were able to successfully capture the unique qualities of Perceived Organisational Support and Perceived Supervisor Support. Additionally, POS and PSS were found to be predictive of work engagement, with POS being the stronger predictor. These findings also suggested that while providing employees with supervisor support increases engagement, organisational support is likely to make a larger impact.

Sa'diya and Maimunah, (2015) conducted a study to examine the Influence of Perceived Organisational Support on Employees' Job Performance in Malaysia using the education sector. Primary data was used for this study. Descriptive analysis and Pearson correlation were employed. The findings revealed that POS antecedents including organisational justice and job condition have significant relationship with POS. It was deduced that POS could improve the staff's job performance by presenting a significant relationship between POS and job performance. It was however evidenced from the results that organisational rewards did not show any significant relationship with POS.

Abou-Moghli, (2015) also focused on the Role of Organisational Support in Improving Employees Performance using Jordanian maritime

transport companies. This study was conducted in Jordan. Source of data was primary. Descriptive statistics and regression analysis were computed. The research revealed that there is statistically significant role at the level of (5%) for organisational support in improving employees' performance.

Similarly, Scanlan et al., (2018), conducted qualitative research in UK using the health sector. Data source was primary and was collected through the use of interview. All interviews were audio-recorded with participant permission, transcribed for analysis and entered onto NVivo Pro V.11 qualitative data management software. Results revealed that, Support from senior staff and colleagues influenced participants' job satisfaction, job performance and engagement. It was further revealed that, Positive relationships with senior staff and colleagues act as a buffer, helping participants cope with challenging situations. The feeling of being valued and recognised by the organisation and senior staff (acknowledgement of efforts, and respect) was important and contributed to the performance of the employees.

Conceptual Framework

Based on the findings from the literature review, the conceptual framework for this study is developed and shown in *figure 1*. The framework links organisational support to commitment.

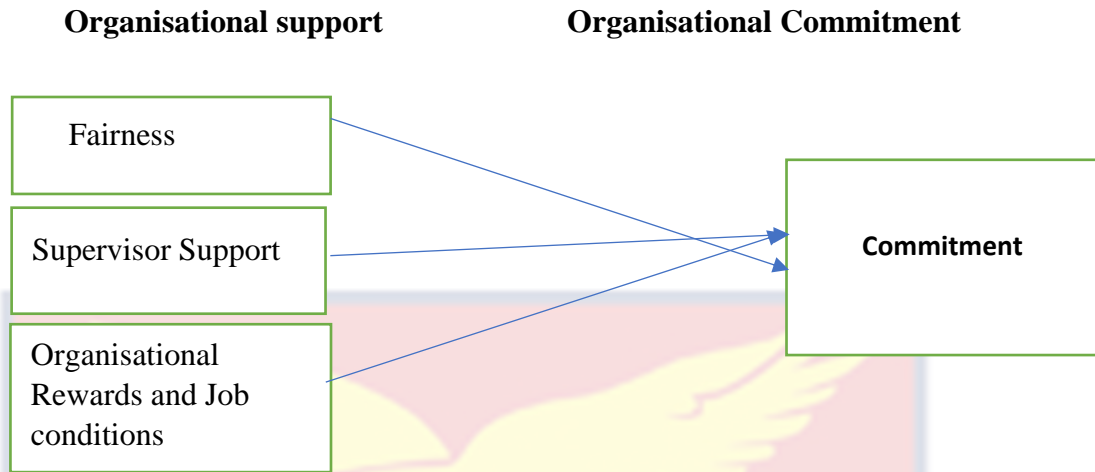


Figure 1: Organisational Support and Employees' Commitment

Source: Author's Constructs (2022)

Chapter summary

The review of related literature revealed that, employees within the organisation tend to put up positive behavior and attitudes if they perceive that the organisation values them and cares about their wellbeing. This is to say that, an improvement in the support incentives from the organisation would lead to improved positive outcomes. Even though certain inconsistencies existed on the part of some outcomes of organisational support. The success of every organisation largely depends on its employees and as such, must be taken good care of. The wellbeing of employees should be the concern of management within the organisation. Employees who perceive that their wellbeing is not of concern to management may decide to look elsewhere for better conditions. It must be noted however that, for organisations to remain focused and competitive in business, their employees must be treated well. This is evidenced from the literature that has been reviewed and the theory underpinning the study.

CHAPTER THREE

RESEARCH METHODS

Introduction

This section deals with the methodological approach to the primary data collection, analysis and presentation. Leedy and Ormrod (as cited in Williams, 2007) explained that research methodology is the general approach the researcher takes in carrying out the research project. The Chapter specifically covers key thematic areas such as the research design, population, sample and sampling techniques, research approach, research area, instrument, data collection procedure, validity and reliability and data analysis.

Research Paradigm

This study follows the positivism approach to research paradigm which allow the researcher understand the topic within the descriptive casual frameworks (Aaker, Kumar, George & Day, 2001; Yilmaz, 2013; Hays & Wood, 2011). Proponents of positivism paradigm explains that this approach involves researching into an observable social observation and coming up with conclusions and generalisations (Cooper & Schindler, 2008). Specifically, positivism paradigm involves the collection of data, analysis of collected data by use of statistical test of significance and finally present findings which are quantitatively reported. This design is adopted because the study involves collection of data on organisational support and commitment of employees of MMDAs. These data are further analysed to test for significance to accept or reject formulated hypothesis.

Research Approach

In scientific domains, there are three main study methodologies (Boru, 2018). There are three types of research approaches: quantitative research, qualitative research and mixed research (Creswell, 2003). In the context of this study, the quantitative research approach was adopted. Scholars argue that human behavior, like physical phenomenon, the natural social sciences can be quantified in attributes (Debri, 2003). Osuala (2001) postulated that, the epistemological underpinning of a quantitative motif holds that there exist definable and quantifiable social facts. The study therefore employed the quantitative research approach based on the nature of the study purpose under consideration, specific objectives, hypotheses and the nature of the primary data to be collected and analysed. Creswell (1994) asserted that quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics). This approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2003). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population. Quantitative methods are also frequently characterised as assuming that there is a single “truth” that exists, independent of human perception (Lincoln & Guba, 1985). It was also found that the findings from quantitative research can be predictive, explanatory, and confirming (Williams, 2007).

Quantitative research permits the researcher to familiarise himself with the concept to be examined and generate hypotheses to be tested (Salehi &

Golafshani, 2010). This study will use the quantitative research from a positivist perspective which is based on logic, reality and truth. This is because the study intends to establish the relationship and effect of organisational support and employee commitment.

Research Design

Research design is a set of guidelines and instructions to be followed in addressing the research problem (Leedy & Omrod, 2010). Zikmund (2000) also offers that research design is a blue print which specifies the exact data procedure or strategy that the researcher will go through to achieve the objectives of the study. Research design is the overall plan for connecting the conceptual research problems to the pertinent (and achievable) empirical research. The study employed the explanatory research design owing to the nature of the scientific enquiry underpinning this study. Thus, being driven by the logic of cause-effect relationship among the variables of interest-commitment (Independent Variable), and organisational support (Dependent Variable).

According to Zikmund, Babin, Carr and Griffin (2012) explanatory design research is conducted in order to identify the extent and nature of cause-and-effect relationships. This study by nature is a causal study. Causal studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables (Creswell, 2014). The primary purpose of explanatory research is to explain why phenomena occur and to predict future occurrences (Maxwell & Mittapalli, 2012). Explanatory studies are characterised by research hypotheses that specify the nature and direction of the relationships between or among variables being studied (Spirtes,

Glymour & Scheines, 2000). Also informing the decision to approach the study quantitatively is the assertion that the data are quantitative and almost always require the use of a statistical test to establish the validity of the relationships.

Study Unit

The Kumasi Metropolis is one of the thirty (30) districts in Ashanti Region. It is located between Latitude 6.35oN and 6.40oS and Longitude 1.30oW and 1.35oE and elevated 250 to 300 meters above sea level. The Metropolis shares boundaries with Kwabre East and Afigya Kwabre Districts to the north, Atwima Kwanwoma and Atwima Nwabiagya Districts to the west, Asokore Mampong and Ejisu-Juaben Municipality to the east and Bosomtwe District to the south. The population of Kumasi Metropolis is 1,730,249 represents 36.2 percent of the total population of Ashanti Region (Boama, 2010).

Population

According to Leedy and Ormrod, (2010) population can be seen as the target group about which the researcher is interested in gaining information and drawing conclusion. Robson (2002) also disclosed that population refers to all the cases being under study. Robson further cautioned that population does not only mean people but may also refer to situations in which someone might be interviewed, as well as times and locations. The population for this study included all employees of the selected MMDAs in the Ashanti region. The estimated number of the population is 1100. These employees are made up of employees from the various MMDAs; Tafo Municipal Assembly, Kwadaso Municipal Assembly, Suame Municipal Assembly, Oforikrom

Municipal Assembly, Asokwa Municipal Assembly, Mampong Municipal Assembly and Atwima Mponua Municipal Assembly. These MMDAs were selected for this study because of the proximity of the researcher to these employees.

According to Leedy and Ormrod, (2010) population is the target group about which the researcher is interested in gaining information and drawing conclusion. The population of the study includes all employees of selected MMDAs in the Ashanti Region of Ghana.

Sample and Sampling Procedure

According to Malhotra and Birks (2007) sampling is the process of selecting a representative few or unit from a larger group or population, which is used as a basis of estimating certain characteristics or elements about the group or population. The sampling technique used for the study was simple random technique. A sample size of 265 were selected out of 1100 employees to participate in the study. The sample size was selected based on the Krejcie and Morgan (1970) sample size determination table.

Simple random sampling method was used in selecting the respondents. The reason for using simple random sampling is because the population of the study is similar in characteristics of interest and it gives an equal chance of being selected to answer the research questions. The sampling frame is a listing of the items forming a population from which a sample is drawn (Zeller, Schwarze & Rheenen, 2002).

Source of Data

Based on the objectives of this study and reliability of data, a primary data source will be used to collect data or information. Primary data is chosen

to be collected as it would suggest new ideas and create unique information for the study (Easterby-Smith, 2008). Saunders and Lewis (2012) opined that primary data are collected from original source which are unknown. Saunders and Lewis (2012) argued that researchers have to collect primary data that are relevant, accurate, current and unbiased to a study. Primary data are normally collected through observations, interviews, questionnaire among others. In this regard, questionnaire will be considered as the most suitable instrument in collecting the primary data for this study

Data collection Instrument and Procedure

A self-structured questionnaire will be developed as a data collection instrument for this study. Bryman and Bell (2011) submitted that more often than not, quantitative research uses surveys and questionnaire as procedure for data collection. Questionnaire is selected for this kind of study because it is a self-reported measure which guarantees confidentiality and therefore it is more likely to elicit truthful response with respect to the information required from the respondents. Self-structured questionnaire also helps avoid interviewer bias. It ensures uniformity of responses in closed ended questions and guarantees anonymity. It is easy to administer to respondents scattered over a larger area.

This enabled the study to obtain a wide range of information pertaining to the problem under discussion. Also, such an instrument is relevant when respondents have the ability to read and write. The respondents for this study have the capability of reading and writing. Structured questionnaires also reduce the bias that is associated with interviews. The questionnaire offers respondents' adequate time to give well thought out answers (Kothan, 2004).

This questionnaire was made up of three (3) sections with scales adapted from literature. The first section (A) deals with questions on the demographics of the employee, the second section (B) looks at questions on organisational support, and the final section (C) concentrates on employee commitment. This structured self-administered questionnaires in the form of close-ended questions will be distributed to sample employees of the study. The respondents will answer the questionnaires which are rated on a 7-point Likert scale. Data gathered from this research instrument will then be computed for interpretation.

Measurement of variables

Based on literature, the questionnaire was designed using scales that have been validated in previous studies. Section B measured organisational support with established scale adapted from (Rhoades & Eisenberger, 2002). This scale contained 16 items, measured on a 7-point Likert scale ranging from very Strongly Disagree (1) to very Strongly Agree (7). Section C (Employee commitment) was measured using an 18-item scale adapted from Allen and Meyer (1990) on a seven (7) point Likert scale ranging from very strongly disagree (1) to very strongly agree (7).

Reliability and Validity of the Instrument

Reliability refers to the extent to which data collection techniques or analysis procedures will yield consistent findings (Saunders et al., 2007). It can be achieved when keeping results at a consistent level despite changing of time and place (Bowling, 2009). An instrument is reliable when it can measure a variable accurately and get the same results over a period of time. However, reliability is affected by random errors and a pre-test of questionnaire can help

to identify the most likely source of errors and respond to them before the actual study.

For the purpose of this study, reliability will be checked by examining individual item reliability, internal consistency reliability, convergent validity and discriminant validity (Hulland, 1999; Bagozzi & Yi, 1988; Fornell & Larcker, 1981; Chin, 1998; Yoo & Alavi, 2001). To confirm individual item reliability, a confirmatory factor analysis will test for in the study. For the **items** loadings to be reliable, they must be greater than 0.7 for the shared variance between an individual item and its related construct to be greater than the error variance (Chin, 1998). However, Hulland (1999) also submitted that individual item reliability can be achieved if the factor loading is 0.4 or higher.

Reliability Test

In order that reliability is ensured, the Cronbach's Alpha of each construct was computed using SPSS. Cronbach's Alpha, which takes values between 0 and 1. The close to 1, the better, with acceptable reliability if Alpha exceeds 0.7. A Cronbach Alpha of more than 0.7 in all cases means that it is reliable and also demonstrates that the tool validity based on the fact that reliability is closely related to validity (Kimberlin & Winterstein, 2008). Reliability test was undertaken to ensure the instrument for measure can be used with confidence, a reliable instrument work well under variance conditions and time giving consistence results (Cooper & Schindler, 2006).

Reliability of the instruments

Table 1: Reliability results

Construct	Cronbach's Alpha	No. of items
Organisational Fairness	0.792	6
Organisational Supervisor Support	0.854	5
organisational reward and Job condition	0.792	5
Commitment	0.866	9

Source: Fieldwork, (2023)

Validity

Validity is the reality of findings from a study and whether the findings are actually what they seem to be (Saunders et al., 2007). An instrument is said to be valid when it measures what it is supposed to measure. This questionnaire was given to my supervisors for assessment before giving it out to respondents. Their recommendations were implemented accordingly to ensure clarity and no irrelevant questions were included in the survey. Based on the context of this study, construct validity was examined by analysing the composite reliability and average variance extracted from the individual personal value structure.

For construct validity to be achieved, all composite indexes should be 0.7 or higher (Bagozzi & Yi, 1988). In addition, Chin (1998) submitted that for construct validity to be confirmed, the average variance extracted should be 0.5 or higher. To establish discriminant validity, the square root of average variance extracted in each latent variable can be used to confirm discriminant validity (Fornell & Larcker, 1981). This can also be achieved if the value of the average variance extracted is greater than correlation values among the various latent variables. As such, lack of validity in the research will indicate

that findings of the study cannot be ascertained and will not reflect the truth needed (Churton & Burton 2010).

Data Processing and Analysis

The analytical process of the data collected during the initial phase of the research will be presented in a descriptive statistic of mean and standard deviation to describe the responses. The quantitative data will be collected and organised based on the research objectives. It will be coded and entered into the computer for computation of descriptive statistics. The SPSS in data analysis will help the computation of descriptive statistics and this will help in testing the differences in the level of commitment between the male and female workers. Field (2009) argued that SPSS provides robust quantitative models and acceptable applications for complex statistical methodology.

Analysis of data is a process of editing, cleaning, transforming, and modeling data with the goal of highlighting useful information, suggestion, conclusions, and supporting decision making (Adèr, 2008). The responses from the questionnaires would be coded and edited using Statistical Package for Social Science (SPSS version 22.0). This statistical software is recommended for us in studies in social sciences (Zickmund, 2000). The data would be analysed and interpreted using descriptive statistical techniques such as mean, standard deviation, frequency count and percentages (Leedy & Ormrod, 2010). These techniques were used whenever appropriate.

Pearson's correlation analysis and Hierarchical multiple regression will be the main analytical tools employed for this study. Pearson's correlation analysis will focus on finding the relationship between the independent variable (organisational support) and the dependent variable (employees'

commitment). Pearson correlation analysis will be used to analyse the strength and direction of the relationship between the independent variable and the dependent variable. Hierarchical multiple regression will be used to examine the impact the independent variable (organisational support) has on the dependent variable (employees' commitment).

The findings will be presented in Tables and Figures and will be chronologically presented in Chapter 4 to reflect the order of the specific objectives considered in the study.

Ethical consideration

The study will assure respondents with outmost confidentiality of information they provide. All scholarly works are acknowledged in this study. The study made sure that the following ethical considerations were in mind. First, a verbal explanation of the study will be provided to each respondent upon meeting. Secondly, each respondent will be required to give a verbal permission to participate in the study. Also, these respondents will be made to understand his or her role in the completion of the study. Issues of confidentiality, anonymity and privacy were also well adhered to.

Chapter Summary

This chapter has provided information as to how the primary data for the study was collected, organised, analysed and presented for easy comprehension. This chapter also presents information on the design of the study and scientific approach it took in terms of approach to data needs, statistical techniques and systematic enquiry into the investigation under consideration.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the empirical results of the effect of organisational support on commitment in selected MMDAs in Ashanti Region. The first section deals with the relationship between organisational fairness and commitment in selected MMDAs in Ashanti region. The second section examines the relationship organisational supervisor and commitment in selected MMDAs in Ashanti region. The third section assess the relationship between organisational rewards (intrinsic and extrinsic) and job conditions commitment in selected MMDAs in Ashanti region. The last section examined the effect of organisational support on commitment in selected MMDAs in Ashanti Region.

The output above indicates that the reliability analysis was able to use all 25 observations. The Cronbach's alpha measures the internal consistency and reliability of a set of measures. For a particular construct to be reliable, number must range from 0 to 1, with values closer to 1 indicating higher reliability. Ideally, the study wants the measure to have a reliability above 0.7. From the table above, the Cronbach's alpha of the constructs (Organisational Fairness =0.792; Organisational Supervisor Support =0.854, organisational reward and Job condition = 0.792 and Commitment =0.866) with their respective multi-item measures of 6, 5, 5, and 9. This presented in table 1 below

Descriptive statistics of the respondents' demographics

Table 2: Descriptive statistics of the respondents' demographics

Variable	Category	Frequency	Percent
Sex	Male	148	61.2
	Female	94	38.8
	Total	242	100
Age	Below 35	12	5.0
	35-40	77	31.8
	41-45	87	36.0
	46-50	66	27.3
	More than 50	4	1.7
	Total	242	100
Education	Up to SHS	32	13.2
	Diploma	78	32.2
	Bachelor	78	32.2
	Masters	42	17.4
	PhD	12	5.0
	Total	242	100
Experience	Up to 3yrs	4	1.7
	3-7yrs	33	13.6
	7-11yrs	79	32.6
	11-15yrs	55	22.7
	15yrs or above	71	29.3
	Total	242	100

Source: Fieldwork, (2023)

Table 2 presents the descriptive statistics of respondents' background information. Out of the 242 total questionnaires filled and retrieved, males' respondents were 148 (representing 61.2%) and the remaining 94 (representing 38.8%) were females. Again, concerning age category of the respondents, 12 respondents were within the age bracket below 35 years, 77 respondents are between the age of 36-40, 87 respondents are 41-45, 66 respondents fall within the age bracket of 46-50 and 4 respondents are above the age bracket 50 with their corresponding percentages of 5.0%, 31.8%, 36.0%, 27.3% and 1.7% respectively.

In addition, the questionnaires included the educational qualification of the respondents and out of a total of 242 respondents, the frequencies of the educational qualifications showed that 32 respondents had their educational qualification up to SHS, 78 respondents had their educational qualification up to Diploma level, 78 respondents are at the Bachelors level, 42 respondents had their educational qualification up to master's degree level and 12 respondents are at PhD level and more with their corresponding percentages of 13.2%, 32.2%, 32.2%, 17.4% and 5.0% respectively.

Finally, the frequencies of the job experience of the respondents are as follows; 4 respondents have work experience up 3 years, 33 respondents have had their work experience within 3-7 years, 79 respondents are within 7-11 years of work experience, 55 respondents are within 11-15 years experiences' and 71 are above 15 years of work experience with the percentages of 1.7%, 13.6%, 32.6%, 22.7% and 29.3% respectively.

Objective 1: Relationship relationship between organisational fairness and commitment at the selected MMDAs

A Pearson's correlation analysis was conducted to explore the relationship between organisational fairness and employees' commitment at the selected MMDAs.

Table 3:Correlations^b

		Fairness	Commitment
Fairness	Pearson Correlation	1	.846**
	Sig. (2-tailed)		.000
Commitment	Pearson Correlation	.846**	1
	Sig. (2-tailed)	.000	

Source: Fieldwork, (2023)

From Table 3, using organisational fairness as independent variable and commitment, there is a positive strong association between organisational fairness and employee's commitment ($r = 0.846$; $p = 0.000 < 0.05$). The results imply that an improvement in organisational fairness, is likely to increase the employee's commitment at the Selected MMDAs. Correlation coefficient classification is consistent with Cohen (1988)

Objective 2: Relationship relationship between organisational supervisor support and commitment at the selected MMDAs

The relationship between organisational supervisor support and commitment was investigated using a Pearson's correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality. Linearity and homoscedasticity at the selected MMDAs in Ashanti region.

Table 4: Correlations of the relationship between organisational supervisor support and commitment

		Supervisor support	Commitment
Supervisor support	Pearson Correlation	1	.797**
	Sig. (2-tailed)		.000
Commitment	Pearson Correlation	.797**	1
	Sig. (2-tailed)	.000	

Source: Fieldwork, (2023)

From Table 4, using organisational fairness as independent variable, commitment as dependent variable and a sample size of 242, there was a positive strong association between organisational supervisor support and employee's commitment ($r = 0.797$; $p = 0.000 < 0.05$). The results imply

that an increase in organisational supervisor support is likely to increase the employee's commitment at the Selected MMDAs,

Objective 3: Relationship relationship between organisational reward and job conditions and commitment at the selected MMDAs

The objective 3 was used to assess the relationship between organisational reward and job condition. Using organisational reward and job conditions as independent variable and commitment as dependent variable, a Pearson's correlation coefficient was investigated to explore the connection between reward and job condition and employees' commitment at the selected MMDAs in Ashanti region.

Table 5: Correlations^b relationship relationship between organisational reward and job conditions and commitment

	Reward and Job Condition	Commitment
Reward and Job Condition	1	.865**
Commitment	.865**	1
	Sig. (2-tailed)	.000
	Pearson Correlation	.865**
	Sig. (2-tailed)	.000

Source: Fieldwork, (2023)

From Table 5, there is a positive strong correlation between reward and job condition and employees' commitment ($r = 0.865$; $p = 0.000 < 0.05$). This result means that an improvement in reward and job conditions is likely to increase commitment by 0.865 at the selected MMDAs in Ashanti region. Correlation coefficient classification is consistent with Cohen (1988).

These results above confirm the findings in a meta-analysis of the organizational support theory that was reviewed (Rhoades & Eisenberger, 2002). Similarly, the results above confirms the results of Khristan and Mary,

(2012) that the antecedents of organisational support theory had a relationship with commitment of employees. Again, the results from this study were consistent with the results of Sa'diya and Maimunah, (2015) that the various antecedents of organisational support such as reward, showed a positive relationship with employees' commitment. Scanlan et al., (2018) also confirms that reward and job conditions have a positive relationship with the commitment of employees.

On contrary, the findings from objective 1 does not support the results of study conducted by conducted by (Baran, Shanock, & Miller, 2012; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Masterson, Lewis, Goldman, & Taylor, 2000; Rhoades & Eisenberger, 2002; Rhoades, Eisenberger, & Armeli, 2001) which state that organisational fairness have a moderate correlation between organisational support and employee commitment.

Again, (Kabuga, 2014; Gunduz, 2014; Mohammed & Ali, 2015, Louis, 2016; Gunay, 2017; Crizelle, Mostert & Woerkom, 2018) also found out that various types of organisational support in the workplace can lead to positive outcomes, such as employee retention, organisational commitment, and job performance. However, such dimensions can also have a weak or moderate association. Also, the findings from this contradict the results and findings from previous studies which showed a negative weak relationship between organisational support and employee commitment (Azzam, 2015; Abed, 2016; Kelista, 2016; Scanlan, Cleland, Walker & Johnson, 2018). A study conducted by Karl (2014); Chan (2014); Ahmed, Nawaz, Ali and Islam (2015) also found a negative moderate correlation between organisational

support and employee performance. These are inconsistent with our result about positive effect of POS on affective commitment.

Objective 4: Effect of organisational support on employees' commitment at the selected MMDAs

Diagnostic Tests

To draw inferences on the relationships of the study variables, diagnostic test was carried out. The tests were carried out to determine accurately the need to empirically analyse the data using the multiple regression analysis. As explained by Greene (2002), regression is accurately estimated when the basic assumptions are observed. It was therefore deemed necessary to determine whether multicollinearity and auto correlation existed among the study variables. Collinearity test was conducted using variance inflation factor (VIF) while test of independence was done through Durbin Watson test.

Test of Independence

Table 6: Model Summary^b

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.823 ^a	.677	.671	.52029	1.574

Source: Fieldwork, Dwomoh (2023)

Independence of error terms which is also referred to as autocorrelation test implies that observations are independent. It was assessed through the Durbin Watson (DW) test to ensure that the residuals of the model were not autocorrelated. According to Garson (2012), DW statistics that

ranges from 0-4 and scores between 1.5 and 2.5 indicates independent observations.

From Table 6, with D.W = 1.574, ranged between 1.5 and 2.5, thus the residuals of the empirical model are not autocorrelated, the results implied that all the variables met the required threshold of less than 2.5 and that all the variables portrayed no auto correlation which complied with Garson (2012).

Test of Hypotheses

In testing for the hypotheses multiple regression analysis was used to empirically test the hypotheses on whether to reject or fail to reject the null hypotheses. Regression analysis was applied to establish the strength and the magnitude of the relationship between the variables and to test the hypothesised relationships. The hypotheses were tested at 95% level of confidence in order to draw conclusion.

Goodness of Fit

Table 6 showed the model summary results estimated to show the explained variations through R^2 change between organisational support, and employees' performance. Table 6 gives the regression results on model summary. The regression analysis on Table 6 showed that the adjusted coefficient of multiple determinant = 0.671 which implied that organisational fairness, organisational supervisor support, organisational rewards and job conditions, age, gender and educational qualification explained 67.1% of the variation in employees' commitment.

Joint Significance**Table 7: ANOVA^a**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	186.391	6	31.065	114.757	.000 ^b
	Residual	88.791	328	.271		
	Total	275.182	334			

Source: Fieldwork, Dwomoh (2023)

Table 7 showed the ANOVA results estimated to show the model fitness through F-ratio results between organisational fairness, organisational supervisor support, organisational rewards and job conditions, and commitment.

The regression results on Table 7 were also observed to have a good fit of the model as it was significant at ($F(6,328) = 114.757, p < 0.05$), thus the proposed model fitted well.

Test of significance of each independent variable**Table 8: Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	1.843	.210		8.759	.000		
OrgFns	.479	.044	.556	10.819	.000	.372	2.687
OrgSS	.088	.030	.129	2.931	.004	.509	1.966
OrgRJ	.145	.036	.194	3.990	.000	.414	2.416

Source: Fieldwork, Dwomoh (2023)

Note: Employees' Commitment (Comm), Organisational Fairness (OrgFns), Organisational Supervisor Support (OrgSS), Organisational Rewards and Job Conditions (OrgRJ),

Multicollinearity in the study was tested using variance inflation factor (VIF). As explained by Field (2009) and Landau and Everitt (2004), VIF values that are less than 10 and tolerance values that are more than 0.2 rule out any possibility of multicollinearity among the study variables. The results of the study on multicollinearity are presented on Table 8.

Table 8 shows the VIF for the four variables, the predictor variables VIF values were less than 5, which ruled out any possibility of multicollinearity among the study variables as explained by Field (2009) and Landau et al. (2004). The findings imply that all the variables met the required threshold and the variables portrayed no multicollinearity. Hence regression could be conducted as the study variables do not highly correlate.

Table 8 provides regression results for organizational fairness, organizational supervisor support, organizational rewards and job conditions, gender, age, educational qualification on commitment at the selected MMDAs. Each independent variable was tested in the presence of control variables to determine the effect on employees' commitment at the selected MMDAs. The regression results estimated on Table 8 showed that organisational fairness is established to be statistically significant at ($\beta = 0.479$, $t = 10.819$, $p < 0.05$) at 95% level of confidence. The model showed a positive effect of organisational fairness on employees' commitment. The findings infer that an increase of 0.479 in employees' commitment is attributed to a unit increase in organisational fairness. Since the relationship is statistically significant, the researcher therefore rejects the null hypothesis and proposes that organisational fairness has an effect on employees' commitment. Abou-Moghli, (2015) confirms the findings that organizational fairness has an effect

on employees' commitment. Similarly, Giorgi, Dubin and Perez (2016) in their research found that, organisational fairness had an effect on employees' commitment.

The results also showed that organizational supervisor support has a significant influence on employees' commitment at ($\beta = 0.088$, $t = 2.931$, $p < 0.05$), at 95% level of confidence. The model showed a positive effect of organizational supervisor support on employees' commitment. The findings infer that a unit increase in organizational supervisor support led to an increase in employees' commitment by 0.088. Since the relationship is statistically significant, the researcher therefore rejects the null hypothesis and concludes that organisational supervisor support has an effect on employees' commitment.

Rhoades and Eisenberger (2002) in a meta-analysis, found organisational support to have an effect on the commitment of employees. Eisenberger et al (2014) also found supervisor support to have an effect on employees' commitment. Similarly, Burns (2016) found organisational support to have an effect on employees' commitment. Research conducted by Biswakarma (2016), also indicated that the support from supervisors within an organisation had an effect on the commitment of employees. The findings of these previous researchers are in line with the findings of the current research under consideration.

Based on the regression results indicated by Table 8, there was a significant effect of organisational rewards and job conditions on employees' commitment. Organisational rewards and job conditions is established to be statistically significant at ($\beta = 0.145$, $t = 3.990$, $p < 0.05$) at 95% level of

confidence. The model showed a positive effect of organisational rewards and job conditions on employees' commitment. The findings infer that a unit increase in organisational rewards and job conditions led to an increase in employees' commitment by 0.145. Beheshtifar and Zare (2012) found results that were consistent with the results under consideration. Nisar, Marwa, Ahmad, Ahmad, (2014), also found organisational rewards and job conditions to have an effect on employees' commitment. A study conducted by Giorgi, Dubin and Perez (2016) also found organisational rewards and job conditions to have an effect on the commitment of employees. The above results confirm the findings in the current research under consideration.

The regression analysis also revealed that holding all variables to constant zero, employees' commitment would be 1.843.

Magnitude of the effect of the independent variables

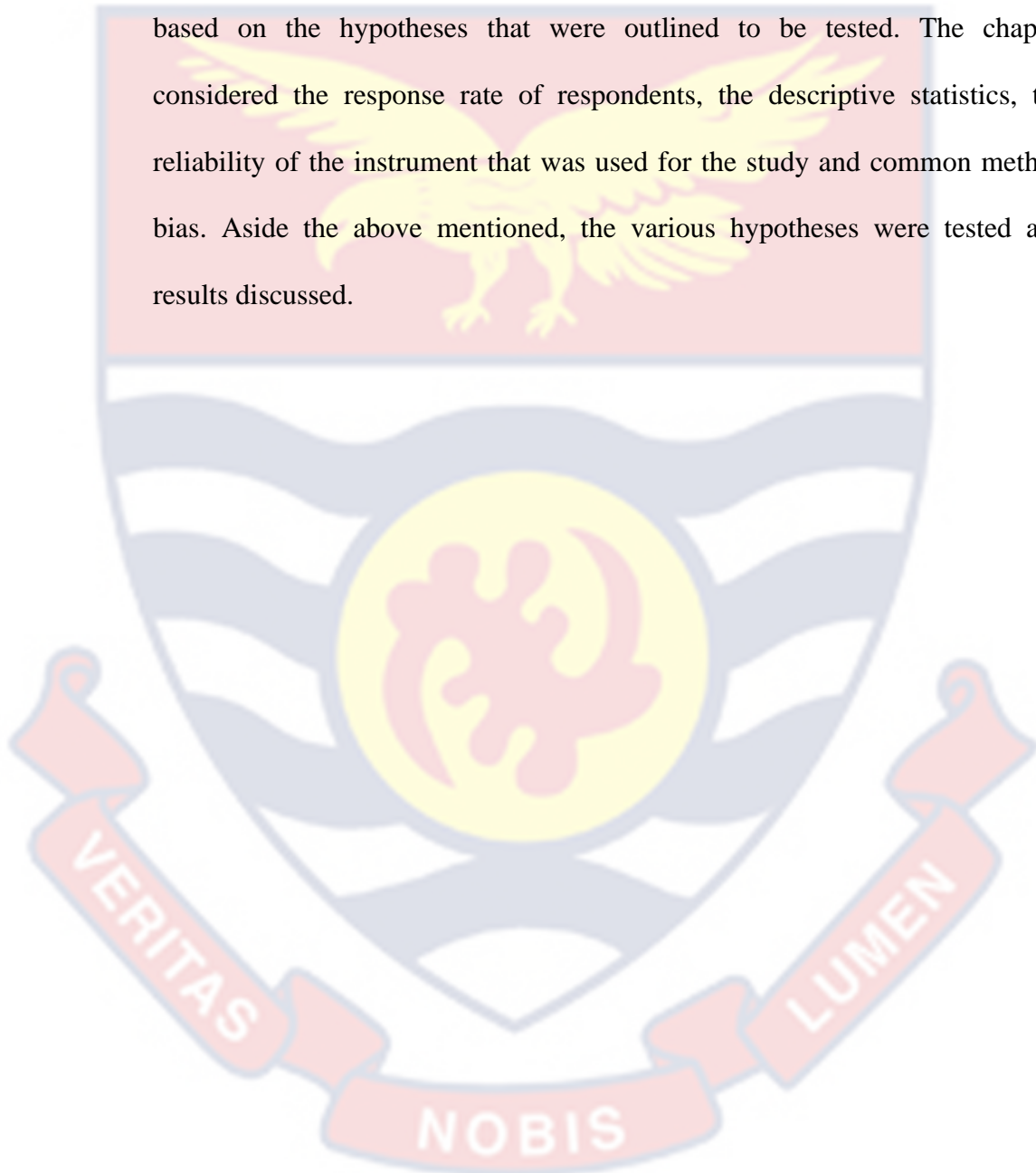
The standardised coefficients (beta coefficients) show relative effects of each factor to commitment, allowing direct comparison of factors (shown in Table 8). Beta coefficients are used as a guide to the relative importance of the individual independent variables on employees' commitment (Kim et al., 2005). In the regression equation of this study, organisational fairness explained the most variance for employees' commitment, followed by organisational rewards and job conditions and organisational supervisor support. The finding suggests that Commitment at the selected MMDAs rely more on organisational fairness, organisational rewards and job conditions and organisational supervisor support.

Rhoades and Eisenberger, (2002) found that employees relied more on organisational fairness, organisational rewards and job conditions and

supervisor support for commitment. Similarly, Scanlan et al., (2018), confirmed the consistency of this results.

Chapter Summary

Based on the objectives of the study, data collected were analysed based on the hypotheses that were outlined to be tested. The chapter considered the response rate of respondents, the descriptive statistics, the reliability of the instrument that was used for the study and common method bias. Aside the above mentioned, the various hypotheses were tested and results discussed.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, conclusions and suggestions of the study. The thrust of the investigation was to analyse the effect of organisational support on commitment of selected MMDAs in Ashanti Region. The investigation was guided by these targets, in this manner, to look at the relationship between organisational fairness, organisational supervisory support, reward and job condition and commitment in the selected MMDAs in Ashanti region; examine the effect of organisational support on commitment in the selected MMDAs in Ashanti region; The rundown, end and suggestions depend on the objectives and the findings drawn from the analysis and interpretations.

Summary

This study sought to examine the effect of organisational support on commitment in selected MMDAs in Ashanti region. The study adopted a quantitative approach and the simple random sampling technique was used to collect data from 242 employees of selected Metropolitan Municipals and District Assemblies in Ashanti Region through self-administered questionnaires. The study adopted positivism approach to research paradigm using quantitative research approach. The study employs explanatory research design. SPSS was used to process the data. A Pearson's correlation analysis was conducted to explore the relationship between organisational fairness, supervisor support, reward and job condition and employees' commitment.

It was discovered that, there was a statistically significant positive correlation between organisational support (supervisor support, organisational rewards and job recognition, organisational fairness) and commitment. The study indicated that all three dimensions of organisational support showed a positive correlation between organisational support and commitment in the selected MMDAs in Ashanti region. The study discovered that all three dimensions of organisational support (supervisor support, organisational rewards and job recognition, organisational fairness) has a positive effect on the commitment in the selected MMDAs in Ashanti region.

The relationship between organisational support and commitment in the selected MMDAs in Ashanti Region

The study sought to find the relationship between organisational support and commitment in the selected MMDAs in Ashanti region. It was discovered that, there was a statistically significant positive correlation between organisational support (supervisor support, organisational rewards and job recognition, organisational fairness) and commitment. The study indicated that all three dimensions of organisational support (supervisor support, organisational rewards and job recognition, organisational fairness) showed a positive correlation between organisational support and commitment in the selected MMDAs in Ashanti region.

The effect of organisational support on commitment in the selected MMDAs in Ashanti region

The study sought to find the effect of organisational support on the commitment in the selected MMDAs in Ashanti region. It was discovered that, organisational support (supervisor support, organisational rewards and job

recognition, organisational fairness) has a positive effect on commitment in the selected MMDAs in Ashanti region. The study discovered that all three dimensions of organisational support (supervisor support, organisational rewards and job recognition, organisational fairness) has a positive effect on the commitment in the selected MMDAs in Ashanti region.

Key Findings

The major findings of the study are as follows:

There is a positive strong correlation between organisational support and commitment in the selected MMDAs in Ashanti region. There is a positive strong association between organisational fairness and commitment. Again, there is a positive strong association between organisational support and commitment. Also, there is a positive strong association between organisational rewards and job conditions and commitment.

There is a positive effect of organisational support on commitment in the selected MMDAs in Ashanti region. There is a positive effect of organisational fairness on commitment; there is a positive effect of organisational supervisor support on commitment. Also, there is a positive effect of organisational rewards and job conditions on commitment.

Conclusion

It can be concluded that employees who perceive extreme levels of organisational support from their organisations repaid the organisation with greater commitment to the organisation, and also extend a sense of faithfulness or loyalty and obligation by ensuring that, the goals and objectives of the organisations are achieved. Thus, employees who have higher levels of organisational support, develop a greater commitment towards their

organisations and the tendency to leave their current organisation is very less and hence performs better in an attempt to reach the goals and objectives of the organisation.

As organisational support strengthens employees' beliefs that the organisation values their contributions and cares about their well-being, they are likely to reciprocate with positive attitudes and behavioral intentions especially improved commitment towards work. Scholars also suggest that organisational support develops a sense of unity with the organisation and fulfils employees' socio-emotional needs (including self-esteem, affiliation and approval), involving the integration of organisational membership into their social identity. The issue of gender in the relationship between organisational support is also paramount since the level of performance of male and female workers has the tendency to change based on the kind of support available to both parties. It was revealed that, the positive effect of organisational support on commitment strengthens at higher levels employees in the selected MMDAs in Ashanti region.

Recommendation

In the light of the discoveries and conclusions of the investigation the accompanying proposals are made:

1. The management of MMDAs in Ashanti region should recognise the different intercessions that can be executed to increase employees' commitment within the organisation and ensure that employees work for the organisation and eventually show optional exertion and improve commitment.

2. Since the issues relating to various components of organisational support have been dealt with, it will be imperative for selected MMDAs in Ashanti Region to identify these components and make sure that employees within the organisation are well taken care of to improve organisational support so as to help improve their commitment levels. From the study, it was revealed that organisational fairness played a greater part in the commitment within the organisation, followed by supervisor support and organisational rewards and job conditions respectively. Hence, management of the selected MMDAs in Ashanti region should ensure that the needs of these employees in this regard should be well attended to respectively.
3. The study showed a substantial relationship between organisational support and commitment. It also showed that organisational support has an effect on the commitment of employees. This simply means that, issues of organisational support should be taken seriously since it has a greater chance of affecting the overall commitment in the selected MMDAs in Ashanti region. The way employees are treated within the organisation will reflect in their attitude towards work within the organisation and ultimately the commitment of the organisation at large. Workers exemplify their organisations likewise values their commitment and furthermore care about their prosperity. Be that as it may, Organisational help is relied upon to bring about more noteworthy emotional connection and sentiments of commitment to the association. This will guarantee that the job of correspondence is fortified between the employer and the employee.

4. Management of the selected MMDAs in Ashanti region should motivate their employees by giving those infringed benefits, promotions, good condition of service, sense of loyalty, valuing their contributions and making them feel part of the organisation in order to increase the opportunity cost of leaving or quitting ones' organisation for another. This will increase the continuance commitment level of employees and hence improve the performance of the employees and the organisation.

Suggestions for Further Studies

The study was conducted among employees of selected MMDAs in Ashanti Region on organisational support and commitment. The researcher proposes that future researchers keen on this topic should take expand this topic to other region in different organisations in Ghana. Also, replicating this study on a longitudinal basis will reveal the factors that influences organisational support and employee's commitment in the long-term.

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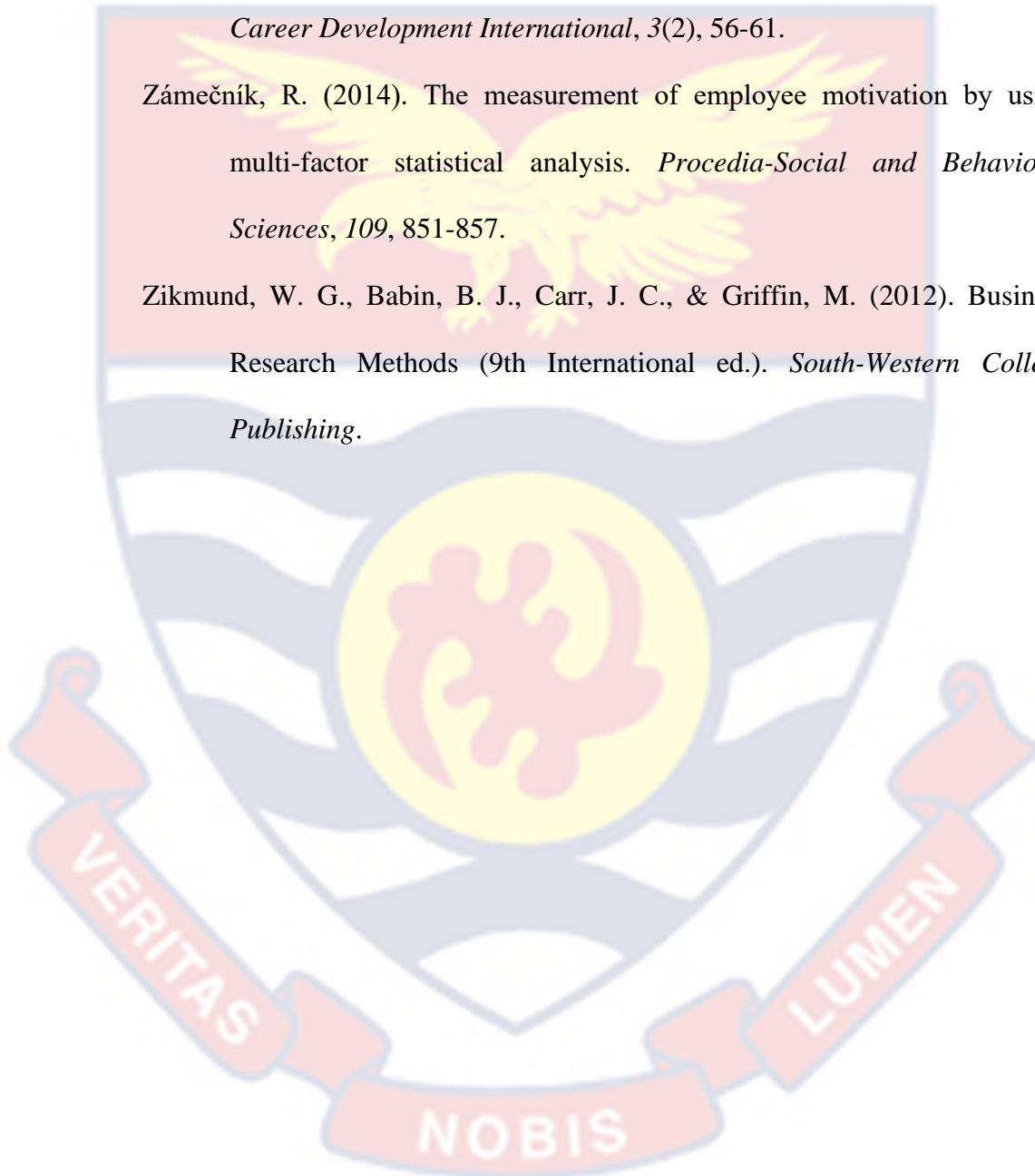
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APPENDICES

APPENDIX -A SAMPLING TABLE

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Appendix B- Questionnaire for the study

UNIVERSITY OF CAPE COAST
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
QUESTIONNAIRE FOR EMPLOYEES OF ASHANTI REGION

Dear Respondent,

I am a final year student from the University of Cape Coast, Ghana, pursuing a Master of Business Administration (Human Resource Management). The purpose of the study is to examine the effect of organizational support on employees' commitment. Your sincere answers to the questions below would be most appreciated. Any information provided would be used purely for academic purpose and would be treated confidentially. Please tick (✓) where appropriate.

Section A: Demographic Data

Kindly provide the appropriate response by ticking (✓) where appropriate

1. Gender/Gender: Male Female
2. Age: 21 - 31 years 32 - 41 years 42 - 51 years above 52 years
3. Highest Educational Qualification:
 Never been to school JHS SHS/O" level/ A level Diploma
 First degree Master's PhD
4. Work experience.....

Section B: ORGANIZATIONAL SUPPORT

Listed below are comments about how organization cares about my well-being and values my contribution. They were grouped on 3 dimensions. Using the seven (7) point scale provided, please indicate your level of agreement or disagreement with each comment.

SCALE: 1=Very Strongly Disagree, 2= Strongly Disagree, 3= Mildly Disagree, 4= Neutral, 5=Mildly Agree, 6= Strongly Agree and 7=Very Strongly Agree

	1	2	3	4	5	6	7
SECTION B: ORGANIZATIONAL SUPPORT							
FAIRNESS							
The organization strongly considers my goals and values							
The organization always respond to any compliant from me.							
The organization regards my best interest when it makes decision that affect me.							
Help is available from the organization when I have a problem.							
My organization would never take advantage of me.							
The organization cares about my opinion.							
SUPERVISOR SUPPORT							
The organization values my contribution to its well-being.							
The organization always appreciate any extra effort from me.							
The organization really cares about my well-being.							
If I did the best job possible, the organization would acknowledge it.							
The organization shows very greater concern for me.							
ORGANIZATIONAL REWARDS AND JOB CONDITIONS							
If the organization could hire someone to replace me at a lower salary it would not do so.							
The organization is willing to help me when I need a special favour.							
The organization cares about my general satisfaction at work.							
The organization takes pride in my accomplishment at work.							
The organization tries to make my job as interesting as possible.							

The following questions measure organizational commitment within the organization.

SCALE: 1=Very Strongly Disagree, 2= Strongly Disagree, 3= Mildly Disagree, 4= Neutral, 5=Mildly Agree, 6= Strongly Agree and 7=Very Strongly Agree

COMMITMENT	1	2	3	4	5	6	7
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.							
I talk up this organization to my friends as a great organization to work for.							
I would accept almost any type of job assignment in order to keep working for this organization.							
I find that my values and the organizations values are similar.							
I am proud to tell others that I am part of this organization.							
This organization really inspires the very best in me in the way of job performance							
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.							
I really care about the fate of this organization.							
For me this is the best of all possible organizations for which to work							