

UNIVERSITY OF CAPE COAST

EFFECTS OF ORGANISATIONAL SUPPORT ON EMPLOYEE
PERFORMANCE: CASE OF LA DADE KOTOPON MUNICIPAL
ASSEMBLY

CELESTINE AKABA

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ASSEMBLY

BY

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DECLARATION

Candidate's Declaration

I the author of this work, do hereby declare that this dissertation is solely my handwork except for references made to another people's work which have been duly acknowledged.

Candidate's Signature: Date.....

Candidate's Name: Celestine Akaba

Supervisors' Declaration

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

Supervisor's Signature: Date.....

Supervisor's Name: Dr. N. Osei Owusu

ABSTRACT

The study sets out to determine the influence of organisational support on employee performance at La Dade Kotopon Municipal Assembly in the Greater Accra Region of Ghana. The three main specific objectives were to ascertain the extent to which job condition as an organisational support dimension influences employee performance, to establish the extent to which organisational justice as an organisational support dimension influences employee performance and finally to determine the extent to which organisational rewards as an organisational support dimension influences employee performance. The study employed a quantitative research approach and descriptive survey as the study design. The study was on the views of 110 employees from the study area with a self-administered questionnaire as the main research instrument. The results were analysed using linear regression with the help of the Statistical Product and Service Solutions (SPSS 22.0 version) software. The major findings were that the higher the organisation adopted proper job conditions, the more the performance increased, hence helps improve the general working environment. It was also found that organisational justice has been used as an organisational support dimension and has proved to be an effective support dimension. Finally, effective organisational rewards channel was in place and it had a direct influence on the level of employee performance. Considering this, it was recommended that management should focus on increasing the utilisation of organisational support dimensions like job condition, organisational justice and organisational rewards to increase employee performance.

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DEDICATION

To my family

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CHAPTER ONE

INTRODUCTION

This chapter presents the overview of the study which includes the background to the study, statement of the problem, the purpose of the study, objectives of the study, hypotheses of the study, significance of the study, delimitation of the study, and organisation of the study.

Background of the Study

The contemporary business world is most described by the change and change speed in the business condition, which turned into the sign of this world (Arthur, 1996). This brought about wild challenge among the organisations' undertakings to get an upper hand and increment in the creation and innovative changes rates (Teece, 2010). Furthermore, the development of the time-sensitive challenge put the business organisations even with standoffs with the difficulties of survival, progression and development which fundamentally rely upon picking up perfection in giving administrations and items that empower them to accomplish the magnificence (Gu & Tse, 2010). Besides, doing as such furnishes the chance to incorporate with the universal economy, and appreciate high adaptability empowering these associations to adjust to these changes. All things considered, the organisation that does not complete inside changes to confront the outside changes is at the danger of disappointment (Tidd & Bessant, 2018).

As indicated by Hackman (1978), one of the significant methods for any organisation's achievement is the presence of employees who are fit to put on the expected exertion to do practically everything exercises inside the organisations.

Also, all together that the organisations ensure their best employees' exhibition, organisational support turns into an absolute necessity, being the essential helper of energies and capacities (Senge, 2004; Mowday, Porter & Steers, 2013). In any case, it influences human resource performance and acknowledges high profitability levels through them (Huselid, 1995). As needs are, Tang and Tang (2012) place that the job of organisational support essential in improving employees' exhibition. In any case, the degree to which the workers trust the organisation puts a high incentive on their commitment and care about their prosperity and satisfies their socio-passionate need might be the apparent organisational support (Fuller, Hester, Barnett and Relyea, 2006; Coyle-Shapiro & Shore, 2007).

As indicated by Eisenberger, Huntington, Hutchison & Sowa (1986), the employees see the organization as a significant wellspring of their social-passionate needs, for example, regard and mind, and wages and health advantages which are strong advantages. As per Gaertner & Nollen (1989), great open doors for remunerations would pass on the organisation's sure valuation of employees' performance to saw organisational support. Organisational support hypothesis proposes that workers create worldwide convictions with respect to how much their organisation thinks about their own prosperity and qualities their commitments toward objectives and goals (Eisenberger, Huntington, Hutchison & Sowa, 1986; Rhoades & Eisenberger, 2002; Shanock & Eisenberger, 2006). Because of the standard of correspondence (Blau, 1964; Gouldner, 1960), this organisational support drives employees to feel a commitment to show frames of

mind and practices that will profit the organisation (Wayne, Shore, Bommer, & Tetrick, 2002). Rhoades & Eisenberger (2002) distinguished predecessors such as procedural decency, manager backing, and hierarchical prizes, and Rhoades, Eisenberger & Armeli (2001) found that apparent organisational support intervenes the connection between these precursors and worker performance.

The influence of organisational support on employee performance is based on the social exchange theory. Social exchange theory is characterized by perceived equality imply the presence of reciprocity. Indeed, all social life needs a degree of reciprocity on the part of actors in social situations. Thus, when individuals see that there are relatively balancing levels of reciprocity in a social exchange, they are more likely to be satisfied in that exchange. Social exchange theory concludes that individuals who perceive the presence of reciprocity in their social relationships are likely to feel more satisfied with and maintain those relationships in their respective organizations. Social exchange theory is an evolving conceptual framework that can be used to explain individual development within the context of La Dade Kotopon Municipal Assembly.

The La Dade Kotopon Municipal Assembly, with its administrative capital at La, is one of the sixteen (16) districts in the Greater Accra Region of Ghana with a population in 2010 of 183,528. La Dade-Kotopon Municipal Assembly exists to provide socio-economic development for the people within the Municipality, through effective mobilization and deployment of fiscal, human, material and natural recourses with stakeholders' collaboration. The vision of the Municipality is to establish an Assembly which could be the best

Administered Municipal Assembly, which offers highly appreciable Developments for its employees. Because of the upsetting idea of the work, employees must pick up the help of the organisation to convey their best. This investigation looks to analyse the impact of organisational support improving employees' outcome.

Statement of the Problem

There is much evidence in the professional literature that advocates the importance of employees' job performance which, in turn, affects professional conduct (Judge, Thoresen, Bono & Patton, 2001; Liu and Ramsey, 2008). In the educational realm, staff's job performance is considered influential in its relationship to institute effectiveness and university outcomes; therefore, it is considered of as a key factor in improving university performance (Thompson et al., 1997; Sargent and Hannum, 2005). While the importance of staff's performance is well documented (e.g. Reyes and Shin, 1995; Rossmiller, 1992), less is known about the way organizations promote their employees' job performance through organizational processes. Most of all organizational support; such as high level of fairness and good job conditions are very important for the development of the employees. If employees are valued and rewarded in the organization, they will be more relaxed and satisfied and will consider themselves emotionally committed towards their organization and will perform highly for their jobs.

While organizational appreciation may be viewed through various organization measures, the current study specifically focuses on perceived

organizational support (POS) and staff's job performance. This relationship may be theoretically explained in considering that POS and its antecedents are process variables testifying for a university's organizational behaviour while job performance is an outcome variable. Therefore, it is assumed that job performance is likely to be influenced by the qualities of organizational processes. Considering previous research evidence indicating the significant connections between POS and job performance, the following study takes a unique perspective as it attempts to assess the contribution of POS directly to staff' job performance.

The theoretical rationale for this research endeavour may be better understood when considering that while these variables are organizational processes, POS is viewed by employees as a perceived measure for the organizational backing in their professional conduct while its antecedents expresses the extent to which employees' experience organizational backing through an actual change in their authority. Therefore, it is assumed that POS with direct effect on job performance is likely to provide a powerful measure when attempting to appraise employees' performance.

A basic evaluation of the disposition of employees of the La Dade Kotopon Municipal Assembly, a few people feel that the commitments of the workers have not been the best since the needed help which ought to be given by the organisation have not been the best. As per Eisenberger, Hunton, Huntington& Sowa (1986) managers create worldwide convictions about the degree to which their utilizing organisation both esteem their commitment and

their prosperity provided food for. It is additionally recognized that there is an immediate connection between how organisation esteems the commitment of its workers, thinks about their prosperity and the hierarchical result. Be that as it may, this will be adequately accomplished when the required help, care and acknowledgement are accessible and a put into reasonable use.

In spite of the fact that organisational support may not be the best way to the increment or abatement the employees' responsibility level to an organisation, it is significant that all partners of training make it important to give the fundamental support and esteem the dedication and care about the prosperity of the workers. The support can either be as either money or kind yet to spur workers naturally it should base on pay augments alone. This made the researcher investigate into how the support provided by La Dade Kotopon Municipal Assembly to the employees can affect some of their outcomes.

Purpose of the Study

The purpose of this study was to determine the influence of organisational support on employees' performance of La Dade Kotopon Municipal Assembly in the Greater Accra Region of Ghana.

Objectives of the Study

The following are the specific objectives of the study:

1. to ascertain the extent to which job condition as an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly,

2. to establish the extent to which organisational justices an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly and
3. to determine the extent to which organisational rewards an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly.

Research Questions

The following research questions will be asked to achieve the objectives of the study:

1. What is the extent of influence does job condition as an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly?
2. To what extent does organisational justice as an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly?
3. How do organisational rewards as an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly?

Significance of the Study

This study is critical to numerous partners. In any case, the pertinence of this examination is to recognize the sort of support given by La Dade Kotopon Municipal Assembly to its employees and how it can influence their conduct both mentally and physiologically. The study will add to the current group of

learning and writing about the apparent organisation and how it influences the employees' conduct. Additionally, the investigation will assist workers with understanding how the organisation esteems their commitments and how it will influence their activity and the organisation. Once more, it will uncover the line-supervisors of the locale how the connection between the organisation and workers can be figured out how to accomplish the objectives in Ghana.

Moreover, it will fill in as an article which can be surveyed in further research and be utilized as a report or materials of reference by other individuals who may investigation into such point. At last, the research will likewise profit the overall population since it would extend the learning of the significance of offering support in regular daily existence.

Delimitations of the Study

The examination was completed in a public local governance institution in Ghana. The emphasis is on all the La Dade Kotopon Municipal Assembly employees in the La Dade Kotopon Municipal Assembly in the Greater Accra Region, Ghana. The investigation was in this manner kept to La Dade Kotopon Municipal Assembly workers on the issues of job condition, organisational justice and organisational rewards.

Limitations to the Study

This research experienced a few issues particularly assembling fitting information for the examination. For the most part, unresponsiveness was a serious issue since a portion of the respondents neglected to answer the poll. The respondents probably won't have unveiled their real suppositions on specific

issues identified with the organisation which could be classified in nature. Hence, predisposition in their reactions was conceivable. Likewise, this investigation investigated the impact of organisational support the La Dade Kotopon Municipal Assembly with the perspectives from just 110 respondents, which is a little portrayal of the considerable number of workers in the waste administration area. This may restrict the inductions that can be drawn from this investigation as their perspectives may not be connected to every one of the employees in the public business in Ghana.

At long last, looking back, a blended strategy (that is, both subjective and quantitative strategies) could have been received with more meetings led, which would have given an inside and out comprehension of issues. Plus, utilizing the subjective strategy would have added to the heaviness of materials identifying with the position, age, sex and other human components. Even though this would have demonstrated amazingly tedious, a meeting with the others in higher positions, like the senior employees, would likewise have been helpful. This would have comprehended the method of reasoning behind the organisational support measurements and know the connections between these pointers and employees' presentation and how they could be improved.

Organisation of the Study

The study was made up of five chapters. Chapter one looked at the background of the study, statement of the problem, research objectives, research questions and significance of the study, limitations, scope of the study and organisation of the study. Chapter two reviewed the literature available on

organisational support dimensions, particularly on the employees in the organisation. It investigated organisational support indicators and their influence on performance in the workplace using literature from books and other studies relating to the topic. Chapter three described the methodology that would be used in the study: this included the population size, sample size and sampling techniques as well as methods of data collection and data analysis. Chapter four will present the data analysis and the findings based on research questions. Chapter five will provide an interpretation of the results based on the findings and provide recommendations for further studies to be conducted.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter deals with theoretical and empirical review on organisational support and employee performance. The chapter is divided into two parts. Part one identifies and explains the theoretical models and conceptual orientation on which the study was hinged. The second part is dedicated to the empirical review and conceptual framework on the support of organisational and its influence on employees' performance.

Theoretical Review

Theoretical models are a body of knowledge that seeks to observe, understand and explain concepts. According to Colombo (2017), the theory is a proposition which can account or explain certain phenomena or event in concept. It is very useful in research as it serves as an open eye to numerous possibilities and ways of modelling contemporary challenges in the world. There are several theoretical approaches towards organisational support and employees' performance, but this study will consider the Social Exchange Theory (SET) and Organisational Support Theory (OST) to explain the influence of organisational support on employees' performance. This is discussed in detail below:

Social Exchange Theory

Social Exchange Theory argues that relationships at work evolve over time into trusting, loyal, and mutual commitments if all parties involved abide by reciprocity or repayment rules. This theory was proposed by Blau (1964) to

explain the psychological contract that exists between the employee and his or her employer. This is important in determining behaviour demonstrated by employees within the organisation. The theory is founded on an agreement of implicit nature between the employer and the employee, an agreement in a study of organisational behaviour which is known as the psychological contract (Newman, Thanacoody & Hui, 2010).

For example, when employees receive resources from their organisation (e.g., support, decent salary, recognition, and opportunities of development) they feel obliged to respond in kind and “repay” the organisation. Following this lead, Saks (2006) argues that one way for individuals to repay their organisation is through increasing their productivity. In other words, employees will engage themselves to vary degrees and in response to the resources, they receive from their organisation. In terms of Kahn’s (1990) definition of engagement, employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from their organisation.

Alternatively, when the organisation fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles, which eventually might result in burnout (Schaufeli, 2006). Therefore, the social exchange theory presupposes that based on the policies, procedures, and other enactments by the employer, the employees tend to develop certain perceptions and attitudes in accordance to these enactments (Whitener, 2001). Moreover, the theory assumes that these perceptions by the employees towards

their employer could be resulting from formally formed relations between the employee and the employer (Chaudhuri, 2012). The social exchange theory, therefore, makes employees appear as individualistic and reward seeking.

The social exchange theory is relevant to this study because it is characterized by perceived equality imply the presence of reciprocity. Indeed, all social life needs a degree of reciprocity on the part of actors in social situations. Thus, when individuals see that there is relatively balancing levels of reciprocity in a social exchange, they are more likely to be satisfied in that exchange. Social exchange theory concludes that individuals who perceive the presence of reciprocity in their social relationships are likely to feel more satisfied with and maintain those relationships in their respective organizations. Social exchange theory is an evolving conceptual framework that can be used to explain individual development within the context of La Dade Kotopon Municipal Assembly.

Organisational Support Theory

Organisational Support Theory holds that the development of perceived organisational support is urged by workers' inclination to dole out the organisation humanlike attributes (Eisenberger et al., 1986). Levinson (1965) noticed that moves made by specialists of the organisation are frequently seen as signs of the organisation's goal, as opposed to being credited exclusively to operators' close to home thought processes. As per Levinson, this exemplification of the organisation is abetted by the organisation's lawful, moral, and money related duty regarding the activities of its specialists; by

organisational approaches, standards, and culture that give progression and recommend job practices; and by the influence, the organisation's operators apply over individual workers. Considering their representation of the organisation, employees would see positive or troublesome treatment got from the organisational as a sign of the degree to which the organisation esteems their commitments and thinks about their prosperity.

Organisational Support Theory recommends that perceived organisational support would be esteemed by employees for gathering socioemotional needs, giving a sign of the organisation's preparation to reward expanded work exertion, and showing the organisation's tendency to give help when expected to do one's activity adequately (Eisenberger et al., 1986). A meta-examination by Rhoades and Eisenberger (2002) recommended the significant work-experience indicators of perceived organisational support which are organisational rewards, job conditions, support received from supervisors, and procedural (organisational) justice. Thinking about these indicators, thus, inquire about has distinguished an organisational rewards and ideal job conditions that are emphatically identified with perceived organisational support, for example, formative encounters enabling employees to extend their abilities (Wayne, Shore, and Liden, 1997), self-governance in the way in which employment is done (Eisenberger, Rhoades, and Cameron, 1999), and permeability to an acknowledgment from upper-level administration (Wayne, Shore, Bommer, and Tetrick, 2002).

Another real forerunner of perceived organisational support, perceived supervisor support, alludes to employees' convictions that their administrators care about them and esteem their commitments (Kottke and Sharafinski, 1988). Supervisors go about as agents of the organisation and are every now and again accused of assessing employees and imparting the organisation's objectives and qualities to workers. Accordingly, employees have been found to distinguish treatment by their supervisors as demonstrative of organisational support (Eisenberger et al., 2002). Also, a cross-slacked board study proposed perceived supervisor support leads to organisational support and not the switch (Eisenberger et al., 2002).

The last major antecedent, procedural (organisational) justice, includes the reasonableness of formal organisational arrangements and systems for appropriating resources (Greenberg, 1990). Shore & Shore (1995) contended that the impression of procedural justice would result from explicit choices made by the organisation, for example, increases in salary and advancements. Shore and Shore recommended that employees' rehased introduction to reasonable methods would collect to perceived organisational support. A related idea, including out of line treatment, is organisational politics. Seen endeavours to impact others in manners that advance personal circumstance, regularly to the detriment of the prizes for individual legitimacy or the improvement of the organisation, are adversely identified with perceived organisational support (Cropanzano, Howes, Grandy, and Toth, 1997; Randall, Cropanzano, Bormann, and Birjulin, 1999).

The Social Exchange Theory and the Organisational Support Theory are important to this study in light of the fact that both accept that employees' increment their endeavours did for the benefit of the organisation to the extent that the organisation is seen to will and ready to respond with alluring indifferent and socioemotional assets. Employees who get exceedingly esteemed assets (e.g., salary increases, developmental training opportunities) would feel committed, in view of the correspondence standard, to enable the organisation to achieve its objectives through such practices as expanded in-job and additional job performance and diminished absenteeism.

Social Exchange Theory features the significance of understanding employees' inspiration and its connection to the accomplishment of organisational objectives. Such ways to deal with organisational conduct join workers' intentions to do explicit exercises inside the shared commitments among employees and employers. Likewise, Organisational Support Theory keeps up that workers structure a worldwide conviction concerning the degree to which the organisation thinks about them and qualities their commitments to the organisation (Eisenberger, Huntington, Hutchison, and Sowa, 1986; Rhoades and Eisenberger, 2002; Shore and Shore, 1995). Such perceived organisational support (POS) is thought to be founded on the favourableness of workers' history of treatment by the organisation (Eisenberger et al., 1986). These theories keep up that, considering the standard of correspondence, workers endeavour to compensate the organisation for an abnormal state of help by expanding their efforts to enable the organisation to achieve its objectives.

Conceptual Review

Concept of Organisational Support

Organisational Support has excited a lot of enthusiasm among researchers in the field of human resource management (Rhodes & Eisenberger, 2002; Allen et al., 2008). In the writing, organisational support has been characterized in different ways. Eisenberger et al. (1986) characterized perceived organisational support as "employees in an organisation from worldwide convictions concerning the degree to which the organisation esteems their commitments and thinks about their prosperity." Organisational Support is likewise characterized as "how much the organisation esteems workers' commitments and thinks about them" (Allen et al., 2008).

Perceived organisational support made by reason of occupation conditions and some human asset practices gives the formation of positive representative frame of mind and conduct. Reasonable treatment, supervisory support, and rewards and positive employment conditions demonstrated a solid association with perceived organisational support (Rhoades and Eisenberger, 2002). Then again, perceived organisational support reinforces employees' exertion in the organisation, bringing about more noteworthy endeavours to satisfy the organisation's objectives (Eisenberger et al., 1986). As per organisational support theory, as a by-product of an abnormal state of help, employees work more diligently to enable their organisation to achieve its objectives (Aselage and Eisenberger, 2003) in light of the fact that organisational

support significantly affects worker execution (Rhodes and Eisenberger, 2002; Aube et al., 2007; Riggle et al., 2009).

The concept of perceived organisational support (POS) is related to any actions and human resource management practices taken by an organisation that affect employees' perceptions of the organisation's commitment towards them. Through the process of making attributions as to the way the organisation behaves, employees arrive at an evaluation about the degree to which they believe that the organisation supports them, values their contribution, and is concerned with their well-being. In other words, perceived organisational support stands for employee's beliefs about a certain degree of the organisation's commitment towards its employees. The employees with high levels of perceived organisational support believe that their organisations consider their well-being, appreciate their contributions and will help them whenever problems arise. On the contrary, employees with low levels of perceived organisational support perceive that their organisations ignore their best interests, will possibly take advantage of them and replace them.

The idea of perceived organisational support (POS) is identified with any activities and human asset the management practices taken by an organisation that influence employees' impression of the organisation dedication towards them. Through the way toward making attributions with regards to the way the organisation carries on, workers land at an assessment about how much they trust that the organisation underpins them, values their commitment, and is worried about their prosperity. At the end of the day, perceived organisational support

represents employee's convictions about a specific level of the organisation dedication towards its workers. The workers with large amounts of perceived organisational support conviction that their organisations consider their prosperity, value their commitments and will help them at whatever point issues emerge. Despite what might be expected, workers with low dimensions of perceived organisational supports that their organisations overlook their best advantages, will perhaps exploit them and supplant them.

Dimensions of Organisational Support

Three antecedents of perceived organisational support dependent on organisational support theory (Eisenberger et al., 1986) that are considered in this study are job conditions, organisational justice and organisational rewards and are discussed below:

Job Conditions

Shore and Shore (1995) recommended that job conditions have in connection to perceived organisational support, for instance, professional stability, self-rule, job stressors, and preparing. Job stability implies confirmation that the organisation wishes to keep up the worker's future participation. Professional stability gives a solid sign of perceived organisational support, especially as of late, when scaling back has been predominant (Allen, Shore & Griffeth, 1999). Self-sufficiency implies employees' apparent power over how they do their activity, including planning, work strategies, and assignment assortment. Self-governance has customarily been very esteemed in Western culture (Geller, 1982; Hogan, 1975). By demonstrating the organisation's trust in

employees to choose admirably how they will complete their activity, high self-governance should build perceived organisational support (Eisenberger, Rhoades, and Cameron, 1999).

Organisational Justice

Organisational Justice concerns the decency of the ways used to decide the conveyance of assets among employees (Greenberg, 1990). Shore and Shore (1995) recommended that rehashed cases of organisational justice in choices concerning asset dissemination ought to have a solid combined association with POS by demonstrating a worry for workers' welfare. It has been generally trusted that organisational justice adds to workers' performance. The connection between organisational justice and employees' job performance has been tried by certain investigations; the outcomes uncovered that distributive justice has a huge and constructive outcome on task performance. While, procedural justice is observed to be the critical and beneficial outcome on logical performance (Nasurdin & Khuan, 2007).

In help of this, crafted by distributive justice, procedural justice, and interactional justice had huge beneficial outcomes on undertaking and relevant performance (Devonish & Greenidge, 2010). At last, it was additionally discovered that interactional equity had a direct impact on undertaking performance (Wang et al., 2010).

Organisational Rewards

Shore and Shore (1995) proposed that HR works on appearing of worker commitments ought to be emphatically identified with perceived organisational

support. An assortment of remunerations has been contemplated in connection to perceived organisational support, for instance, acknowledgement, pay, and advancements. As indicated by organisational support theory, great open doors for remunerations serve to impart a positive valuation of employees' commitments and along these lines add to perceived organisational support. In certain investigations, workers were approached to assess the connection among perceived organisational support and organisation rewards, in which they apparently made such examinations verifiably (Greenberg, 1990). Enough investigations are accessible to permit separate examinations of acknowledgement, pay, and advancements.

Concept of Employee Performance

Campbell, McHenry and Wise (1990) characterized performance as conduct which bargains of straightforwardly discernible activities of a labourer just as mental activities or items, for example, answers or choices which result in hierarchical results as a fulfilment of set objectives. As per Pattanayak (2008), the performance of an employee is his resultant conduct on an assignment which can be watched and assessed. It alludes to the commitment made by a person in the achievement of hierarchical goals. Much the same as Armstrong (2009) additionally trust performance isn't just identified with the activities of the person on the work yet, in addition, the decisions and assessment forms.

Organisations need profoundly performance of its workers with the goal that the organisation can meet their objectives and can ready to accomplish the upper hand (Frese, 2002). Borman and Motowidlo (1993) separate among work

and performance. Work-related to the individual capacities through which employee performed exercises which are contributed by the specialized centre. Performance not identified with the specialized centre attributes but rather it thinks about the organisation mental condition and social condition in that organisation accomplish its goals. It includes practices, for example, helping associates or being a solid individual from the organisation (Sonnetag & Frese, 2002).

The workers' job performance is the outcome variable of perceived organisational support, which is in opposition to the past examinations in which no immediate relationship is recorded. In the perspective on McConnell (2003), work performance centres straightforwardly around worker efficiency by surveying the number of units of satisfactory quality delivered by a representative in an assembling situation, inside a timespan. Consequently, the accomplishment of business relies upon representatives' activity execution. A standout amongst the best approaches to expand business execution and benefit is to build the activity execution of workers, from the most reduced dimensions of the organisation to senior administration. Performance improvement isn't just a consequence of a well-working framework yet additionally relies upon viable human asset methodologies that prevail with regards to selecting and keeping up a submitted and persuaded workforce (Al-Ahmadi, 2009).

Lawler (1968) referred to in Chen and Silverthorne (2008) express that there are three sorts of performance. One is the proportion of yield rates, a measure of offers over a given timeframe, the creation of a gathering of 31

employees answering to the manager, etc. The second kind of proportion of performance includes evaluations of people by somebody other than the individual whose exhibition is being considered. The third kind of performance measures is self-examination and self-evaluations. McLean and Sims (1978) express that activity advancement has an immediate positive effect on employee performance. In this way, for organisations to endure the ever change changing business scene it is significant that organisation dependably discover approaches to re-evaluate themselves in order to stay focused.

Empirical Review

Organisational Support and Employees' Performance

Various studies have been carried out on the issue of job satisfaction, whether it is the nature of organisational support or its dimension and its effects on employees' performance. For example, Yoon & Thye (2000), Rhoades et al. 2001 and Shanock & Eisenberger (2006) have consistently shown positive relationships to exist between perceived organisational support and employee performance. Specifically, Eisenberger et al. (2002) found that (a) PSS at time 1 was positively related to POS at time 2; and that (b) POS mediated the relationship between PSS and employee performance. Thus, it is proposed that increases in PSS will positively influence POS levels which, by increasing the felt obligation of employees, will lead to favourable employee attitudes which will increase productivity (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Wayne et al. 2002).

Organisational Justice concerns the degree to which employees perceive processes for distributing organisational outcomes as fair (Shore & Shore, 1995). Research has focused on both the formal procedures and interpersonal treatment in the allocation process (Leventhal, Karuza, & Fry, 1980; Tyler & Bies, 1990). Actions made by the organisation that benefits the employee signify that the organisation cares for their wellbeing (Eisenberger et al. 1990). As evidence, recent research has shown a positive relationship leading from procedural fairness to POS (Fasolo, 1995; Rhoades et al. 2001). Both procedural fairness and POS have been found to predict employee attitudes and behaviours (Shore & Shore, 1995). For instance, Moorman, Blakely, and Niehoff (1998) found that POS mediated the relationship between procedural fairness and performance, and others have found positive relationships between procedural fairness and employee performance (Gellatly, 1995; Konovsky & Cropanzano, 1991).

Organisational rewards are commonly understood to be all forms of compensation including pay, benefits, promotion, recognition, as well as the processes the organisation uses to administer compensation (Williams, McDaniel, & Nguyen, 2006). These rewards are primarily considered inducements leading to employee's satisfaction with their jobs, organisational performance, and motivation levels (Lawler, 1971). Organisational support theory predicts that organisational rewards elicit these employee attitudes and behaviours due to the norm of reciprocity (Eisenberger et al. 2001; Rhoades et al. 2001). This is because the provision of competitive and fairly administered organisational rewards can lead employees to develop high levels of

organisational support (Rhoades et al. 2001; Allen, Shore, & Griffeth, 2003). Indeed, research has shown positive relationships between organisational rewards and POS (Wayne, Shore, & Liden 1997; Rhoades & Eisenberger, 2002). Also, other research (Guzzo, Noonan, & Elron, 1994; Rhoades et al. 2001; Allen et al. 2003) has indicated that organisational support mediates the relationship between organisational rewards and performance.

Furthermore, Colakoglu, Culha and Atay (2010) analysed the relationship between perceived organisational support and organisational commitment in a direct way. Limited studies of tourism, however, have found that job satisfaction is a mediator variable in the relationship between perceived organisational support and organisational commitment. The findings indicated that perceived organisational support had a significant positive effect on job satisfaction, affective, normative and continuous commitment. Job satisfaction had a significant positive effect on affective, normative and continuous commitment as well. Besides this, job satisfaction played a partial mediating role between perceived organisational support and dimensions of organisational commitment. Implications were presented for hotel managers who want to keep and encourage their employees to work in the hotel industry.

Additionally, Abou-Moghli (2015) in a study examined the role of organizational support through its dimensions: (organizational equity, leader's behaviour supporting subordinates, and participation in decision making), in improving employees' performance. To achieve this purpose survey questionnaire was developed based on the related literature and distributed to

175 employees working in researched Jordanian maritime transport companies. The statistical package for social science (SPSS) for windows was utilized to analyse the results. The research revealed that there is statistically significant role at the level of (5%) for organizational support in improving employee's performance. Furthermore, the research recommended that working managers in Jordanian maritime transport companies to reinforce their abilities to train and educate the employees on the participation in decision making.

Likewise, Mohamed and Ali (2016) on the influence of organization support studies on employees conducted in different international environment, but POS research in Malaysia is scanty. In Malaysian context, a number of studies found relationship between POS and organizational commitment. Therefore, the purpose of this study is to address this gap by examining the relationship between POS antecedents (organizational justice, organizational rewards and job conditions), POS and job performance. The findings revealed that POS antecedents including organizational justice and job condition have significant relationship with POS. Likewise; this study suggests that POS can improve the staff's job performance by presenting a significant relationship between POS and job performance. However, results did not show any significant relationship between organizational rewards and POS.

Moreover, Kuo and Tsai (2019) explored the effects of management maturity on the relationship between organisational culture and organisational performance from the perspective of employees. The results showed that management maturity moderates the relationship between innovative culture and

organisational performance; that is, employees who perceived a higher level of management maturity from their management team also felt more positive about their organisation's performance. However, this is not found for bureaucratic culture or supportive culture. Management maturity is vital, albeit long neglected, as it exerts a medium, positive moderating effect on innovative culture, and a medium, negative moderating effect on bureaucratic culture and supportive culture

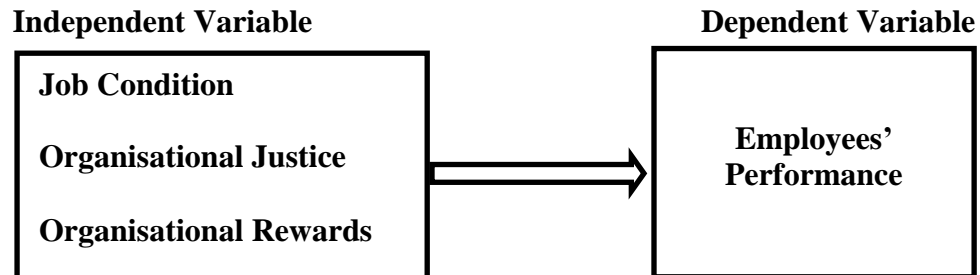
Finally, in Ghana, Addo and Dartey-Baah (2019) examined leaders' influence on the safety behaviours of employees and the possible mediating role of perceived organisational support (POS), focussing on transformational and transactional leadership. The analyses revealed that transformational leadership influenced safety behaviours positively while transactional leadership had no significant influence on employees' safety behaviours. POS also mediated between the leadership styles and safety behaviours. Supervisors need to exhibit more transformational leadership behaviours and organisations need to show support for their employees' wellbeing in order to aid supervisors' influence on employees' safety behaviours, especially if the leaders are more transactional in nature.

Conceptual Framework

The conceptual framework of this study is based on three independent variables namely: job condition, organisational justice and organisational rewards with the employees' performance as the dependent variable. The

influence of the independent variables on the dependent variable is illustrated in figure 1 below.

Figure 1: Conceptual Framework



Source: Author's Construct, 2019.

From the above conceptual frame, organisational support dimensions can influence employees' performance either positively or negatively in the context of this study. The variables to be considered in organisation with the organisational support dimensions are Job Condition, Organisational Justice and Organisational Rewards.

Chapter Summary

This chapter has discussed the literature review about the topic under study. In addressing the issue, the theories underpinning the study were first discussed. This was followed by the explanations of concepts and later the empirical analytical literature on organisational support. Thus, the chapter was indirectly divided into two parts. Part one identified and explained the theoretical models and conceptual orientation on which the study was hinged. Finally, the last section focused on empirical literature of the relationship between organisational support dimensions and employees' performance with a conceptual framework within the context and scope of the study also discussed.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter presents a description of how the whole research process was carried out. It focuses on the key methods and areas that were used in conducting the study such as the research approach, study design, study area, population, sample and sampling techniques, research instruments, data collection method, data analysis methods and ethical consideration.

Research Approach

Yates (2004) asserted that there are two main approaches to conducting research namely, quantitative and qualitative approach. This study used a quantitative approach. Quantitative research has been defined by Burns and Grove (2005) as a formal, objective, systematic process to describe and test relationships and examines cause and effect interactions among variables. This approach is mostly employed in the natural sciences and based on information that can be measured numerically. According to Eldabi, Irani and Love (2002) quantitative approach is a logical and linear structure in which hypotheses take the form of expectations about likely causal links between the constituent variables stated in the hypotheses, therefore leading to the rejection or acceptance of the theoretical proposition. Quantitative research techniques are employed for this study given the nature and interactions between the variables examined as well as the need to test hypotheses.

Study Design

The research design selected for the study is a descriptive survey and inferential statistics. According to Gay, Mills and Airasian (2011), a descriptive survey design involves the collection of data to answer questions concerning the current status of the subject of the study. The design reports the way things are. This design is deemed appropriate as an attempt was made to describe the existing situation by asking respondents to complete questionnaires in order to obtain data to draw meaningful conclusions. Fraenkel and Wallen (2000) identified two difficulties associated with the design. They include the difficulty of ensuring that items to be responded to are very clear, getting respondents to respond to the items thoughtfully and honestly; and the difficulty in getting enough questionnaires completed and returned. Despite the difficulties, the major advantage of this design is that it has the potential of providing a lot of information from a large sample of individuals. Necessary measures such as obtaining the validity of the instruments and direct instrumentation were taken in order to minimize the difficulties mentioned above.

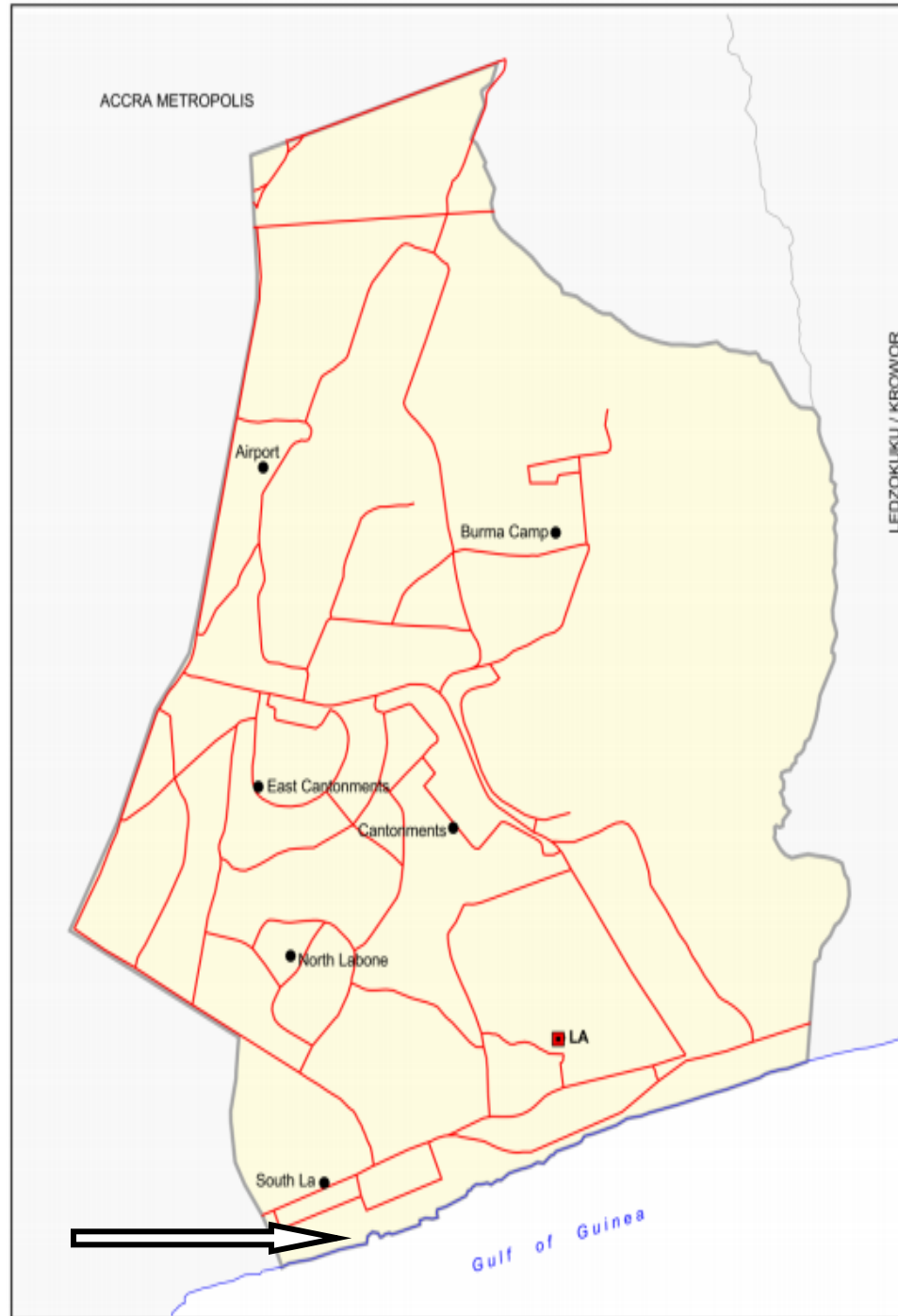
Study Area

The La Dade Kotopon Municipal Assembly, with its administrative capital at La, is one of the sixteen (16) districts in the Greater Accra Region of Ghana with a population in 2010 of 183,528. It spans an area of 36.03 km² (13.91 sq mi). The district was established by Legislative Instrument (LI 2133) in 2012. The local authority of the district, the La Dade Kotopon Municipal Assembly, is currently headed by Gladys TsoTsoo Mann-Dedey, who was

appointed by the President of the Republic of Ghana in 2017 as the Municipal Chief Executive and serves as the political head of the district. The La Dade Kotopon Municipal Assembly, having been carved out of the Accra Metropolitan District in 2012 is one of the three districts that make up the Accra Metropolitan Area, an area that serves as the capital of Ghana. Administratively, the district is one of the 12 local authority districts of the Greater Accra Metropolitan Area, which include Accra Metropolitan District, Tema Metropolitan District, Ga South Municipal District, Ga Central Municipal District, Ga West Municipal District, Ga East Municipal District, Adentan Municipal District, Ashaiman Municipal District, La Nkwantanang Madina Municipal District, Ledzokuku Krowor Municipal District, and Kpone Katamanso.

La Dade-Kotopon Municipal Assembly exists to provide socio-economic development for the people within the Municipality, through effective mobilization and deployment of fiscal, human, material and natural resources with stakeholders' collaboration. The vision of the Municipality is to establish an Assembly which could be the best Administered Municipal Assembly, which offers highly appreciable Developments for its people. The map of the La Dade Kotopon Municipal Assembly within the Accra Metropolis in the Greater-Accra Region of Ghana is identified in figure 2 below:

Figure 2: Map of La Dade Kotopon Municipal District in the Greater-Accra Region



Source: https://en.wikipedia.org/wiki/La_Dade_Kotopon_Municipal_District (2019)

Population

The research problem had a bearing on the population. According to Sekaran and Bougie (2003), the population is the study object and consists of individual groups, institutions, human products and events or the conditions to which they are exposed. Thus, the study population is the subset of the population with the condition or characteristics of interest defined by the eligibility criteria. Although it is usually not practically and economically feasible to involve all members of the population in a research project due to mainly cost, time constraints and population size, it was felt that it would be important to involve all eligible junior employees of the institution who met the criteria of having an acquaintance with organisational support dimensions and who had voluntarily consented to participation in the study. The group of participants studied is selected from the study population (Friedman, 2010).

In this study, the population covered the whole staffs of the La Dade Kotopon Municipal Assembly who were approximately 110. The frame of the available population was identified through personnel records of the individual provided by the Division of Human Resource of the institution.

Sample Size and Sampling Procedure

From the point of Israel (1992), there are several approaches that can be used in determining the sample size. These include using census for small populations, imitating a sample size of similar studies, using published tables, and applying formulas to calculate the sample size. In the context of this study, a census was used because of the relatively small number of population size. In

view of this, a sample size of one hundred and ten (110) was used which was made up of employees from the upper-level management, middle-level management and lower and other junior staff.

The advantages of a census are that although cost consideration makes this impossible for large populations, it is attractive for small populations (e.g., 200 or less). A census eliminates sampling error and provides data on all the individuals in the population. This means that all employees have the same opportunity to participate. Some employees may still choose not to participate, but at least the opportunity to do so is presented and no one person or group can feel left out. In addition, some costs such as questionnaire and developing the sampling frame are “fixed,” that is, they will be the same for samples of 50 or 200 and census tends to enhance feelings of security surrounding the accuracy of the results (Parker, 2011).

Finally, virtually the entire population would have to be sampled in small populations to achieve a desirable level of precision. This implies that while the administration of sample surveys is more complicated, a census survey is easier to administer because it includes all persons. To this end, results from a census survey can be used to “drill down” into the organisational structure and highlight departmental results, and because all employees participate, there is a greater chance of obtaining responses that are representative of all sub-groups within the organisational structure. Thus, the volume of surveys that need to be distributed may increase with a census survey but figuring out who receives a survey is clear – everyone (Kraut, 1996).

Research Instruments

The selection criteria for selecting participants in the study was determined by the requirement of the potential participant to have voluntarily consented to participation in the study and must have done one performance appraisal at the institution. The number needed to be was randomly selected. The instrument used for data collection was a self-administered questionnaire. The questionnaire is a set of questions with a definite purpose designed for a target group of people to be administered by them within a particular time frame.

According to Plano Clark (2010), questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs. However, Creswell and Plano (2011) emphasise that questionnaire lacks flexibility in that once a questionnaire has been designed and distributed out it becomes difficult to change the categories of data collected. A questionnaire was selected for this kind of study because it is a self-reported measure which guarantees confidentiality and therefore it is more likely to elicit a truthful response regarding the information required from the respondents.

The questionnaire was composed in a brief and appropriate language to avoid ambiguity and to attract the respondent's interest. (See Appendix B). The questionnaire consisted of different types of questions. Information about the demographic data of the participants is gathered from the multiple-choice questions (closed), which just required that the right answers be ticked by the respondents. There were also open-ended questions that required the respondents to reply in their own words and give freedom of opinions. Open-ended questions

also allowed the researcher to explore ideas that would not otherwise be heard (Creswell & Plano, 2011)

The main part of the questionnaire, which concerns the objectives of the thesis, consisted of Likert-scale questions. These questions help to ascertain how strongly the respondents agreed with a statement. Convenience sampling technique was used to distribute questionnaires. A four-point Likert-scale was used with 4 representing strongly agree and 1 representing strongly disagree. The questionnaires were personally distributed to respondents.

Data Collection Procedures

The researcher booked appointments with the administrator of the municipal office of La Dade Kotopon Municipal Assembly which is the sampled institutions to seek authority to conduct the research. The researchers presented a letter from the University as proof that the study was only meant for academic purposes. In this research, personal distribution strategy was used in the administration of the 110 questionnaires. This method was considered appropriate considering the nature fact that the researcher intended to increase the response rate. Respondents were given enough adequate time to fill the questionnaire, which was picked by the researcher at various convenient intervals. By applying the principle of Sekaran (2003) that small sample sizes can provide highly reliable findings depending on the sampling procedure adopted, the responses received were considered adequate and representative of the total population.

A copy of the introductory letter was obtained from the Head of Department of Management, School of Business, UCC (See Appendix A) which was sent together with the questionnaires. The questionnaires were distributed to the junior staff. On average, the questionnaires were distributed and collected within three weeks. Out of 110 questionnaires administered, 100 questionnaires were collected, giving a response rate of 91%.

Response Rate

In this study, the population size was one hundred and ten (110) employees. This means that a total of 110 questionnaires were issued from which 100 were filled and returned which represents a response rate of 91%. This means 10 (approximately 9%) was not returned as it can be seen in Table 2.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	100	91
Non-Returned	10	9
Total	110	100

Source: Field survey, (2019)

The 91% return rate was satisfactory based on Mugenda & Mugenda (2008) who opined that a response rate of 50% is enough for analysis and reporting; a rate of (60%) is good and a response rate of (70%) and over is excellent. The high response rate was accredited to the fact that the candidate had contacts in the study area that facilitated the data collection process. Besides, the candidate personally administered the questionnaires and also made a lot of

efforts to make many follow-ups calls to clarify queries with the intention to improve the high response rate.

Pre-Test

Validity and reliability indicate how best the instrument used in the study best measures the parameters it is meant to measure, and it is the measure of accuracy in terms of results attained in the study (Cook & Campbell, 1979). In this study, a pre-test of the research questionnaire was done at the Kpone Katamanso District office. This municipal was selected for the protesting because it has similar structure employees like the one in La Dade Kotopon Municipal Assembly. This process was aimed at testing the accuracy and strength of the questionnaire in eliciting data needed for the study. In other words, this was to help in assessing the clarity of our questions to the respondents and to elicit their understanding regarding answering questions. Twenty-five (25) questionnaires were administered and after receiving them back, it was realized that the questionnaires did not need any significant changes.

Validity

Validity in research simply means the extent to which instruments (questionnaires or structured interview schedules) measure what they intend to measure. In other words, validity means to what extent that the selected tool measures the intended research objectives (Bowling, 2009). In the context of this study, several strategies were undertaken to validate and refine the content of the questionnaire to ensure the validity of the study. To address the face validity, the researcher painstakingly read the questionnaires and the appropriate corrections

were made before it was given out. Peer review was also of immense importance as the candidate allowed his colleagues to go through the questionnaires to correct all the mistakes. Content validity was further enhanced by asking experienced experts in the field such as the researcher's supervisor to go through the questionnaire before it was administered to the respondents. Also, the pretesting contributed to the validity of the questionnaires.

Reliability

Reliability refers to the extent to which the application of a scale produces consistent results if repeated measures are taken and it can be achieved when keeping results at a consistent level despite changing of time and place (Bowling, 2009). Internal consistency: Internal consistency comprises testing the homogeneity that assesses the extent to which personal items are inter-correlated, and the extent to which they correlate with overall scale findings and this can be performed by using Cronbach's alpha test (Polit & Beck, 2008). In terms of observation, reliability of observation refers to the consistency of observation in which the observers reached to the same inferences or activities of intra-observation (one observation at a different time) and inter-observation reliability (more than one observer) (Polit & Beck 2008).

Cronbach's coefficient alpha (α) was used in this study to determine the reliability of items in the questionnaire. The value of Cronbach's alpha ranged from 0 to 1. It is worth noting that, the closer the value of α to 1, the better is the reliability. Nunnally (1967) suggested an alpha threshold of 0.5 for basic research and later adjusted the value to 0.7 (Nunnally, 1978).

Results of the Cronbach alpha in This Study

As stated earlier, in order to measure the reliability of the gathered data, Cronbach's alpha was used. Table 1 shows Cronbach's alpha of all indicators.

Table 1: Reliability of Scales and Cronbach alpha of Study Variables

Variable	No. of Items	Cronbach's Alpha
Job Conditions	7	0.753
Organisational Justice	7	0.765
Organisational Rewards	7	0.856
Employee Performance	10	0.968

Source: Field Survey (2019)

Table 1 above provides the values of Cronbach's alpha for all the variables. It appears from the table that the values of Cronbach's alpha range between 0.753 and 0.968. These values are all well above the minimum value of 0.70. In this case, it can be concluded that the measures have an acceptable level of reliability.

Data Processing and Analysis

Data processing operations carried out included data editing, cleaning and classification. Data editing cleaning is the examination of the collected data to detect omissions and errors and to correct them whenever possible. Data classification is the arranging of the collected data in classes or groups with common characteristics. Similar data was then tabulated before being further analysis was conducted. The tabulated data were then analysed using quantitative techniques. Descriptive statistics were used for the analysis of the collected data

which included parameters such as measures of central tendencies and the measure of dispersion. Inferential data analysis techniques such as correlation analysis and regression analysis were also used to analyse the collected data.

Linear regression was used to ascertain the relationship among job condition, organisational justice, organisational rewards and employee performance. The model treated employee performance as the dependent variable while independent variables were dimensions of organisational support. A regression equation describes how the mean value of a response variable relates to specific values of the predictor variable (Kessler et al.,2004). The study used regression analysis to test the statistical significance of the independent variables on the dependent variables. The regression equation used to analyse the relationship between variables under study was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where; Y = Employee Performance

β_0 = the constant or the coefficient of intercept.

X1 = Job Condition

X2 = Organisational Justice

X3 = Organisational Rewards

ε = Error term

β_1, \dots, β_3 = Corresponding coefficients for the respective independent variables

The correlation was used to describe the degree of relationship between the dependent and independent variable, in this case, the influence of organisational support on employee performance. The results were presented

using tables. The quantitative data collected was organized in accordance with the research questions. The data analysis and presentation of findings were carried out using the Statistical Package for Social Sciences (SPSS) Version 22. The responses received from the respondents were initially tabulated according to four Likert-Scale (options) contained in the questionnaire. These scales were 1 – Strongly Disagree, 2 – Disagree, 3 – Agree, and 4 – Strongly Agree.

Ethical Consideration

According to Awases et al. (2006), ethics is mostly associated with morality and deals with issues of right and wrong among groups, society or communities. It is therefore important that everyone who is engaged in research be aware of the ethical concern (Rubin & Babbie, 2016). The researchers will employ every effort to avoid possible violation of ethical principles. Edginton et al. (2012) have identified the basic ethical consideration for research as; respondents being fully informed about the aims, methods and benefits of the research, granting voluntary consent and maintaining the right of withdrawal and guaranteeing the participants of confidentiality. Bless and Higson Smith (2000), state the main rules of data collection as a) voluntary participation, (b) the right to privacy, (c) Freedom, (d) Anonymity and (e) Confidentiality. All these ethical rules have been met in this research study.

Chapter Summary

This chapter was to describe the methods used in achieving the aim of this study. It has revealed the study design and the researcher's reason for choosing a design. The population, as well as the sample size for the study and

the sampling techniques used, had been discussed. For analysis sake, the chapter centred on the methods for collecting the data and the instruments employed in collecting the data. The chapter has shown enough information about analysing the data and complying with an ethical stance. The next chapter which is Chapter four gives a presentation of the results of the collected and analysed data.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The main research objective of the study, to determine “*the influence of organisational support on the employee performance*” in the La Dade Kotopon Municipal Assembly in the Greater Accra Region of Ghana. Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the findings and discussions which reflect on the specific objectives as outlined in Chapter one. The first section provides the demographic profile of the respondents. The second section of the chapter presents the results of the descriptive and inferential (correlation) statistics in accordance with the specific objectives of this study. Finally, a detailed discussion is provided for each finding.

Socio-Demographic Characteristics of Respondents

In order to understand the demographic characteristics of the respondents, the study deemed it fitting to find out the demographic data of the respondents. The demographic characteristics of respondents were in relation to gender, age, level of education, positions of the officers in the service, and employees’ years of work in the organisation. Table 3 presents demographic statistics on the frequencies and percentages of responses to gender received from the respondents. The results obtained in relation to socio-demographic characteristics of the respondents are shown in Table 3.

Table 3: Background Information of Respondents

Variable	Frequency	Percentage (%)
Gender		
Male	62	62.0
Female	38	38.0
Age		
21-30 years	40	40.0
31-40 years	30	30.0
41-50 years	23	23.0
51 years and above	7	7.0
Level of Education		
SSS	49	49.0
Diploma	27	27.0
1st Degree	12	12.0
2nd Degree	9	9.0
Professionals	3	3.0
Positions of the Officers in the Service		
Senior staff	36	36.0
Junior staff	64	64.0
Employees' Years of Work in the Organisation		
1-5 years	16	16.0
6-10 years	39	39.0
11-15years	13	13.0
16 years and above	32	32.0
Total	100	100

Source: Field Survey (2019)

Table 3 clearly illustrates that there were more male participants than their female counterparts in this survey. More than half of the respondents (62%) were males while the remaining respondents, (that is 38%) were females. This

implies that a lot of males appeared to have been employed in the district office. However, with respect to gender inequality in terms of employment in the country, it is surprising. For example, from the Annual Report of Ghana Statistical Service, (2014) it is generally known that labour force participation rate of females remains lower than that of males. In Ghana, the labour force participation rate of females has often trended below that of men even though females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time, the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that most of the respondents (40) are between the ages of 21 and 30 years representing 40%. This higher percentage of lower level employees gives the impression that there are more inexperienced workers in the company. Again, the result shows that 30 respondents representing (30%) were between 31 to 40 years which implies that in the service, most of the respondents are in their prime age and that the organisation can be considered to have had a lot of potentials in terms of development in the future. In addition, 23 of the respondents representing (23%) were between the ages of 41 and 50 years. The least age group was those between 51 and above representing (7%) in the company. The overall implication is that relatively a small percentage number of employees are matured and presumably experienced in their career in the company.

From the Table, it can be noted that 49 respondents representing (49%) had senior high school education from various fields, while 27 respondents representing (27%) had diploma education. However, a total of 12 representing 12% were the First-degree holders in contrast to 9 (9%) who had a second degree. With regards to professionals, 3 of them representing (3%) were found to be in this category. The study results from the table highlight the significance that the organisation attaches to education as most workers in the institution are qualitatively gifted with educational prowess.

The Table also shows that majority of respondents, that is, 36 representing (36%) of the sampled population were in senior workers positions, whilst 64 respondents representing (64%) of the population were in junior officers' positions. This implies that the bulk of workers fall within the junior officers' positions in the institutions. In terms of how long each employee has worked in the organisation, it was found that most of them fell within 6 to 10 years. Within these years, 39 (39%) has worked within them, while 32 (32%) has worked within the years of 16 years and above. This is followed by those who have worked between 1 and 5 years with a total number of 16 (16%) while those who have worked between 11 and 15 years make up 13 (13%).

The Findings of the Main Study Objectives

This section presents results and analysis based on the three key questions of this study. Both descriptive and inferential statistics are used in analysing the data. As it has been indicated in the methods, the design of this

research is descriptive and adopts a quantitative method. The results and analysis are presented chronologically based on the stated objectives of this study.

Objective One: Ascertain the extent to which job condition as an organisational support dimension influences employees’ performance

The first research objective sought to ascertain the extent to which job condition as an organisational support dimension influences employees’ performance. In this study, respondents were presented with seven statements that depicted some of the activities under job conditions. This study measured the independent variable job conditions using the Likert scale of 1-4, 1 being - Strongly Disagree, 2 being Disagree, 3 beings Agree, 4 Strongly Agree. This was to show the extent to which proper job conditions was existent in the organisation. The results were transformed and regressed against employee performance level. The summary of the model of job condition on employee performance is presented in Table 4.

Table 4: Model Summary of Job Conditions on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.664 ^a	.442	.436	.420

a. Predictors: (Constant), JOB CONDITIONS

Source: Field Survey (2019)

The results from Table 4 show two values of concern, the R- Correlation Coefficient and the R-Square Coefficient of Determination. The coefficient of Determination indicates the relationship between the Independent and the Dependent variable. It is the proportion of variation in the dependent (Employee Performance) variable explained by the regression model. An R Square value of

.442 indicates that about 44.2% of the variation in the Performance of staffs at La Dade Kotopon Municipal Assembly is accounted for by job condition as an organisational support dimension; the remaining variation in performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.664 indicates a large relationship between Job Condition and Employee Performance.

Cohen (1992) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium, $r=.50$ to 1.0 or $r=-.50$ to -1.0 large. The results indicate a significant positive relationship between Employee Performance and Job Condition as an organisational support dimension. Table 5 assess the statistical significance of the regression model.

Table 5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.682	1	13.682	77.472	.000 ^b
	Residual	17.308	98	.177		
	Total	30.990	99			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), JOB CONDITION

Source: Field Survey (2019)

The results of the ANOVA form Table 5 indicate a statistically significant figure of $p=.000$, as held up by Fidell, Tabachnick, Mestre & Fidell (2013), a significant level of less than or equal to $.05$ is necessary for social science research. If such a condition is met, then the independent variable does a

good job explaining the variation in the dependent variable. In this analysis, the ρ -value is well below .05 ($\rho = .000$). Therefore, it can be concluded that the R and R^2 Between Job Condition and Employee Performance is significant and therefore Job Condition can significantly influence employee performance. However, the ANOVA fails to indicate the extent of the effect. Table 6 indicates the magnitude of the impact of Job Condition on the staff performance at La Dade Kotopon Municipal Assembly.

Table 6: Coefficients^a of Job Condition on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.394	.131		3.000	.003
JOB CONDITION	.740	.084	.664	8.802	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Field Survey (2019)

The table in the SPSS output labelled coefficients (table 6) provide information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value $p = 0.003$ is less than 0.05 for the constant and the significant value $p = 0.000$ is less than 0.05 for the independent variable. Pallant (2013) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that Job Condition has a significant impact on Employee Performance. The table further shows a Beta of .664 which according to Fidell,

Tabachnick, Mestre & Fidell (2013) indicates a strong impact of the independent variable on the dependent.

The implication of these results is that with job condition as a factor for organisational support significantly improves the performance of staff at La Dade Kotopon Municipal Assembly. The findings of this study confirm and are supported by loads of findings with respect to studies conducted in terms of job condition and employee performance. Spector (2008) found that job condition is an important determinant of increased performance of employee (Herzberg, 1968). The job environment, in the new research, was found to be better determinant of job satisfactions by the scholars (Reiner & Zhao, 1999; Carlan, 2007; Ellickson and Logsdon, 2001; Forsyth and Copes, 1994).

Moreover, variation exists in terms of job conditions, incentives, recognition and fringe benefits for the employees (Lavy, 2007). It was found that job condition is positively affect the performance of employees in an organisation (Guest, 2004). Silla et al. (2005) and Ceylan, (1998) concluded that the job conditions have effect on the satisfaction of employees, hence increasing the performance of employees within a given organisation. These include comfortable proper work and effective allocation of tools and resources, etc. Ting (1997) and Locke and Kochan (1995) studied that the work itself has positively correlated with the satisfaction of employee. Robbins et al. (2003) refer to the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results”. Jobs matched with the

competencies and that are mentally stimulating are liked by the employees (Robbins, 1993)

Brenner (2002) asserted that the ability of employees within an organisation to share knowledge throughout the system depends on the conditions of their work. Some employees tend to be more productive in a well facilitated job environment. More so, the quality of comfort variable from job environment determines the level of satisfaction and productivity of workers. Workers productivity cannot be optimal, if the conditions of work environment are not favourable. Thus, improved job condition enhances employee's productivity. The study indicated a positive relationship between job condition and employee performance meaning that an effective job condition can lead to increased employee performance at La Dade Kotopon Municipal Assembly.

Objective Two: Establish the extent to which organisational justices an organisational support dimension influences employees' performance

The second objective of the study was to establish the extent to which organisational justices an organisational support dimension influences employees' performance in La Dade Kotopon Municipal Assembly. The study measured the independent variable, Organisational Justices using the Likert scale of 1-4, 1 being - Strongly Disagree, 2 being Disagree, 3 being Agree, 4 being Strongly Agree. The purpose was to establish whether organisational justices an organisational support dimension influences employees' performance in the organisation. Data was collected on the various activities under Organisational Justice in the organisation. Respondents were presented with seven

Organisational Justice statements. The results were transformed and regressed against employee performance level. The summary of the model of Organisational Justice on employee performance is presented in Table 7.

Table 7: Model Summary of Organisational Justice on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643 ^a	.414	.408	.431

a. Predictors: (Constant), ORGANISATIONAL JUSTICE

Source: Field Survey (2019)

The result from Table 7 shows the R- Correlation Coefficient and the R-Square-Coefficient of Determination. The R Square value of .414 indicates that about 41.4% of the variation in the staff performance of La Dade Kotopon Municipal Assembly is accounted for by Organisational Justice, the remaining variation in performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.643 indicates a large relationship between Organisational Justice and employee performance. The results indicate a positive relationship between the staff performance of La Dade Kotopon Municipal Assembly and Organisational Justice. Table 8 assess the statistical significance of the regression model.

Table 8: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.821	1	12.821	69.155	.000 ^b
	Residual	18.169	98	.185		
	Total	30.990	99			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), ORGANISATIONAL JUSTICE

Source: Field Survey (2019)

The results of the ANOVA from Table 8 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick & Fidell (2013), a significant level of less than or equal to .05 is necessary for social science research. In this analysis, the ρ -value is well below .05 ($\rho = .000$). Therefore, it can be concluded that the R and R^2 between Organisational Justice and the Employee Performance is significant. However, the ANOVA fails to indicate the extent of the effect. Table 9 indicates the magnitude of the impact of Organisational of the staff performance of La Dade Kotopon Municipal Assembly.

Table 9: Coefficients^a of Organisational Justice on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.472	.130		3.637	.000
ORGANISATIONAL JUSTICE	.738	.089	.643	8.316	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Field Survey (2019)

The table in the SPSS output labelled coefficients (table 9) provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value $p = 0.000$ is less than 0.05 for both the independent variable and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded organisational justices an organisational support dimension has a significant impact on the staff performance of La Dade Kotopon Municipal Assembly. The table further shows a Beta of .643 which indicates a strong impact of the independent variable on the dependent.

The second research objective was to establish the extent to which organisational justice as an organisational support dimension influences employee performance in La Dade Kotopon Municipal Assembly. The use of organisational justice assistance as a dimension in providing organisational support is supported by most La Dade Kotopon Municipal Assembly employees. The respondents of the study believe the degree to which employees perceive processes for distributing organisational outcomes as fair helps improve the performance of the staffs at La Dade Kotopon Municipal Assembly. This confirms study findings according to Shore & Shore, 1995 that organisational justice deals with the degree to which employees perceive processes for

distributing organisational outcomes as fair and it has a strong positive relationship with the outcome of employees in an organisation.

Research has focused on both the formal procedures and interpersonal treatment in the allocation process (Leventhal, Karuza, & Fry, 1980; Tyler & Bies, 1990). Actions made by the organisation that benefits the employee signify that the organisation cares for their wellbeing (Eisenberger et al. 1990). As evidence, recent research has shown a positive relationship leading from procedural fairness to organisational justice (Fasolo, 1995; Rhoades et al. 2001). Both procedural fairness and organisational support have been found to predict employee attitudes and behaviours (Shore & Shore, 1995). Also, Moorman, Blakely, and Niehoff (1998) found that organisational support mediated the relationship between procedural fairness and employee performance, and others have found positive relationships between procedural fairness and employee performance (Gellatly, 1995; Konovsky & Cropanzano, 1991).

Objective Three: Determine the extent to which organisational rewards an organisational support dimension influences employees' performance

The last research objective sought to determine the extent to which organisational rewards an organisational support dimension influences employees' performance. Respondents were to determine the extent to which these organisational rewards activities were observed at La Dade Kotopon Municipal Assembly. The results were transformed and regressed against the staffs' performance level. The summary of the model of Organisational Rewards on the employees' performance is presented in Table 10.

Table 10: Model Summary of Organisational Rewards on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693 ^a	.480	.475	.405

a. Predictors: (Constant), ORGANISATIONAL JUSTICE

Source: Field Survey (2019)

From Table 10 indicate an R Square value of .480 which showed that about 48.0% of the variation in the staff's performance of La Dade Kotopon Municipal Assembly is accounted for by organisational rewards as an organisational support dimension, the remaining variation in staff performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R-value of 0.693 indicates a large relationship between organisational rewards and employee performance. Cohen (1988) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium, $r=.50$ to 1.0 or $r=-.50$ to -1.0 large. The results indicate a significant positive relationship between employee performance and organisational rewards. Table 11 assess the statistical significance of the regression model.

Table 11: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.888	1	14.888	90.614	.000 ^b
	Residual	16.102	98	.164		
	Total	30.990	99			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), ORGANISATIONAL JUSTICE

Source: Field Survey (2019)

The results of the ANOVA from Table 11 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick & Fidell (2013), a significant level of less than or equal to $.05$ is necessary for social science research. In this analysis, the p -value is well below $.05$ ($p = .000$). The table shows whether the model is statistically significant in interpreting the staff's performance of La Dade Kotopon Municipal Assembly. Therefore, it can be concluded that the R and R^2 between Organisational Justice and the staff's performance of La Dade Kotopon Municipal Assembly are significant. Table 12 indicates the magnitude of the impact of organisational rewards on the staff's performance of La Dade Kotopon Municipal Assembly.

Table 12: Coefficients^a of Organisational rewards on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.572	.105		5.467	.000
ORGANISATIONAL REWARDS	.570	.060	.693	9.519	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: Field Survey (2019)

From Table 12, the significant value $p=0.000$ is less than 0.05 for both the independent variable (Organisational Rewards) and the constant. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can, therefore, be concluded that organisational rewards an organisational support dimension has a significant impact on employee performance. The results further indicate a Beta of $.693$ which is statistically significant since $p=0.000$ and less than $.05$. The results show that without organisational rewards, supporting employees in the organisation will be difficult. It is proper rewards systems that facilitate support systems created in the organisation which eventually impact positively on the staffs' performance of La Dade Kotopon Municipal Assembly.

The last research objective was to establish the extent to which organisational rewards as an organisational support dimension influences employee performance in La Dade Kotopon Municipal Assembly. The use of an efficient reward system as a dimension in providing support for employees is supported by most of the employees at La Dade Kotopon Municipal Assembly.

The respondents of the study believe the role of a proper reward scheme in the organisation makes staffs work with high enthusiasm which increases the performance level of the employees. This agree with studies by Williams, McDaniel, & Nguyen (2006) who pointed out that organisational rewards are commonly understood to be all forms of compensation including pay, benefits, promotion, recognition, as well as the processes the organisation uses to administer compensation.

According to Lawler (1971), these rewards are primarily considered inducements leading to employee's satisfaction with their jobs, organisational performance, and motivation levels. Organisational support theory predicts that organisational rewards elicit these employee attitudes and behaviours due to the norm of reciprocity (Eisenberger et al. 2001; Rhoades et al. 2001). This is because the provision of competitive and fairly administered organisational rewards can lead employees to develop high levels of performance (Rhoades et al. 2001; Allen, Shore, & Griffeth, 2003). Indeed, research has shown positive relationships between organisational rewards and POS (Wayne, Shore, & Liden 1997; Rhoades & Eisenberger, 2002). Also, other research (Guzzo, Noonan, & Elron, 1994; Rhoades et al. 2001; Allen et al. 2003) has indicated that organisational support mediates the relationship between organisational rewards and performance.

Chapter Summary

The chapter has provided an analysis of the data with respect to the key objectives of the study. The chapter began with a provision of key descriptive

characteristics to understand the nature of the respondents of this study. The first objective indicated that job condition had a positive significant effect on the employee performance of La Dade Kotopon Municipal Assembly. The second objective established that organisational justice practices at La Dade Kotopon Municipal Assembly had a positive effect on employee performance at the organisation. The third objective showed that organisational rewards as an organisational support dimension had a significant impact on employee performance at La Dade Kotopon Municipal Assembly.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations on how best they can sustain and promote organisational support in order to increase employees' performance of the organisation. Finally, the suggestion for future research is also made.

Summary of the Study

The purpose of this study was to determine the influence of organisational support on the staffs' performance of La Dade Kotopon Municipal Assembly as an organisation. There were three main specific objectives, which the study aimed to achieve, and these included:

1. to ascertain the extent to which job condition as an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly,
2. to establish the extent to which organisational justices an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly and
3. to determine the extent to which organisational rewards an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly.

The study was based on the views of 100 employees from the study area. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 4 to 1 where 4 stands for Strongly Agreed, 3 is Agreed, 2 is Disagreed and 1, Strongly Disagreed.

Key Findings

The results from the survey were analysed with the help of the Statistical Package for the Social Sciences (SPSS 22.0 version) software. The major findings as they related to the specific objectives of the study have been summarized as follows. The first research objective sought to ascertain the extent to which job condition as an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly. The results of the regression analysis indicated that there is a significant and strong positive relationship between Job Conditions and Employee Performance. The results showed a coefficient of determination of $R = 0.664$ portraying a large relationship between Job Conditions as an organisational support dimension and Employee Performance. The significant value showed $p = 0.003$ for the constant and $p = 0.000$ for independent variable showed a significant impact on the dependent variable as per Pallant (2013) criterion.

The second objective of the study was to establish the extent to which Mediation as organisational justices an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly.

With this regression analysis was ran to determine the effect, the extent as well as the significance of the effect of Organisational Justices on the staff performance of the organisation. The R-value of 0.643 per the regression analysis indicated a strong positive effect of Organisational Justices on employee performance. This was followed by assessing the statistical significance of the regression model. The ρ -value was found to be well below .05 ($\rho = .000$); followed by a Beta of .643 showing a strong impact of the independent variable on the dependent. On the bases of the analysis, it can be said that Organisational Justice had a strong and significant impact on the staffs' performance at La Dade Kotopon Municipal Assembly.

Finally, the last research objective sought to determine the extent to which organisational rewards an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly. The study found out that there was a large relationship between organisational rewards and employee performance (R-value of 0.693). The researcher further examined the significant level as well as the magnitude of the impact. The ANOVA indicated a statistically significant figure of $p=.000$ which is <0.05 and a Beta of .693 providing a justification that the impact of organisational rewards on employee performance is significant. It can, therefore, be concluded that organisational rewards have a positive and significant impact on the staffs' performance of La Dade Kotopon Municipal Assembly.

Conclusions

The aim of this study was to determine the influence of organisational support on the staffs' performance of La Dade Kotopon Municipal Assembly as an organisation. Organisational support dimensions were put into job conditions, organisational justice and organisational rewards. The first research objective was to ascertain the extent to which job condition as an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly. The findings led to the conclusion that there was a positive and significant relationship between employee performance and job condition as an organisational support dimension. This implied that the higher the organisation adopted job condition as an organisational support dimension, the more the employees' performance increased. It was also concluded that the most effective form of job condition as an organisational support dimension helps improve the general working environment.

The second objective of the study was to establish the extent to which organisational justices an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly. Based on the findings, it can be concluded that there was a positive and significant relationship between organisational justices and employees' performance. The results further led to a conclusion that organisational justices have been used as organisational support strategy in La Dade Kotopon Municipal Assembly much time and has proved to be an effective organisational support strategy in La Dade Kotopon Municipal Assembly. Effective organisational justice strategy is

associated with improved staffs' performance and lower costs in La Dade Kotopon Municipal Assembly.

The last objective of the study was to determine the extent to which organisational rewards an organisational support dimension influences employees' performance of La Dade Kotopon Municipal Assembly. Results led to the conclusion that there was a strong positive and significant relationship between organisational rewards as an organisational support strategy and employee performance. It was also concluded that since La Dade Kotopon Municipal Assembly has an effective organisational rewards channel in place, it had a direct influence on the level of employee performance at La Dade Kotopon Municipal Assembly. This implied that the frequent adoption of organisational rewards produced an improved employees' performance at La Dade Kotopon Municipal Assembly.

Recommendation

The findings of the study confirm the key role of organisational support strategies in improving and maintaining effectiveness in an organisation. It is recommended that the management of La Dade Kotopon Municipal Assembly should focus on increasing the utilization of organisational support strategies like negotiation, mediation and arbitration to increase organisational performance. Job condition, organisational justice and organisational rewards are effective organisational support strategies, which speeds up the job performance. It is therefore recommended that management of La Dade Kotopon Municipal

Assembly should encourage the use of job condition, organisational justice and organisational rewards as forms of organisational support strategy.

The size of the support should be more than adequate to guarantee success. Sensitivity to a potential decrease in productivity makes it easy to apply different organisational support strategies within the organisation. The overall impact is improved organisational performance because employee morale is high and hence increase performance.

Suggestions for Further Research

This study was based on quantitative analysis, as a result, the employees were not able to describe the situation and explain in detail the reasons behind the answers that were given. In view of this soon, the mixed method (that is, both qualitative and quantitative) methods should be used. This will help the study results to reach as both methods will complement each other's weaknesses. This study was carried out in only one public organisation in Ghana. Further studies can also engage in a comparative study across public and private organisations in Ghana to assess the impact organisational support strategies have on employee performance. Again, subsequent researchers can explore more variables to measure the impact as this study made use of only three organisational support variables; job condition, organisational justice and organisational rewards.

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APPENDICES

APPENDIX A: INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

Telephone: 03321 32440/32444 Ext. 219/220
Direct: 03321 37870
Telegrams: University, Cape Coast
Telex: 2552, UCC, GH.

**UNIVERSITY POST OFFICE
CAPE COAST, GHANA**



Dear Sir/Madam,

INTRODUCTORY LETTER FOR CELESTINE AKABA

The bearer of this letter, Celestine AKABA is an MBA (General Management) student of the School of Business. She is writing her dissertation on “Effects of Organisational Support on Employee Performance: Case of La Dade Kotopon Municipal Assembly in the Greater Accra Region of Ghana”.

We would be grateful if you could assist her with the filling of the questionnaires and any other information that she may need to complete his work.

We appreciate your co-operation.

Yours faithfully,

Signed

A. A.

HEAD

APPENDIX B: QUESTIONNAIRE
UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Administration (General Management) programme at the School of Business, Department of Management. This questionnaire is designed to ascertain information for my research work on the topic: **“EFFECTS OF ORGANISATIONAL SUPPORT ON EMPLOYEE PERFORMANCE: CASE OF LA DADE KOTOPON MUNICIPAL ASSEMBLY IN THE GREATER ACCRA REGION OF GHANA”**. This research is in partial fulfilment of the requirement for the award of a Master of Administration Degree in General Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

Celestine Akaba

SECTION A

SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, either tick [√] or write short notes on the space provided where necessary.

1. Gender:

- a. Male []
- b. Female []

2. Age:

- a. 21-30 years []
- b. 31-40 years []
- c. 41-50 years []
- d. 51 years and above []

3. Level of Education:

- a. SSS []
- b. Diploma []
- c. 1st Degree []
- d. 2nd Degree []
- e. Professionals []

4. Positions of the Officers in the Service

- a. Senior staff []
- b. Junior staff []

5. Employees' Years of Work in the Organisation

- a. 1-5 years []
- b. 6-10 years []
- c. 11-15years []
- d. 16 years and above []

SECTION B

QUESTIONNAIRES ON ORGANISATIONAL SUPPORT DIMENSIONS

In a 4-point Likert scale, where 1 – Strongly Disagree, 2 – Disagree, 3 – Agree, and 4 – Strongly Agree, rate the following statements on the level of organisational support through job conditions, organisational justice and organisational rewards in your organisation.

JOB CONDITIONS

NO.	STATEMENT	1	2	3	4
1	The organisation clearly conveys its mission to its employees concerning the task allocated to them.				
2	There is good communication from administrators to employees on what employees are to do				
3	I have the relevant tools and resources I need to do my job.				
4	When I have questions or concerns regarding my tasks in the organisation, my supervisor can address them				
5	The amount of work expected of me is reasonable.				
6	I feel underutilized in my job				
7	There is the provision of actionable suggestions on what employees can do to improve.				

ORGANISATIONAL JUSTICE

NO.	STATEMENT	1	2	3	4
1	Job decisions are made by the general manager in an unbiased manner.				
2	My general manager makes sure that all employee concerns are heard before job decisions are made				
3	Deceitfulness tactic assumes presenting false data and arguments				
4	Employees are allowed to challenge, or appeal job decisions made by the general manager				
5	When decisions are made about my job, the general manager treats me with kindness and consideration				
6	Concerning decisions made about my job, the general manager discusses the implications of the decisions with me.				
7	My general manager explains very clearly any decisions made about my job				

ORGANISATIONAL REWARDS

NO.	STATEMENT	1	2	3	4
1	There are special cash bonuses for sustained outstanding performance over a long period of time				
2	Satisfied with the bonus/tip/reward in the organisation				
3	Higher salary and pay raise on a good performance				
4	Satisfied with promotional opportunities in the organisations				
5	Satisfaction with the regular and systematic financial policies regarding the increment and other monetary benefits				
6	There is an effective opportunity for advancement				
7	Satisfied with the recognition from the contribution in the organisation				

SECTION C

EMPLOYEE PERFORMANCE

This section contains statements assessing the performance of employees at La Dade Kotopon Municipal Assembly. Please tick as appropriate in the boxes using a tick (√) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements. In a 4-point Likert scale, where 1 – Strongly Disagree, 2 – Disagree, 3 – Agree, and 4 – Strongly Agree, rate the following statements on the level of employee performance in your organisation.

No	Statement	1	2	3	4
1	The reward packages motivate me to be a delight to customers.				
2	I perform my work to the expected standards.				
3	The rewards in my organisation influence me to avoid unnecessary lateness and absenteeism.				
4	I have complete knowledge and understanding of my tasks.				
5	I have the required level of motivation to perform the task with minimum will and efforts.				
6	I can manage my time and allocate resources effectively.				
7	I can make snap judgments with limited information.				
8	I can judge a given work situation and respond to it.				
9	The rewards packages influence me to show loyalty to the bank				
10	Resources needed for the proper functioning of the organisation are always available				

Thank You