

UNIVERSITY OF CAPE COAST

ORGANIZATIONAL SUPPORT AND EMPLOYEES' PERFORMANCE OF  
GHANA CEMENT LIMITED: THE MODERATING ROLE OF GENDER.

BY

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Management.

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## DECLARATION

### Candidate's Declaration

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

Candidate's Signature ..... Date .....

Candidate's Name: Joseph Guba

### Supervisor's Declaration

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

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## ABSTRACT

The study examined the effect of organizational support on employees' performance of GHACEM. The study employed a quantitative research approach with a causal design. Using questionnaire, data was collected from 335 employees of GHACEM. Mean, standard deviation, Pearson product moment correlation and regression analysis were used to analyze the data. It was revealed that, there was a statistically significant positive relationship between organizational support and employees' performance. It was also revealed that the various components of organizational support (organizational fairness, organizational supervisor support and organizational rewards and job conditions) were found to have a statistically significant positive relationship with employees' performance. The study also revealed that organizational support has an effect on employees' performance. Furthermore, it was revealed that gender moderates the relationship between organizational support and employees' performance. It was also found that the performance levels of both males and females had no significant difference. The study concluded that employees who perceived support from their organizations repaid with greater commitment and improved performance of employees' and hence the organization. In view of the findings, it is recommended that, employers should motivate their employees by providing employees with the various support they desire within the organization.

**KEY WORDS**

Employee

Perceived organizational support

Performance

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## **DEDICATION**

To my parents; Mr. & Mrs Guba and to Ms Margaret Frimpomaa Gyasi.

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## LIST OF ABBREVIATIONS

POS	Perceived organizational Support
SOE	State-owned Enterprises

## CHAPTER ONE

### INTRODUCTION

#### **Background to the Study**

The contribution of employees' to the success of every organization cannot be understated and hence employees' could be stated as the most important asset within the organization (Zamecnik & Roman, 2014). Human capital inside an organization dictates the failure or success of an organization (Robbins & Judge, 2012). Lesabe and Nkosi (2007) contend that an organization cannot perform effectively in the present exceptionally serious world without employees' who are focused on its destinations and key objectives. Lawler (2013) is of the speculation that the way wherein delegates are managed and kept up legitimately influences the continued with earnestness and even nearness of any association. This is particularly fundamental in light of how talented and capable specialists are compelled, and there is a perceived 'overall war for capacity' (Beechler & Woodward, 2009). Reasonably attracting, making, directing, convincing and holding submitted workers has become a fundamental accomplishment factor for upheld progressive execution (Spagnoli & Caetano, 2012).

The sensible treatment of laborers inside an organization is one of the establishments of making organizations (Pregolato, Bussin & Schlechter, 2017). Their notion is that, an equalization should be made and kept up between what laborers contribute towards the achievement of definitive desires; and how the organization directly off the bat, values these duties and moreover, how it sees and remunerates it in a fair-minded way. Cote and Robert (2019) communicated that keeping up some sentiment of harmony

between what the affiliations requires and what laborers contribute, should be the foundation for seeing and repaying employees. Eisenberger, Huntington, Hutchinson and Sowa (1986) as referred to in (Tromp, Rheede, & Blomme, 2010) states, satisfaction of social and enthusiastic needs, for example, feeling remunerated and perceived that assume a basic job in the person's expectation to leave or to remain with an organization.

Employees remain the ultimate resource for organizations (Beheshtifar & Zare, 2012). They constitute the most essential and valuable assets of any organization and as such, the success or otherwise of organizations is reliant on employees' contribution (Cha, 2012). This notwithstanding, the extent to which organizations continue to benefit from the expertise of their employees is also much dependent on the organizational support the employees receive (Colakoglu, Culha, & Atay, 2018). Globalization and rivalry have expanded the need to pull in and hold a capable and dexterous workforce (Catteeuw, Frank, Eileen, & Vonderhorst, 2007) by organizations. Ability is a key weapon within any organization's ordinance (Tlaiss, Hayfaa, Pascal, and Mahrane, 2017), and be a key apparatus for accomplishing hierarchical results when deliberately kept up and oversaw.

In the present regulation, organizations are endeavoring to discover proficient strategies to hold their ability so as to keep up a serious edge. Studies have demonstrated that different sorts of help in the working environment can prompt positive results, for example, representative maintenance, authoritative duty, and occupation execution (Baran, Shanock, & Miller, 2012; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Masterson, Lewis, Goldman, & Taylor, 2000; Rhoades &

Eisenberger, 2002; Rhoades, Eisenberger, & Armeli, 2001). The human capital or asset contributes incredibly to the achievement of each organization. It could be said to be the most significant asset of an organization. The asset makes every single other asset matter. In an expanding dynamism of the universe of business and work, employees would consistently look for circumstances at different organizations with the expectation that one such would give them the correct blend everything being equal. Among a forthcoming worker's desires is support from the organization (Afsar, Bilal & Yuosre, 2016).

Organizational support is seen by organizations and employees as an antidote for authoritative achievement and thus, could be viewed as, worker's discernment regarding the proportion to which the organization esteems their commitment and regards their contribution and wellness (Chan & Kailin, 2019). Organizational Support touches off a great deal of results which are gainful to employees and the whole organization. POS has been found to have significant results on employees' execution and prosperity. Organizational Support premise (Eisenberger, Huntington, Hutchison, and Sowa, 1986; Eisenberger and Stinglhamber, 2011; Kurtessis, James, Eisenberger, Michael, Buffardi, Kathleen, & Cory, 2015) proposes that employees' structure impression of the level to which their organization holds in high their well-being. According to organizational support, as was stipulated by Rhoades and Eisenberger, (2002), there are three components of organizational support that are useful in predicting the support of employees within the organization of which include; fairness, supervisor support and organizational rewards and job conditions. The value hypothesis says that employees feel qualified for what



they are given as laborers dependent on their contributions to the activity. In this manner, decency can be seen regardless of whether the prizes contrast in size, in light of worker rank. Decency can likewise be depicted as procedural equity or the reasonableness of happenings in the organization. The legislative issues of the organization, or the advancing of personal responsibility, are regularly identified with employees' impression of procedural equity.

As per Kurtessis, James, Eisenberger, Michael, Buffardi, Kathleen, and Cory, (2017) supervisor support was seen by Eisenberger and Rhoades as emphatically identified with workers' impression of support. Commonly, individuals see their manager's activities, ethics, and convictions to be characteristic and agent of the association's activities, ethics, and convictions. POS will be higher when the manager or superior considers the representative's involvement with work and shows gratitude for accomplished work. Organizational rewards and job conditions assume an enormous job in apparent organizational support too. Some of the time, external motivation could be considered more by a worker to internal motivation in light of the fact that apparent appreciation has the ability to transform an unpleasant worker into an appreciative worker. Eisenberger and Rhoades talk about the numerous ways that businesses could be appreciative and motivate their workers.

In the present testing work environment, representatives face expanded uncertainty in their everyday exercises and diminished professional stability. The dynamic world and consistently changing strategies and methods of activities particularly with an ever increasing number of contenders landing in the business implies that, workers would need to continually reexamine

themselves, acquire information and involvement with request to have the option to keep up their present positions and surely have the option to ascend to more significant levels of duty inside the organization.(Efrat, Kalanit, Hughes, Ekaterina, Souchon & Sy-Changco, 2018) It will be of key enthusiasm to take note of the fact that, with the expanding level of rivalry in all segments of the economy and the cement industry, management of GHACEM will need to keep on being in operational existence by adhering to issues of organizational support.

The investigation of organizational support has become a key issue to organizations that endeavor to pick up and keep up upper hand in the business in which they work. At the point when workers are recognized by the organization, they will reciprocate by showing positive attitudes that would be of an advantage the organization (Eisenberger, Robert, Linda, Rhoades & Wen, 2017). As needs be, workers with a greater amount of POS have indicated more noteworthy exertion for the benefit of the organization (Kurtessis et al., 2015), higher in-job execution (Cullen, Kristin, Bryan. Edwards, Casper, & Kevin, 2014), more citizenship practices (Wayne, Sandy, Lynn. Shore, William. Bommer, & Lois, 2002), and less counterproductive work practices (Colbert, Amy, Michael. Mount, James. Harter, Alan, & Murray, 2004).

### **Statement of the Problem**

With the rising degree of rivalry in all ventures, treatment of subordinates is relevant to the achievement of every company. Workers' are viewed as advantages for the organization and consequently would build their endeavors towards the accomplishment of organizational objectives when they

understand that the organization acknowledges their sacrifices and shows concern for their well-being. As of late, there has been an ascent in the degree of rivalry among concrete assembling organizations inside Ghana and this has gotten basic for GHACEM to fall back on the different methods for guaranteeing that their workers' are constantly dedicated and ready to put forth a strong effort in order to remain the market heads in the concrete assembling industry.

As indicated by Krishnan and Sheela (2012), inquire about on organizational support started with the possibility that if employers are worried about the responsibility of their laborers to the organization, workers would likewise be centered on accomplishing the objectives and goals of the organization. For subordinates, the organization fills in as a fundamental asset. Being respected profoundly by the organization, it help workers' requirements for endorsement, regard, and alliance to be met. Constructive assessment by the company indicates that an extra effort by workers will not go unrewarded. Workers accordingly take a functioning enthusiasm for the respect with which they are held by their employer.

Throughout the years, issues on organizational support and worker accomplishment concentrated on hospitality setting (Colakoglu, Culha & Atay, 2010; Jokela, 2012; Tsai, Horng, Liu &Hu, 2015; Biswakarma, 2016;Gigliotti, Vardaman, Marshall & Gonzalez,2018), different studies likewise looked at the health industry (Apodaca, 2010; Abed and Elewa, 2016;Kelista, 2016; Scandan, Cleland, Walker & Johnston, 2018), education sector ( McKnight, 2010; Kabuga, 2014; Gunduz, 2014; Mohammed & Ali, 2015, Louis, 2016; Gunay, 2017; Crizelle, Mostert & Woerkom, 2018) and the

financial sector (Zameer, Ali, & Nisar, 2014; Giorgi, Dubin & Perez; 2017; Talat & Ishfaq, 2018).

Also, the discoveries of a portion of the investigations that inspected the connection between organizational support and employees' performance appeared to be opposing. For example, results from considers led by (Baran, Shanock, and Miller, 2012; Eisenberger et al., 2002; Masterson, Lewis, Goldman, and Taylor, 2000; Rhoades and Eisenberger, 2002; Rhoades, Eisenberger, and Armeli, 2001) showed that, different kinds of help in the working environment can prompt positive results, for example, worker maintenance, authoritative responsibility, and employment execution. A few outcomes and discoveries from past examinations indicated a positive connection between hierarchical help and worker execution (Azzam, 2015; Abed, 2016; Kelista, 2016; Scanlan, Cleland, Walker and Johnson, 2018). An examination directed by Karl (2014) likewise found a pragmatic connection of organizational support and worker performance. Different investigations directed indicated pessimistic relation between organizational support and subordinates performance (Chan, 2014; Ahmed, Nawaz, Ali and Islam, 2015). The irregularities of results from past investigations calls for additional examination.

Thirdly, it seems studies that used gender as a moderating variable between organizational support and employees' performance are rare. Remarkable dissimilarities exist among males and females and these include their bodily and mental capacity. Normally, these distinctions may offer ascent to the manner in which females and males work at their outfits (Moore, 1999; Das, Sahu & Prabandhan, 2015). But according to Kimmel, (2018), present-

day research demonstrates that these days there is a gender confluence instead of disparity, and ladies and men as of late are definitely more similar than it used to be. With the fluctuating levels of performance of employees' of GHACEM over the years as was indicated by the human resource management team in 2019, there is a need to examine factors that could help improve performance levels of employees' within the organization. To fill these gaps, this study tried to take a gander at the repercussions of organizational support on employees' performance with gender as a moderator.

### **Purpose of the Study**

The purpose of the study is to examine the moderating role of gender on the relationship between organizational support and employees' performance at GHACEM.

### **Research Objectives**

The principle target of this study is to look at the effect of organizational support on employees' performance of GHACEM. In order to achieve the main objective of this study, the following specific objectives were considered.

1. To examine the relationship between organizational support and employees' performance of GHACEM.
2. To examine the effect of organizational support on employees' performance of GHACEM.
3. To examine the moderating effect of gender in the relationship between organizational support on employees' performance of GHACEM workers.

4. To examine if there is difference in performance of male and female workers of GHACEM.

### **Research Hypotheses**

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

1. H1a- There is a relationship between organizational fairness and employees' performance of GHACEM.
2. H1b- There is a relationship between organizational supervisor support and employees' performance of GHACEM.
3. H1c- There is a relationship between organizational rewards and job conditions and employees' performance of GHACEM.
4. H2a- Organizational fairness has an effect on employees' performance of GHACEM.
5. H2b- Organizational supervisor support has an effect on employees' performance of GHACEM.
6. H2c- Organizational rewards and job conditions has an effect on employees' performance of GHACEM.
7. H3 – There is a moderating effect of gender in the relationship between organizational support and employees' performance of GHACEM.
8. H4 – There is a difference in level of performance of female and male employees' of GHACEM

### **Significance of the Study**

This examination tries to give the required data that would direct the Administration of different development enterprises to all the more likely

adjust their techniques on the sort of help inside the association and furthermore increase further understanding into the different help inside the association accessible to workers' of GHACEM. The discoveries are required to help advice dynamic in the region of association support as to workers' presentation. Numerous partners will profit by the discoveries of this examination. The investigation will educate the administration regarding GHACEM, on the most proficient method to esteem the commitments of its workers so they become submitted and radiate unrivaled execution. The discoveries of the investigation will in this way give indispensable data to strategy producers and human asset directors of the organization to either unite or reexamine methods of rewarding workers of the organization. At last, the investigation would fill in as writing that would add to scholastic information in the area of authoritative help and workers' presentation in Ghana.

### **Delimitations**

Due to constraints of resources, the scope of this study was restricted to employees of GHACEM, although there are many cement manufacturing companies within the country that could be used. Also, instead of using all the antecedents as were stipulated by Eisenberger in 1986, the study considered only the antecedents that were reviewed in the dimensional analysis by Rhoades in 2002. The proximity of this cement manufacturing company was an advantage, given time and resource constraints.

### **Limitations of the Study**

The study employed the use of questionnaire in collecting data which did not give the respondents the opportunity to express themselves freely.

Therefore, the study did not probe into the various constructs. Some of the respondents were not willing to cooperate since they saw the exercise to be a waste of time. The researcher faced financial problems due to the fact that questionnaires that were sent to GHACEM were deemed missing and that called for reprinting of these questionnaires. Again, the study focused on GHACEM and did not consider other cement manufacturing companies hence, the findings could not be generalized to other cement manufacturing companies. Not all questionnaires were responded to.

### **Organization of the Study**

This investigation is composed in five chapters. The primary section takes a gander at the presentation which comes full circle out of spotlight to the examination, proclamation of the issue, research destinations, speculation, and noteworthiness of the investigation, delimitations, constraints and meaning of terms. The second section looked at related literature. This chapter tries to explore the key concepts and theories around which the study is built. It looks at both theoretical and empirical literature in relation to the research. The third chapter tackles concerns relating to the research methods. In this chapter, issues in relation to research design, study area, population, sampling procedure, data collection instruments, data collection procedures, data processing and analysis are discussed. The fourth chapter deals with the presentation of results and discussion while the fifth chapter deals with summary, conclusion and recommendations.



### **Definition of Terms**

Perceived organizational support- is explains how workers accept that their organization recognizes their commitments and shows concern about their well-being.

Employee - An individual who works low upkeep or full-time, under an understanding of business, whether or not oral or formed, express or proposed, and has seen rights and commitments.

Performance - is completion of a task with application of knowledge, skills and abilities.

## CHAPTER TWO

### LITERATURE REVIEW

#### **Introduction**

The section outlines an exploration of literature connected to organizational support and performance in three sections; theoretical, empirical and conceptual. The first section presents the theoretical framework underpinning the study. The next section considers key concepts and variables of the study and the third section reviews relevant empirical literature.

#### **Theoretical Review**

Theoretical postulations or justifications are required for the evaluation of connections between the different factors in the investigation. For this reason, the study adopts the organizational support theory. This theory helps to develop the key constructs and the interrelationships between the proposed concepts.

#### **Organizational Support Theory**

As demonstrated by Organizational support hypothesis, representatives' structure impression of how much their organization regards them and considers their wellbeing (that is POS). In a meta-assessment by Rhoades and Eisenberger's (2002), it was uncovered that POS is identified with the paramount conjectured precursors of POS (fairness, organizational rewards and job conditions, and supervisor support).

The organizational support supposition is a use of the correspondence standard to the worker-boss connections (Rhoades & Eisenberger, 2002). The hypothesis keeps up that workers center around the manner by which businesses act towards them in order to see how much the organization is

strong and cherishes their commitment (Aselage & Eisenberger, 2003). The hypothesis additionally keeps up that reliant on the standard of correspondence, workers try to remunerate the firm for a critical degree of help by yielding to the firm (Scott, Restubog, & Zagenczyk, 2013). The organizational support hypothesis furthermore recommends that the headway of organizational support relies upon an employee's notion that organizations have human-like properties (Eisenberger et al., 1986).

Eder and Eisenberger (2008), imply that employees' partner the treatment to them by operators of the association demonstrative of the organization's general good or adverse treatment in relation to them. The organizational support postulation seeks to convey the mental outcomes of perceived organizational support (Shoss, Eisenberger, Restubog, and Zagenczyk, 2013). Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001) declared that the mindful, endorsement and regard demonstrated by apparent organizational support satisfy employees' socio-passionate requirements, which thus, lead workers to join participation and job status into their social personality.

Besides, Eisenberger et al. (2001), perceived organizational support purports to reinforce workers' conviction that the organization recognizes and compensates prevalent execution (that is, execution reward hopes). These procedures have ideal results both for singular representatives (for instance, expanded occupation fulfillment and elevated positive state of mind) and for the association all in all (Eisenberger et al, 2002).

Suggesting from the organizational support theory, it stands that employees' represent the organization, considering it an influential individual with a considerate or pernicious direction toward them. To give a discourse on socioemotional matters and survey the estimation of more prominent endeavors for the organization's benefit, employees' structure an overall observation regarding the extent to which the firm esteems their commitments and thinks about their prosperity. Due to the standard of correspondence, POS builds the subordinates felt obligation to assist the business with reaching its objectives. As it were, workers endeavor to take care of the elevated level of help independently. Therefore, employees' with high POS are progressively roused, full of feeling and all the more emphatically situated toward the organization.

Organizational support proposition additionally presents the mental procedures cardinal to results of OS. To begin with, based on the standard of correspondence, OS should deliver a felt commitment to consider the firm's fortune and to enable it to accomplish its goals. Furthermore, the mindful, endorsement, and regard showed by POS ought to satisfy collective prerequisite, driving specialists to join organizational enrollment and job level into their social identity. Thirdly, OS ought to fortify workers' convictions that the firm perceives and remunerates expanded accomplishment.

### **Social Role Theory**

Eagly and Wood (2016) asserted that, Social role theory is a social mental hypothesis that connects to gender disparity and likeness in community-based behavior. Its key standard is that distinctions and

similarities evolve basically from the dispersion of human-beings into communal jobs within their domain. Throughout enculturation and the development of gender related tasks, the operation of humans for the most part bolster and support the division of work. Mayes and Calhoun (2011) characterized gender as the arrangement of qualities, jobs and standards of conduct that recognize female from male which are built organically as well as socially and culturally.

Gender has been recognized as one of the social classes and this classification has been considered as the most significant social classification by social analysts (Weatherall & Gallois, 2003). Absolutely when somebody meets a renewed individual, gender is the primary thing the individual takes note. From one viewpoint, gender contrasts has been the mainstream point concentrated by social therapists. Then again, gender orientation has been considered as a significant factor which could influence the performance of employees (Anbazhagan & Kotur, 2014). Since male and females are contrast in their physical and mental viewpoint. Be that as it may, a few researchers contends that men and women are dealt with similarly in every part of existence (Moore, 1990; Kimmel, 2002) and it is likewise evident with regards to organizations. Clearly regardless of gender both male and female contend in the realm of work.

Gender orientation value and fairness has been given need in the cutting edge globalization and equivalent open door is clearly given to all. Then again, workers of organizations are a lot of various. Particularly as far as gender level of female workforce are expanding in numerous organizations everywhere throughout the world. In this setting researchers has an issue of

whether female and male are contrast in their exhibition. This discussion has been a fascinating interesting issue among researchers with regards to social science (Anu & Radhey, 2017). So as to get the most extreme out of the workforce, the executives of organizations need to comprehend their workforce and their conduct. In this setting understanding workforce additionally involves understanding the fundamental gender contrasts basic conduct (Anu & Radhey, 2017).

In a word, we maintain that gender dissimilarity and similarity in conduct display gender job certitude that thusly converse to individuals' impression of people's social jobs in the general public where they stay. In postindustrial communal orders, for instance, males are more probable than women to be used, specifically in power activities, and women are suited for jobs that entails caretaking. People are contrastingly conveyed into social jobs in light of people's developed physical gender difference in which males are big, smart, and have more abilities than women who could be relegated to taking care of children at home. In view of these evidenced differences, certain activities could be tagged with a particular gender type than the other based on culture (Enoch, 2018). This undertaking mastery delivers a partnership among males and females in their segregation of duties. Despite the fact that these partnerships take to some degree various structures across societies, task specialization assists the interests of the network all in all. Gender orientation job convictions emerge on the grounds that individuals watch female and male conduct and construe that the genders have comparing manners.

### **Implication of these Theories to the Research**

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

This theory plays a vital role in this study such that, it outlines the importance of employees to GHACEM and the fact that both the employer and the employee have a role to play in the quest to achieve organizational success. The issue of reciprocity comes to play when the theory of organizational support is discussed. In an organization like GHACEM, the activities of the employees greatly affects the organization. It is relevant to ensure that your employees become comfortable in the organization. What an employee perceives about the organization concerning his/her wellbeing and contribution has a potential to affect the organization. Employees would tend to give off their best if they perceive that GHACEM cares about their wellbeing and contribution. On the other hand, employees would feel reluctant

to give off their best if they perceive that GHACEM care less about their wellbeing and contribution.

### **Concept of Organizational Support**

Organizational support is characterized by a few analysts in empirical literature. Çelik and Fındık (2012) saw organizational support as one-dimensional proportion of worker's general conviction that their organization is focused on their qualities or proceeded with participation in the organization. To them, organizational support centers by and large on employees' prosperity in the organization and have been confirm to effectively affect employee performance and prosperity (Krishnan and Mary, 2012). Alarcon, Eschleman, and Bowling (2009) demonstrates that an individual's prosperity depends on the accomplishment of fundamental mental needs which incorporates skill, independence and relatedness. As indicated by Organizational support theory, employees' tend to create inspirational mentalities towards their organization if they perceive more organizational support (Eisenberger et al, 1986).

In any case, Wann-Yih and Htaik (2011) contended that organizational support does not just spotlight on workers' prosperity as demonstrated by Celik and Findik (2012) but at the same time it incorporates valuation of employees' commitment by the organization. Subsequently, they characterized POS as the development of worldwide convictions by workers relating to how a lot of the business conceives their well-being and recognizes their loyalty within the organization. Rhodes and Eisenberger (2002) affirmed that employees' are typically enthused to offer their best to the organization at whatever point their work are esteemed by the organization.



As worker's work are esteemed, they are spurred to set up their best to build their activity execution. POS fills in as passionate help and by implication compensates the workers for their normal unwaveringness and duty and increment the activity performance in the organization. As recommended by Organizational support theory, employees' build up a feeling of apparent authoritative help (POS) which they use to check how a lot of their activity meets their financial needs just as the prize they got from the organization through their expanded exertion.

Conceptually, POS is demonstrated as a perception of what degree of significance to contribute to employees by the organization. Workers who are motivated by their outfits feels committed and attached to their organization. POS offers enthusiastic help and in a roundabout way remunerates the workers for their customary eminence and duty and increment the activity performance in the organization. Eisenberger et al (2002) show that employees' with significant degree of POS will in general be focused on the organizations they work for and increasingly happy with their employments. In relation to organizational support premise (Eisenberger et al., 1986, Rhoades, 2002), three general types of apparent ideal treatment or organizational support were reasoned after the meta-investigation. These included fairness, supervisor support, and organizational rewards and job conditions.

### **Components of Organizational Support**

In the present serious world, drawing in and holding workers stays probably the greatest obstruction for most organizations particularly in the cement industry. Submitted and dexterous representatives are the main wellspring of similar preferred position for organization. Along these lines, the

Human Resource Department of an organization needs to invest a lot of exertion to comprehend and investigate the angles which go far to influence the exhibition of the workers as this is a fundamental need to guarantee viability and effectiveness in their organizations.

The argument of OS is urged by workers' propensity to allot the company's qualities (Eisenberger). Exact writing sets that POS relates emphatically with various results ideal for both the organization and the employee comprising of scruples in completing customary occupation duties, organizational commitment and employment fulfillment. The following are the three normal forerunners of pre-conceived organizational support: superior support, firm's rewards and job conditions, inside advancement and profession improvement openings (Skumar, 2012). These are examined beneath:

### **Fairness**

Fairness is connected to routine equity in execution examination, giving chance to express grievances. Worker responsibility is connected with; a sensible exceptional burden, opinions of choice and control, fitting affirmation and prize, a solid work system, sensibility and value, and critical and regarded work. So additionally, as demonstrated by a review in thirty-two countries by Walker Data, the elements that most impact representative responsibility are decency, care and worry for workers, and trust. (Straight to the point, Finnegan and Taylor, 2004). The naming of an association as sensible' can be made off of the reason of perception and actuality.

Reasonableness is fundamentally observed and tried out through all degrees of the company (in this manner affirming it is genuine instead of

simply seen) and can take numerous structures in the working environment; utilization of approaches, methodology and the nearness of organizations to help make everything fair. Value, and reasonableness serves as a catalyst to worker commitment. (Anne-Marie, 2004). Notwithstanding reasonableness and positive treatment, POS likewise relies upon work conditions and practices. Organizations can exhibit their help for employees' by giving advantages, formative chances, self-governance, and approaches that help a solid work-life balance (Kurtessis et al., 2015; Muse, Harris, Giles, and Field, 2008).

### **Supervisor Support**

In an organizational setting, employees generally instigate opinions regarding the extent to which superiors consider their participation in organizational activities and shows concern about their welfare. This leads to a sentiment of fulfillment between the workers in the organization. Topper (2007) shows that supervisor's positive conduct towards employee yield positive individual and business performance. Actually, workers feel undervalued and exceptionally baffled where there are deficient backings and negative mentalities by the supervisor. This regularly prompted low performance and loss of regard by the employees towards the organization and the supervisor. Regularly, supervisor's backings are seen by workers as the organizational support since the superior goes about as an authority within the organization. Right now, will be high when bosses care increasingly about the commitments and endeavors of workers.

Supervisor support alludes to supervisors' conduct in assisting their employees' to portray the proficiency, facts, and perspectives gained amidst

the preparation scheme (Rhoades and Eisenberger, 2002). As indicated by Bhatti et al. (2013), superior presumes notable jobs in preparing viability. Lacking support from the superior, the trading of planning process cannot be productive. This is in light of the fact that the representative will all in all lose center when they are not checked or coordinated. It is supposed to be one of the most vital resources in overhauling move of getting ready and maintained by different examinations (Baldwin and Passage, 1988; Ismail, Azman, Al Banna, and Sulaiman. 2010).

As indicated by Putter (2013), the help could be in respect to passionate, contributory, and concurrently reinforcement which are given during the composition of the scheme. Presenting criticisms furthermore would be a sort of manager help (Van Der Heijden, Aid, Van der Klink and Meijs, 2009). This is in light of the fact that information is respectably seen as a significant part of manager help whereby the boss perceive which domain of their representatives ought to be improved, asking them to join the readiness program, and help them to apply the insightful aptitudes subsequent to completing their action.

Besides that, Ismail et al., (2010) demonstrated that the manager is likewise answerable for dispensing spending plan for their employees' susceptible reason. This is in light of the fact that, each individual has the choices to extend their knowledge, aptitudes, and limits, and from this time forward, this must be practiced when they experience the arrangement program gave by the association. Essentially as workers' structure overall acknowledgments concerning their valuation by the association, they make general points of view concerning how much directors regard their

responsibilities and care about their flourishing (that is, saw administrator support; Kottke and Sharafinski, 1988).

Powell, (2011) portrayed superior sponsorship to be how much pioneers regard their employees' responsibilities and care about their thriving. Directors are seen and viewed as administrators of the association, having commitment with respect to organizing and evaluating subordinates' show. Prominently, workers' see their manager's extraordinary or problematic heading toward them as a sign of the association's help (Eisenberger et al., 1986; Levinson, 1965). In a organizational setting, workers by and large perceive how much their directors regard their duties and care about their success. This will lead to a sentiment of fulfillment between the workers in the organization. Topper (2007) shows that supervisors' certain conduct towards employees' yield positive individual and business performance. In actuality, employees' feel neglected and exceptionally baffled where there are inadequate and negative perspectives by the supervisor. This frequently prompted low performance and loss of regard by the employees towards the organization and the supervisor. Commonly, supervisors' backings are seen by workers as the organizational support since the supervisor goes about as an operator to the organization. Right now, will be high when supervisors care progressively about the commitments and endeavors of workers.

### **Organizational Rewards and Job Conditions**

Prizes and employment circumstances oversee work pressure and advancement openings. Regardless, prizes can be named obvious or tricky. In the principle case, they are portrayed as being awards given to laborers dependent on endeavors performed, which meet or outperform the wants from

the outset settled. In like manner, they are described as acknowledgment yielded visible to everyone by greatness of achievements by and large confirmed with respect to hierarchical culture (Stajkovic & Luthans, 1997). Starting late, the articulation "pay and focal points" has offered way to deal with "hard and fast compensations" which consolidates pay and favorable circumstances just as up close and personal and master advancement openings and a convincing working environment, for example, affirmation, regarded business structure, and work/life balance (Heneman & Coyne, 2007).

Studies have uncovered that reward frameworks are worried about two significant issues: execution and prizes. Execution consolidates portraying and surveying execution and giving specialists criticism. Recompense may likewise incorporate reward, pay expands, advancements, stock honors, and perquisites. The prize arrangement of an association has outcomes on persuading work when laborers are remunerated in an unmistakable manner (money rewards, compensation increments) or impalpable (commendation or open acknowledgment) since they have indicated rehearses contemplated appealing for the association. In any case, it is battled that such hierarchical prizes address theory by the association in the representative and are explained by the laborer as indication of authoritative thankfulness and affirmation, and therefore, add to the progression of POS (Shore & Shore, 1995).

Shore and Shore (1995) suggested that HR works on indicating acknowledgment of worker commitments should be decidedly linked with POS. An assortment of remunerations and occupation conditions have been inspected practically identical to POS, for example, affirmation, pay, progressions, manager solidness, self-rule, work stressors, and preparing.

Organizations can exhibit their help for employees' by giving advantages, formative chances, independence, and arrangements that help a sound work-life balance (Kurtessis et al., 2015; Muse, Harris, Giles, & Field, 2008).

Shore and Shore (1995) also recommended that activity conditions have according to POS for instance employer stability, independence, job stressors, and preparing. Employer stability implies confirmation that the association wishes to keep up the worker's future enrollment. Professional stability suggests attestation that the association wishes to keep up the specialist's future enlistment. Professional stability offers a strong hint of POS, particularly starting late, when curtailing has been inescapable (Allen, Shore & Griffeth, 1999). Self-rule infers representatives' obvious authority over how they do their movement, including booking, work strategies, and task variety. Independence has by and large been significantly regarded in Western culture (Geller, 1982; Hogan, 1975). By exhibiting the association's trust in workers to pick keenly how they will finish their action, high self-administration ought to grow POS (Eisenberger, Rhoades, & Cameron, 1999). As showed by hierarchical help hypothesis, great open entryways for compensations serve to pass on a positive valuation of laborers' duties and along these lines add to POS. organizational rewards and occupation conditions inside the organization.

Internal promotion within a company indicates an evidence of ornate acceptance of one's presentation and capacity compensated with an ascent in pay, work difficulties, duty, social position, and independence. Workers see promotion as a fulfillment of their exhibited presentation account in the direction of vocation attainment (Kim, 2005). Promotion conveys cognizance

from the organization, by assisting workers to extend a more extensive activity-based degree and point of view (Gaertner & Nollen, 1989; Wayne, Sandy, Lynn. Shore, William. Bommer, & Lois, 2002). Inner promotions associates a workers' vocation enthusiasm with the present utilizing organization, while through accomplishment acknowledgment, the business welcomes subordinates to remain and expand their organizational objectives later on. The impression of subsequent progression openings inside the firm goes about as inspiration for workers to execute up to desires (Vroom, 1964), and remain in the organization to show their aptitudes and capacity. Adjusted to organizational support propositions, promotions conveys positive conduct to workers, showing that the firm is perceiving and assessing the workers' presentation through proper advancement. It additionally fills in as a dedication from the company to keep building up each employees' vocation way and learning opportunity (Guest, 2002). The perspective on the availability of headway inside the association could moreover be seen as a discretionary decision to repay result-oriented workers.

The accessibility of vocation advancement openings shows the readiness and exertion of the association to value workers. All things considered, associations that give appropriate sum and quality progression plans are motioning to representatives their likeliness to develop a system of skilled laborers to turn out to be along with the business. Huselid (1995) recommended that dynamic HR practices that grip calling related practices could improve data, aptitudes and the limits of an association's present and possible representatives, and redesign the upkeep of significant worth specialists. Exploration has contemplated that another way that HR practices



can make specialist feelings in higher POS is by giving them developmental open entryways that would address their issues for personal growth (Jayasree & Mary, 2012).

Correspondingly, Rhoades and Eisenberger (2002) recommended that giving potential calling openings, for instance, getting ready and headways may construe a raised degree of stress for workers and the affirmation of their responsibilities by the association. Since these hierarchical exercises go past what is directed by association game plan or association's agreement, representatives are most likely going to believe them to be discretionary treatment by the association that are normal for authoritative careful and support Eisenberger et al. (1999).

Profession advancement is about the improvement of workers that is helpful for both the individual and the association. Viable vocation advancement programs improve singular work execution by reliably learning and modifying, while the association offers extraordinary developmental relationship with their representatives. It is a mind boggling technique that shapes the vocation of some irregular individuals over their future. Lips-Wiersma and Corridor (2007) suggested profession improvement as the consequence of correspondence between solitary occupation masterminding and institutional vocation the board structures. As such, vocation improvement must be secured with the hierarchical HR structures and ought not be a one-time event, yet be over an increasingly drawn out time span (Leibowitz, Zandy, Caela, & Beverly, 1986).

As indicated by Talat, (2013), attracting and retaining employees' remaining parts one of the greatest test for most organizations. Employees are the backbone and regularly viewed as a significant resource for an organization. This makes it basic for the Human Resource (HR) Department to comprehend and successfully break down the viewpoints which influence employees' presentation in the organization. This will guarantee viability and effectiveness inside the organization and potentially upgrade their productivity.

### **Employees' Performance**

Performance could be described as the completion of an assigned endeavor assessed in contra to a benchmark. Organizational execution or performance contains the certified yield or eventual outcomes of an association as evaluated in contra to its normal yields. As maintained by Boyatzis, Richard, and Richard, (2009), Organizational performance fuses three unequivocal areas of organization's end results; money related execution, item showcase execution and investor return. Worker performance incorporates both monetary and non-budgetary results which have an immediate organization with the exhibition and accomplishment of the organization (Anitha, 2014). Nature of contributions, efficiency and client assistance are the key territories of such organizational achievement which for the most part rely upon the exhibition of the employees' (Rounok & Parvin, 2011). Henceforth worker performance has gotten a vital in addressing organizational requirements for satisfying desires for partners (Mensah & Kwame, 2019).

Performance, as per Mathis and Jackson (2009), is the nearness, practicality, productivity, viability, the quality and amount of the work done. Employee Performance, as indicated by Huselid, (1995) is the improvement of the information, aptitudes, and capacities procured by employees' with the goal that they can play out their obligations to accomplish organizational objectives. Deadrick and Gardner (1997) additionally close that it is the yield of an employee for playing out his activity inside a specific timeframe.

Fortifying employees' performance at last advantages the organization. A certified, gifted and roused workforce contributes incredibly to making organizational progress (Rounok & Parvin, 2011). Employee performance can be measured by the amount, quality and practicality of yield, participation grinding away and viability and proficiency of finished errands. Employees' fill in as a wellspring of upper hand in each organization, and their exhibition expect an irreplaceable occupation in achieving organization goals. Deadrick (2014) sees, performance as an appropriation of results achieved, and execution can be assessed by a collection of boundaries which depict a specialist's case of execution after some time. Most organizations right now are accepted to rely upon employees' performance to endure (Kahtani, 2013). Deadrick (2014) condenses performance markers as excitement among employees' for better performance, dependability to the board, willing collaboration towards organizational objectives, group building, and decrease in complaints, decrease in struggle, decrease in non-appearance and decrease in labor turnover among others.

As per Synovia and Burchel (2017), there are four ideas which ought to be viewed as when creating key performance pointers which are a client,

financials, inward strategies including an organization's activity methods, and learning and development potential. Performance pointers ought to be coordinated and related to give a general viewpoint on the organization's objectives, business systems and explicit goals, just as on the organization performance (Tomic, Ivana, Tesic, Bogdan, & Milos, 2018).

Workers are the principle segment of each organization in any kinds of industry. Various representatives act distinctively dependent on their discernments and outlook when comes to experiencing an alternate circumstance (Alghazo & Shaiban, 2016). Worker performance could be estimated from several perspectives to decide how a given task could be accomplished (Anbazhagan & Kotur, 2014). The execution of a worker is utilized to train themselves so as to accomplish organizational targets (Rotundo & Sackett, 2002). Work performance uncovers the profitability and inspirational status of subordinates on the capacity of aptitudes and information being polished (Anwar, Xiao, Fiaz, Ikram & Younas, 2017). Kayar and Bulur (2017) asserted that performance is an idea to assess the outcome of tasks that are already completed. Elsaid (2012) expressed that a couple of components that could improve the employees' performance inside the segment decent variety culture of an organization are group critical thinking expertise, advancement, and innovativeness.

## **Empirical Review**

### **Organizational Support and Employee Performance**

Researchers over the years have investigated the interconnection between organizational support and employees' performance and this has

revealed various outcomes and results. Evidenced below are the various findings from these studies.

Miao and Kim, (2010) assessed the generalizability of perceived organizational support and occupation fulfillment as positive connections of employee performance in China. 130 coordinated instances of 130 employees and their 34 quick chiefs from two enormous scope state-owned enterprises (SOE) were chosen as members. It was uncovered through data analyzed utilizing zero-order correlation and hierarchical regression that there exist a constructive connection amongst POS and occupation fulfillment with job performance. In an examination led by Biswakarma (2016), to explore the interdependence of work Performance, POS and International Consumer gratification in Nepalese neighborliness segment. The information was gathered with 152 worldwide clients and 158 lodging workers. Correlation examination was utilized to distinguish the relationship between these factors. Results anyway showed that Job Performance and Organizational Support are straightforwardly identified with International Consumer gratification, however no immediate consequence was found between these variables.

In another improvement, an investigation led by Chan (2014) in Zun Utara industry likewise explored the connection linking organizational support, work allegiance, and organization citizenship behaviour. Discoveries from the exploration uncovered that work commitment has a solid interrelatedness with organization citizenship attitude, and organizational support has frail link with organization citizenship attitude. All the more thus, of these two free factors, work commitment is the significant supporter of organization citizenship behaviour.

As per Shukla and Rai (2015), workers feel their commitment and administration to an organization in the journey to helping an organization accomplish its objectives ought to be responded with organizational support for their prosperity and welfare. Such correspondence would realize an apparent parity of trade and, thusly, heighten connections. Organizational support hypothesis, as was referred by Neves and Eisenberger, (2014), workers who get esteemed assets (for example salary increases, formative preparing openings) build up their POS and feel committed, in light of the reciprocity norm (Kjorstad & Monica, 2017) to endeavor to reimburse the organization by assisting it arrive at its goals (Eisenberger et al. ,2002).

Owusu (2014) for a circumstance study, analyzed the consequences of Organizational Support on the after-effects of laborers' of Afigya Kwabre District Education, making use of the three essential forerunners of organizational support Teachers inside the region filled in as the populace for the examination. The respondents were chosen by the utilization of simple random and purposive technique. Essential information was gathered by the utilization of structured questionnaires for both administration and instructors and auxiliary wellspring of information (inside source) was accumulated by the utilization of books, articles, reports from GES and other distributed archives to help accomplish the examination objective. The examination contended that some employee outcomes, for example, work contribution, organizational responsibility, and occupation fulfillment and employees' expectation to stay in the organization are significant for guaranteeing an elevated level of organizational performance. The examination uncovered that POS is emphatically identified with authoritative loyalty, work association,

and occupation fulfillment and thus builds representatives' activity performance which thus were contrarily identified with turnover aims and withdrawal conduct which are employees' outcomes.

Azam (2015) in his examination, reviewed the activity of organizational support through its estimations: (hierarchical value, pioneer's conduct aiding employees, and investment in dynamic), in bettering workers' performance. 175 representatives' of Jordanian ocean transport associations were used. The assessment revealed a factual noteworthy job at the degree of (5%) for organizational support in bettering representatives' performance. Ozder and Kirkbesoglu (2015) in their examination investigated the effects of organizational performance on the connection amid POS and profession fulfillment of workers. It used a quantitative research approach with a populace and test established with 10 insurance agencies and 194 employees working in these organizations. Discoveries revealed that POS influences profession satisfaction and in this manner effects employees' performance.

Burns (2016) in his investigation saw how giving employees' support through the organization and its supervisors could be identified with valuable working environment outcomes. The motivation behind the investigation was to create and test new proportions of POS and Supervisor Support intended to catch the special attributes of each build. The examination included 382 workers for a Southern California social insurance organization. Revelations of the examination uncovered that, the proposed measures had the option to effectively catch the unique characteristics of Organizational Support and Supervisor Support. Moreover, POS and supervisor support were seen as prescient of work commitment, with POS being the more grounded indicator.

These revelations also suggested that while giving workers supervisor help expands commitment, organizational help is probably going to have a bigger effect.

Sa'diya and Maimunah, (2015) led an examination to analyze the aftermath of Organizational Support on Employees' work Performance in Malaysia utilizing the education sector. Primary data was utilized for this investigation. Descriptive analysis and Pearson correlation were utilized. The discoveries uncovered that POS precursors in addition to organizational justice and employment situation have critical link with POS. It was found that, POS could enhance the staff's activity performance by displaying a very important correlation between POS and employment execution. It was however evidenced from the results that organizational rewards did not show any significant relationship with POS.

Abou-Moghli, (2015) additionally centered on the effect of Organizational Support in enhancing Employees Performance utilizing Jordanian sea transport organizations. This investigation was led in Jordan Source of data was primary. Descriptive statistics and regression analysis were computed. The exploration uncovered that there is a measurable effect of (5%) of organizational support in enhancing subordinates' performance. Additionally, Scanlan, Gillian, Cleland, Walker, and Peter, (2018), undertook a qualitative study in UK using the health sector. Data source was primary and was collected through the use of interview. All meetings were sound recorded with member consent, deciphered for examination and inputted in NVivo Pro V.11 qualitative data management software. Results uncovered that, Support from ranking staff and partners affected members' activity fulfillment, work



performance and commitment. It was additionally uncovered that, Positive organizations with ranking staff and partners go about as a cushion, helping members adapt to testing circumstances. The sentiment of being esteemed and perceived by the organization and ranking staff (affirmation of endeavors, and regard) was important and contributed to the performance of the employees'. Judging from the foregoing empirical works, this hypothesis was outlined to be examined.

*There is a positive effect of the various components of organizational support on employees' performance.*

### **The Moderating Role of Gender on the Relationship between Organizational Support and Employees' Performance**

Different elements represent the distinction in performance levels within the organization. Aside from age, information or ability of the employee, gender is another factor that influences the exhibition of workers within the organization because of the distinctions in their physical and mental contrasts. Invalidating this reality, some ongoing investigations have uncovered that the distinction in sexual orientation is never again substantial in present day compared to 1990s (Kimmel, 2000) and the contention of the cutting edge way of life of both gender is not diverse as previously.

Moore (1999) placed that, people of present day are given equivalent treatment in all circles of life including the organizations. The two people vies for a similar activity position. With the ascent globalization of organizations, people are given equivalent chance to travail in the business. It makes it critical to decipher if all the people can travail and contend that a similar rate

independent of their age and sexual orientation. Advance Knowledge about employees' presentation levels on a similar activity could assist organizations with treating them the same particularly concerning the organizational support.

As per Moore (1999), remarkable contrasts among people exist and these incorporate their physical and mental capacity. Normally, these distinctions may offer ascent to the manner in which people work at their companies for example, a normal lady may not perform at a similar productivity output of a normal gentleman at work performs particularly in an organization that needs progressively physical capacity to work. To affirm this, an examination directed by Goleman (1995) demonstrated that, people are distinctive mentally. The advanced administration examines likewise anticipate that organizational exhibition of the workers relies upon their passionate knowledge (Goleman, 1995; Das, Sahu and Prabandhan, 2015). A portion of the intriguing investigations on the presentation of the workers dependent on masculine contrasts are reviewed. Albeit numerous examinations exhibited outstanding contrasts among the male and female workers (Brush, 1997), different investigations have demonstrated no distinctions in the profitability of people (Ahl, 2002; Diaz and Jimenez, 2010).

As per Kimmel, (2018), present day contemplates show that these days there is a gender confluence instead of uniqueness, and ladies and gentlemen lately are unmistakably more similar than it used to be. This is on the grounds that even from the youth the male and female are dealt with the same in varying backgrounds and the general public is not separating between them. The advanced society has eradicated the limits between the ways of life of both the genders. An examination led by Solem and Blekesaune, (2005)

uncovered that ladies regularly state that work is imperative to them and hence give improved performance when contrasted with males. A few examinations likewise guarantee that there is no presentation variety among people as we see a gender orientation combination instead of difference, and ladies and men these days are unquestionably more similar than they were a few years prior (Kimmel, 2018).

It is accepted that estimates taken by the organization to effect employees' that their commitment are esteemed and their prosperity are thought about by the organization are regularly filled in as a cure against the de-inspiring effects of worker doubt (Mensah, 2014). The organization can fall back on the different precursors of organizational support to raise the degree of POS amidst workers to diminish the degree of worker turnover and increment maintenance of employees'. Proof from experimental writing shows that POS relates emphatically to various results helpful for both the organizational and the person. In view of the above survey, the accompanying hypotheses were displayed to be tested:

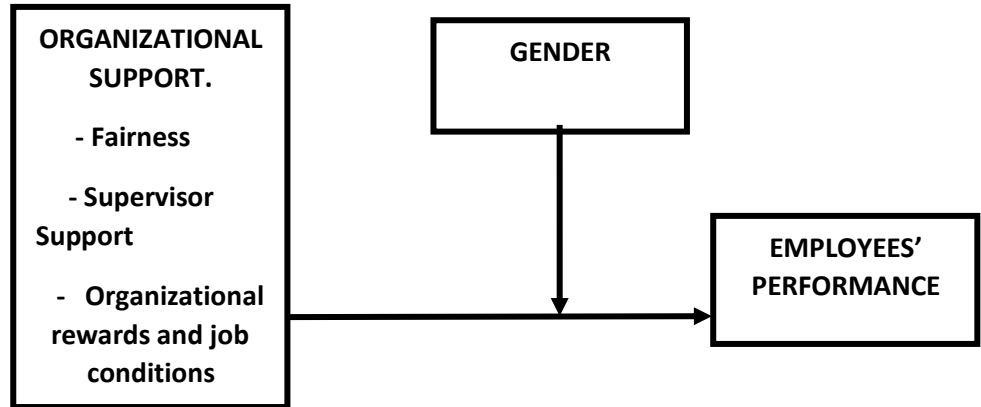
*There is a moderating effect of gender in the connection between organizational support and employees' performance of GHACEM.*

*There is a difference in level of performance of female and male employees' of GHACEM*

### **Conceptual Framework**

Based on the findings from the literature review, the conceptual framework for this research is developed and shown in *figure 1*. The

framework links organizational support to employee performance with gender playing the moderating role.



**Figure 1: Organizational Support and Employees' performance with Gender as a moderator.**

Source: Author's Constructs, (2020)

### Chapter Summary

The review of related literature revealed that, employees within the organization tend to put up positive behavior and attitudes if they perceive that the organization regards them and cares about their wellness. This is to say that, an improvement in the support incentives from the organization would lead to improved positive outcomes. Even though certain inconsistencies existed on the part of some outcomes of organizational support, it is strongly believe that, the progress of every institution largely relies on the people who work within the institution and as such, must be taken good care of. The wellbeing of employees should be the concern of management within the organization. Employees who perceive that their wellbeing is not of concern to management may decide to look elsewhere for better conditions. It must be noted however that, for organizations to remain focused and competitive in

business, their employees must be treated well. This is evidenced from the literature that has been reviewed and the theory underpinning the study.

## CHAPTER THREE

### RESEARCH METHODS

#### **Introduction**

The push for this examination is to examine the effect of organizational support on employees' performance with gender as a moderator. This chapter is made up of the study methods and designs. It explains the procedures employed in conducting the research. It also presents the study approach, research design, study area, population of the study, sample size and sampling procedure, data collection instrument, the reliability and validity of instrument for the study, source of data, data processing and analysis, ethical considerations and summary.

#### **Research Paradigm**

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

## Research Approach

Quantitative study as elucidated by Burns and Grove (1993) is a formal, objective, precise procedure to depict and test interrelations as well as examining the cause and effects interactions among variables. Tuli (2010) argues that quantitative research approach measures social events through the collection and analysis of data involving numbers. Saunders et al., (2012) advanced that the objective of quantitative study method is to present generalizable results by asking how much and how many questions. Hence, to accomplish the aims of this research, a quantitative research approach was used.

The nature of the research purpose and its objectives and hypotheses necessitated the use of this approach. Creswell (1994) asserted that quantitative approach deals with highlighting phenomena by gathering data which deals with numbers that are processed using arithmetic based techniques. This approach typically starts with data gathering built on theory and it is accompanied with use of illustrative or deductive statistics (Tashakkori & Teddlie, 2003). Quantitative techniques are regularly classified as analytical in identity, in the sense that conclusion reached on the basis of evidence and reasoning from examinations of statistical hypotheses leading to overall deductions about features of a population.

Quantitative study because it helps in a broad and comprehensive coverage. Furthermore, data collected through quantitative research approach are objective and measurable. Quantitative research permit the researcher to be exposed to the abstraction to be analyzed and give rise to hypotheses to be examined (Salehi & Golafshani, 2010). This study will use the quantitative

research from a positivist perspective which is based on logic, reality and truth. This is because the study intends to establish the relationship and effect of organizational support on employees' performance with gender as a moderator.

### **Research Design**

According to Akubia (2011), research design depicts the outline and procedure that the researcher establishes in the study, thus, the hypotheses and operational inferences to the final analyses of the data collected. Saunders, Lewis and Thornhill (2007) argued that choosing the appropriate research design is essential when collecting empirical findings. The most common research designs are exploratory, descriptive and explanatory (Richardson, 2005; Babbie, 2007). These research designs differ in several circumstances. Thus, the research purpose, study questions or hypotheses designed and how data is gathered determines which research design is suitable to employ for a particular study.

However, this geared towards examining the effect of organizational support on employees' performance with gender as a moderator. In this direction, the study employed the causal research design due to the nature of the scientific enquiry governing this research. Thus being driven by the logic of cause-effect relationship among the variables of interest-organizational support (Independent Variable), gender (Moderating Variable) and employee performance (Dependent Variable). According to Zikmund, Babin, Carr and Griffin (2012) causal exploration design is led so as to distinguish the degree and nature of cause-and-effect relationships. According to Creswell (2014), Causal investigations center on an examination of a circumstance or a



particular issue to clarify the examples of connections between factors. It is prudent that this type of research design be used in light of the fact that it assumes an instrumental job as far as distinguishing explanations for a wide scope of procedures, just as, evaluating the effects of changes on existing standards, forms and so on.

Causal research works looks at the examination of a circumstance or a particular issue to clarify the examples of links among factors (Creswell, 2014). The key reason of causal research design is to elucidate why an event happens and to foretell future happenings (Maxwell & Mittapalli, 2012). Causal studies are made up of study theories that determine the nature and course of the correlation among factors being considered (Spirtes, Glymour & Scheines, 2000). Also informing the decision to approach the study quantitatively is the assertion that the information are quantitative and quite often require the utilization of a factual test to build up the legitimacy of the inter-connections.

### **Study Organization**

GHACEM was set up by the administration of Ghana in a joint effort with Norcem AS in Norway on August 30, 1967. The foundation of GHACEM Limited has chalked a significant defining moment in Ghana's turn of events. GHACEM keeps on affecting the financial advancement in Ghana with expected venture to address the country's issues in the midst of concrete creation. In 1967 GHACEM was established with high any desires for prosperous future, with the help of the late Dr. J. A. Addison, who's spearheading exertion set the pace for an enduring heritage of GHACEM.

Heidelbergcement is presently the dominant part proprietors with 93.1%, Ghana government with 5% and the late Dr. J. A. Addison with 1.9% offers separately. The organization was established in 1967, and has helped in the structure of Ghana for over 50 years. GHACEM has two concrete granulating plants in Tema and Takoradi, and a system of deals workplaces and stations all through the nation. GHACEM is a foundation of Ghana's infrastructural advancement having had influence in major notable landmarks and buildings across Ghana using GHACEM cement. GHACEM has its factories located in Tema and Takoradi. For the purpose of this study, employees' of both factories were considered. This organization was selected because of the current competition it faces with other cement companies as against the treatment they get within their organization.

### **Population**

The focus group of the study covered all workers of GHACEM Company in both Takoradi and Tema. The accessible population consists of 350 employees (permanent workers) of GHACEM (GHACEM, 2019). These employees' are made up of workers from the various departments namely; the human resource department, production department, quality assurance, accounts, clinic, commercial, environment, health and safety, stores, maintenance, marketing, technical support, security, transport and planning department. Employees' included both senior and junior staff.

## Sampling Procedure

In the context of this research, a census was used because of the relatively minimal number of population size. In view of this, a sample size of three hundred and fifty (350) was used which was made up of all employees.

The advantages of a census are that although cost consideration makes this difficult for larger populations, it is appropriate for smaller groups. A census removes sampling error and makes data available on all the people in the populace. This means that every employee possesses equal opportunity to take part. A few representatives may in any case decide not to partake, however at any rate the opportunity to do so is caused accessible and nobody individual or gathering to can get a handle on left. To include, a few costs, for example, poll and building up the examining outline are 'fixed,' that is, they will be the equivalent for tests of 50 or 200 and registration will in general encourage sentiments of security inundating the genuineness of the outcomes (Parker & Gallivan, 2011). At long last, for all intents and purposes the whole populace would need to be tested in little populaces to accomplish an alluring degree of exactness. This infers while organization of test studies is progressively convoluted, a registration overview is simpler to oversee, in light of the fact that it incorporates all people. To this end, results from an enumeration study can be utilized to "drill down" into the authoritative structure and feature departmental outcomes, and on the grounds that all workers take part, there is a more prominent possibility of getting reactions that are illustrative of all sub-bunches inside the hierarchical structure. In this way, the volume of overviews that should be conveyed may increment with an

enumeration review, however making sense of who gets a study is clear – everybody (Kraut, 1996).

### **Data Collection Instrument and Procedure**

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

A structured questionnaire was developed as a data collection instrument for this study. Bryman and Bell (2011) submitted that more often than not, quantitative research uses surveys and questionnaire as procedure for data collection. Questionnaire 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 truthful response with respect to the information required from the respondents. Structured questionnaire also help avoid interviewer bias. It ensures consistency of reactions in closed ended questions and guarantees anonymity. It is easy to administer to respondents dispersed over a bigger zone. This enabled the study to obtain a wide range of information pertaining to the problem under discussion. Also, such an instrument is relevant when respondents have the ability to read and write. The respondents

for this study have the capability of reading and writing. Structured questionnaires also reduces the bias that is associated with interviews. The questionnaire offers respondents' satisfactory chance to offer critically examined responses. (Kothan, 2004).

This questionnaire was made up of three (3) sections with scales adapted from literature. The first section (A) dealt with demographics which included gender, age, educational qualification and department. The second section (B) looked at questions on organizational support, which were categorized into the various antecedents or components. The final section (C) concentrated on employee performance (see Appendix A). The structured self-administered questionnaires were in the form of close-ended questions and were distributed to employees of the study. The respondents answered the questionnaires rated on a 7-point Likert scale. A Likert scale was used because it uses a universal method of collecting data and makes it easy to understand and simple for respondents when answering the questions. Questions on organizational support and employee performance were asked. The survey was administered on 22<sup>nd</sup> July, 2019 and collected on 19<sup>th</sup> September, 2019. Data gathered from this research instrument were then computed for interpretation.

### **Measurement of Variables**

In light of writing, the survey was planned utilizing scales that have been approved in past investigations. Section B estimated organizational support with set up scale adjusted from (Rhoades & Eisenberger, 2002). This scale contained 16 items, estimated on a 7-point Likert scale going from Strongly Disagree (1) to Strongly Agree (7). Section C (Employee performance) was estimated utilizing a 25-item scale adjusted from Goodman

and Svyantek (1999) on a seven (7) point Likert scale running from firmly disagree(1) to emphatically agree(7).

### **Reliability and Validity of the Instrument**

Reliability alludes to the degree to which information assortment methods or examination methodology will yield reliable discoveries (Saunders et al., 2007). It tends to be accomplished when keeping results at a predictable level in spite of changing of time and place (Bowling, 2009). An instrument is dependable when it can quantify a variable precisely and get similar outcomes over some undefined time frame. In any case, unwavering quality is influenced by arbitrary blunders and a pre-trial of poll can assist with distinguishing the most probable wellspring of mistakes and react to them before the genuine examination.

With the end goal of this examination, reliability was checked by looking at individual item reliability, internal consistency reliability, convergent validity and discriminant validity (Hulland, 1999; Bagozzi and Yi, 1988; Fornell and Larcker, 1981; Chin, 1998; Yoo and Alavi, 2001). To affirm individual factor reliability, a confirmatory factor examination was tried for in the investigation. For the factor loadings to be dependable, they should be greater than 0.7 for the shared variance between an individual item and its related construct to be greater than the error variance (Chin, 1998). Be that as it may, Hulland (1999) likewise presented that individual item dependability can be accomplished if the factor stacking is 0.4 or higher.

### Reliability Test

In order that reliability is ensured, the Cronbach's Alpha of each construct was computed using SPSS version 22. Cronbach's Alpha, which takes values between 0 and 1. The close to 1, the better, with acceptable reliability if Alpha exceeds 0.7. A Cronbach's Alpha of 0.976, 0.947, 0.700, 0.749 and 0.915 were achieved for employees' performance, organizational fairness, organizational supervisor support and organizational rewards and job conditions and organizational support constructs respectively. The Cronbach's Alpha in all cases was above 0.7 inferring they were reliable, it additionally exhibits that the tool validity dependent on the fact reliability is firmly identified with validity (Kimberlin & Winterstein, 2008). Reliability test was attempted to guarantee the instrument for measure can be utilized with certainty, a reliable instrument function admirably under variance conditions and time giving consistence results (Cooper and Schindler, 2006).

**Table 1: Reliability Test**

Constructs	Cronbach's Alpha	No. of Items
Employee's Performance	0.976	23
Organizational Fairness	0.947	6
Organizational Supervisor Support	0.700	4
Organizational Rewards and Job Conditions	0.749	5
Organizational Support	0.915	15

Source: Fieldwork, Guba (2020)

## **Validity**

Validity is the reality of findings from a study and whether the findings are actually what they seem to be (Saunders et al., 2007). An instrument is considered valid when it serves its intended purpose. This questionnaire was given to my supervisors for assessment before giving it out to respondents. Their recommendations were implemented accordingly to guarantee clearness and no unimportant inquiries were remembered for the study. In light of the setting of this investigation, construct validity was inspected by examining the composite reliability and average variance extracted from the individual personal value structure

For construct validity to be accomplished, all composite lists ought to be 0.7 or higher (Bagozzi & Yi, 1988). Also, Chin (1998) presented that for construct validity to be affirmed, the average variance extracted should be 0.5 or higher. To set up discriminant validity the square root of average variance extracted in each latent variable can be utilized to affirm discriminant validity (Fornell and Larcker, 1981). This can likewise be accomplished if the value of the average variance extracted is greater than correlation values among the different inactive factors. As such, lack of validity in the research will indicate that findings of the study cannot be ascertained and will not reflect the truth needed (Churton & Burton 2010).

## **Data Processing and Analysis**

The analytical procedure of the data collected during the initial phase of the research were presented in a descriptive statistics of mean and standard deviation to describe the responses. The quantitative data collected were organized based on the research objectives. It was coded and inputted in the



computer for computation of descriptive statistics. The SPSS in data analysis helped the computation of descriptive statistics and this helped in testing the discrepancies in the level of performance between the male and female workers. Field (2009) argued that SPSS provides robust quantitative models and acceptable applications for complex statistical methodology.

Examination of information is a procedure of altering, cleaning, changing, and displaying information with the objective of featuring valuable data, recommendation, ends, and supporting dynamic (Adèr, 2008). The reactions from the surveys would be coded and altered utilizing Statistical Package for Social Science (SPSS variant 22.0). This statistical software is recommended for us in studies in social sciences (Zickmund, 2000). The information would be dissected and deciphered utilizing unmistakable measurable strategies, for example, mean, standard deviation, recurrence check and rates (Leedy and Ormrod, 2010). These techniques were used whenever appropriate. Pearson's correlation analysis and Hierarchical multiple regression were the main analytical tools employed for this study. Pearson's correlation analysis centered on finding the connection between the independent factor (organizational support) and the dependent factor (employees' performance). Pearson correlation analysis was utilized to examine the strength and direction of the relationship between the independent variable and the dependent variable. Hierarchical multiple regression was utilized to inspect the effect of autonomous variable (organizational support) on the reliant variable (employees' performance).

Again, Hierarchical multiple regression analysis was carried out to test the moderating effect of gender in the proposed predictive inter-connection

between the independent variable and the dependent variable. The findings were presented in Tables and Figures and were chronologically presented in Chapter 4 to reflect the order of the specific objectives considered in the study.

### **Ethical Consideration**

The study assured respondents with outmost confidentiality of information they provide. A letter was requested from the Department of Management and presented to the Human Resource Manager of GHACEM. Subsequently, a meeting was held with the Human Resource manager of the company to brief him on the reason of the study and also gave assurance that data acquired will not cause any harm to anyone and their responses were reported accurately and used for academic purpose only. All scholarly works are acknowledged in this study. The study made sure that the following ethical considerations were in mind. First, a verbal explanation of the study was provided to each respondent upon meeting. Secondly, each respondent was required to give a verbal permission to participate in the study. Also, these respondents were made to understand his or her role in the completion of the study. Issues of confidentiality, anonymity and privacy were also well adhered to.

### **Chapter Summary**

This chapter gave insight as to how the primary data for the study was collected, organized, analyzed and presented for easy comprehension. This chapter also presents information on the design of the study and scientific approach it adopted in relation to approach of data needs, statistical techniques and systematic enquiry into the investigation under review.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presents the empirical results of the effect of organizational support on employees' performance of GHACEM. The first section deals with the relationship between organizational support and employees' performance of GHACEM. The second section examines the effect of organizational support on employees' performance of GHACEM. The third section examines the moderating effect of gender in the relationship between organizational support and employees' performance of GHACEM using OLS- regression. The last section examined if there is a difference in performance of male and female workers of GHACEM.

#### Response Rate

A total of 350 questionnaires were distributed to all employees' of GHACEM in factories (Tema and Takoradi). Out of the total distributed questionnaire, 335 were filled and returned giving a response rate of 95.7% which is as considered excellent, comprises a total number of 199 for males and 136 for females. A response rate of 60% is considered adequate as recommended by Saunders and Lewis (2012).

#### Common Method Bias

This study adopted Harman's one-factor test and the full collinearity test to investigate the potential of common method bias in the data collected. Using Harman's one-factor test, all study variables were presented and the first factor accounted for 23.096% which is less than the recommended threshold of 50% (Podsakoff & Organ,1986) among variables indicating that

common method bias is not a likely contaminant of the research results. Again, the full collinearity test from the regression results showed that all VIFs are less than the recommended threshold of 3.3 (Kock, 2015) indicating that the model is not affected by common method bias (see Appendix B).

### **Descriptive Statistics**

From Table 2, using a 7-point scale with 1 measuring “Very Strongly Disagree”, 7 measuring “Very Strongly Agree” to measure the level of performance of employees at GHACEM. Workers of GHACEM perform on the average of about 5.59 with a level of variability of 0.91 within the limits of 4.00 and 7.00. An average response closer to 7 indicates higher performance of employees’ at GHACEM.

Organizational support which is a construct of three factors namely; organizational fairness ( $M = 5.64$ ,  $S.D = 1.05$ ), organizational supervisor support ( $M = 5.59$ ,  $S.D = 1.33$ ), and organizational rewards and job conditions ( $M = 5.55$ ,  $S.D = 1.22$ ), on the average scored 5.59 with a variability of 1.05 within the limits of 4.00 and 7.00. It could be seen that the respondents indicated positive responses to all of them. Workers acknowledge the fact that GHACEM provides support to them.

Age and Educational qualification which were measured on an ordinal scale indicated a median age between the range of 32 – 41 years with level of qualification around Diploma. Gender distribution of employees’ of GHACEM showed that males comprise 59.4% of the total sample while females comprise 40.6% of the sample. This could indicate male dominance of workers at GHACEM.

**Table 2: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Perf	335	4.00	7.00	5.5939	.90769
OrgSuprt	335	4.00	7.00	5.5910	1.04618
OrgF	335	3.00	7.00	5.6448	1.05402
OrgSS	335	3.00	7.00	5.5904	1.33481
OrgRJ	335	3.00	7.00	5.5457	1.22060
					Interquartile
	N	Minimum	Maximum	Median	Range
Age	335	1.00	4.00	2.0000	2.00
Edu_Qua	335	1.00	6.00	4.0000	2.00
	N	Minimum	Maximum	Mode	Percent
Gender (Dummy)	335	.00	1.00	1.00	0.00- 40.6%
					1.00- 59.4%

Source: Fieldwork, Guba (2020)

Note: Employees’ Performance (Perf), Organizational Support (OrgSuprt), Organizational Fairness (OrgF), Organizational Supervisor Support (OrgSS), Organizational Rewards and Job Conditions (OrgRJ), Gender (1- Male, 0- Otherwise), Age of respondents (Age), Educational qualification (Edu\_Qua).

### **Relationship between Organizational Support and Employees’**

#### **Performance of GHACEM**

A Pearson’s correlation analysis was conducted to explore the relationship between organizational support and employees’ performance of GHACEM. From Table 3, there is a positive strong association between organizational fairness and employee’s performance ( $r = 0.797$ ;  $p = 0.000 <$

0.05), organizational supervisor support has a positive moderate correlation with employee's performance ( $r = 0.637$ ;  $p = 0.000 < 0.05$ ). Also, organizational rewards and job conditions have a moderate correlation with employee's performance ( $r = 0.697$ ;  $p = .000 < 0.05$ ). These results imply that an improvement in organizational fairness, organizational supervisor support, and organizational rewards and job conditions are likely to increase the employee's performance of GHACEM. Correlation coefficient classification is consistent with Cohen (1988).

These results confirms the outcome of the findings in a meta-analysis of the organizational support theory that was reviewed. (Rhoades & Eisenberger, 2002). Similarly, the findings above confirms the results of Khristan and Mary, (2012) that the antecedents of organizational support theory had a relationship with performance of employees'. Again, the findings from this study were consistent with the results of Sa'diya and Maimunah, (2015) that the various antecedents of organizational support showed a positive relationship with employees' performance. Scanlan et al., (2018) also confirms that the various antecedents or components of organizational support have a positive relationship with the performance of employees.

**Table 3: Correlation**

		OrgF	OrgSS	OrgRJ	Perf
Perf	Pearson Correlation	.797**	.637**	.697**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	335	335	335	335

Source: Fieldwork, Guba (2020)

Note: Organizational Fairness (OrgF), Organizational Supervisor Support (OrgSS), Organizational Rewards and Job Conditions (OrgRJ), Employees' Performance (Perf). \*\*. Correlation is significant at the 0.01 level (2-tailed).

## **Effect of Organizational Support on Employees' Performance of GHACEM**

### **Diagnostic Tests**

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

### **Test of Multicollinearity**

Multicollinearity in the study was tested using variance inflation factor (VIF). As explained by Field (2009) and Landau and Everitt (2004), VIF values that are less than 10 and tolerance values that are more than 0.2 rule out any possibility of multicollinearity among the study variables. The results of the study on multicollinearity is presented on Table 6.

Table 6 shows the VIF for the six variables, the predictor variables VIF values were less than 5, which ruled out any possibility of multicollinearity among the study variables as explained by Field (2009) and

Landau et al. (2004). The findings imply that all the variables met the required threshold and the variables portrayed no multicollinearity. Hence regression could be conducted as the study variables do not highly correlate.

### **Test of Independence**

Independence of error terms which is also referred to as auto correlation test implies that observations are independent. It was assessed through the Durbin Watson (DW) test to ensure that the residuals of the model were not autocorrelated. According to Garson (2012), DW statistics that ranges from 0-4 and scores between 1.5 and 2.5 indicates independent observations.

From Table 4, with D.W = 1.574, ranged between 1.5 and 2.5, thus the residuals of the empirical model are not autocorrelated, the results implied that all the variables met the required threshold of less than 2.5 and that all the variables portrayed no auto correlation which complied with Garson (2012).

### **Test of Hypotheses**

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

### **Goodness of Fit**

Table 4 showed the model summary results estimated to show the explained variations through  $R^2$  change between organizational support, and employees' performance. Table 4 gives the regression results on model



summary. The regression analysis on Table 4 showed that the adjusted coefficient of multiple determinant = 0.671 which implied that organizational fairness, organizational supervisor support, organizational rewards and job conditions, age, gender and educational qualification explained 67.1% of the variation in employees' performance.

**Table 4: Model Summary<sup>b</sup>**

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

Source: Fieldwork, Guba (2020)

**Joint Significance**

Table 5 showed the ANOVA results estimated to show the model fitness through F-ratio results between organizational fairness, organizational supervisor support, organizational rewards and job conditions, gender, age, educational qualification and employees' performance.

The regression results on Table 5 was also observed to have a good fit of the model as it was significant at ( $F(6,328) = 114.757, p < 0.05$ ), thus the proposed model fitted well.

**Table 5: ANOVA<sup>a</sup>**

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

Source: Fieldwork, Guba (2020)

### Test of Significance of Each Independent Variable

Table 6 provides regression results for organizational fairness, organizational supervisor support, organizational rewards and job conditions, gender, age, educational qualification on employees' performance of GHACEM. Each independent variable was tested in the presence of control variables to determine the effect on employees' performance of GHACEM. The regression results estimated on Table 6 showed that organizational fairness is established to be statistically significant at ( $\beta = 0.479$ ,  $t = 10.819$ ,  $p < 0.05$ ) at 95% level of confidence. The model showed a positive effect of organizational fairness on employees' performance. The findings infer that an increase of 0.479 in employees' performance is attributed to a unit increase in organizational fairness. Since the relationship is statistically significant, the researcher therefore rejects the null hypothesis and proposes that organizational fairness has an effect on employees' performance. Abou-Moghli, (2015) confirms the findings that organizational fairness has an effect on employees' performance. Similarly, Giorgi, Dubin and Perez (2016) in their research found that, organizational fairness had an effect on employees' performance.

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

concludes that organizational supervisor support has an effect on employees' performance.

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

Based on the regression results indicated by Table 6, there was a significant effect of organizational rewards and job conditions on employees' performance. Organizational rewards and job conditions is established to be statistically significant at ( $\beta = 0.145$ ,  $t = 3.990$ ,  $p < 0.05$ ) at 95% level of confidence. The model showed a positive effect of organizational rewards and job conditions on employees' performance. The findings infer that a unit increase in organizational rewards and job conditions led to an increase in employees' performance by 0.145. Beheshtifar and Zare (2012) found results that were consistent with the results under consideration. Nisar, Marwa, Ahmad, Ahmad, (2014), also found organizational rewards and job conditions to have an effect on employees' performance. A study conducted by Giorgi, Dubin and Perez (2016) also found organizational rewards and job conditions to have an effect on the performance of employees. The above results confirm the findings in the current research under consideration.

Educational qualification ( $\beta = -0.062$ ,  $t = -2.385$ ,  $p > 0.05$ ) showed a negative significant effect on employees' performance of GHACEM. The result from Table 6 indicated that an increase in educational qualification of employees' of GHACEM reduces their performance. This was inconsistent with findings of Kasika (2015) that educational qualification has a positive effect on performance of employees. The inconsistency could be attributed to the fact that employees' work in different industries. This study considered a cement manufacturing company of which employees' who actually do the operational duties do not actually possess higher educational qualification. Those with higher educational qualification are mostly seen in top positions.

Contrarily to expectation, age ( $\beta = 0.032$ ,  $t = 0.920$ ,  $p > 0.05$ ) and gender ( $\beta = -0.094$ ,  $t = -1.476$ ,  $p > 0.05$ ) showed insignificant relationship with employees' performance at 95% level of confidence. This results from Table 6 indicated that for a unit increase in age and irrespective of gender orientation, employees' performance changes marginally by a proportion that tends towards zero percent.

Shirom, Gilboa, Fried and Cooper (2008) found age and gender to have a negative relationship and effect on employees' performance. Masinde (2011) also found age to be a poor predictor of performance. Similarly, Darwin (2014) found age to have a negative relationship and effect on the performance of employees. Kimmel, (2018), also found gender to have an insignificant relationship with the performance of employees. This confirms the findings of the current research under study.

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

**Table 6: Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized		Collinearity		
	Coefficients		Coefficients		Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.843	.210		8.759	.000		
OrgF	.479	.044	.556	10.819	.000	.372	2.687
OrgSS	.088	.030	.129	2.931	.004	.509	1.966
OrgRJ	.145	.036	.194	3.990	.000	.414	2.416
Gender	-.094	.063	-.051	-1.476	.141	.834	1.199
Age	.032	.035	.032	.920	.358	.830	1.205
Edu_Qua	-.062	.026	-.083	-2.385	.018	.811	1.232

a. Dependent Variable: Perf

Source: Fieldwork, Guba (2020)

Note: Employees’ Performance (Perf), Organizational Fairness (OrgF), Organizational Supervisor Support (OrgSS), Organizational Rewards and Job Conditions (OrgRJ), Gender (1- Male, 0- Otherwise), Age of respondents (Age), Educational qualification (Edu\_Qua).

### Magnitude of the effect of the Independent Variables

The standardized coefficients (beta coefficients) show relative effects of each factor to employees’ performance, allowing direct comparison of factors (shown in Table 6). Beta coefficients are used as a guide to the relative importance of the individual independent variables on employees’ performance (Kim et al., 2005). In the regression equation of this study, organizational fairness explained the most variance for employees’

performance, followed by organizational rewards and job conditions and organizational supervisor support. The finding suggests that performance of employees' of GHACEM rely more on organizational fairness, organizational rewards and job conditions and organizational supervisor support.

Rhoades and Eisenberger, (2002) found that employees' relied more on organizational fairness, organizational rewards and job conditions and supervisor support for performance. Similarly, Scanlan et al., (2018), confirmed the consistency of this results.

### **Moderating role of Gender in the Relationship between Organizational Support and Employees' Performance of GHACEM.**

#### **Test of Independence**

Independence of error terms which is also referred to as auto correlation test implies that observations are independent. It was assessed through the Durbin Watson (DW) test to ensure that the residuals of the model were not autocorrelated. According to Garson (2012), DW statistics that ranges from 0-4 and scores between 1.5 and 2.5 indicates independent observations.

From Table 7, with D.W = 1.650, ranged between 1.5 and 2.5, thus the residuals of the empirical model are not autocorrelated, the results implied that all the variables met the required threshold of less than 2.5 and that all the variables portrayed no auto correlation which complied with Garson (2012).

#### **Goodness of Fit**

Table 7 showed the model summary results estimated to show the explained variations through  $R^2$  change between organizational support, and

employees' performance. Table 7 gives the regression results on model summary. The regression analysis on Table 7 showed that the adjusted coefficient of multiple determinant = 0.644 which implied that organizational fairness, organizational supervisor support, organizational rewards and job conditions, age, gender and educational qualification explained 64.4% of the variation in employees' performance.

**Table 7: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.806 <sup>a</sup>	.649	.644	.54179	1.650

Source: Fieldwork, Guba (2020)

**Joint Significance**

Table 8 showed the ANOVA results estimated to show the model fitness through F-ratio results between organizational fairness, organizational supervisor support, organizational rewards and job conditions, gender, age, educational qualification and employees' performance.

The regression results on Table 8 was also observed to have a good fit of the model as it was significant at ( $F(5,329) = 121.695, p < 0.05$ ), thus the proposed model fitted well.

**Table 8: ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	178.609	5	35.722	121.695	.000 <sup>b</sup>
	Residual	96.573	329	.294		
	Total	275.182	334			

Source: Fieldwork, Guba (2020)

### **Test of Multicollinearity**

Multicollinearity in the study was tested using variance inflation factor (VIF). As explained by Field (2009) and Landau and Everitt (2004), VIF values that are less than 10 and tolerance values that are more than 0.2 rule out any possibility of multicollinearity among the study variables. The results of the study on multicollinearity is presented on Table 9.

Table 9 shows the VIF for the six variables, the predictor variables VIF values were less than 5, which ruled out any possibility of multicollinearity among the study variables as explained by Field (2009) and Landau et al. (2004). The findings imply that all the variables met the required threshold and the variables portrayed no multicollinearity. Hence regression could be conducted as there is no relationship between the variables.

### **Test of Significance of each Independent Variable**

This section presents the empirical results of the role of gender in the relationship between organizational support and employees' performance of GHACEM, results from the estimated model are presented and discussed based on objective 3 which was hypothesized. Each independent variable was



tested in the presence of control variables to determine the effect on employees' performance of GHACEM.

The regression results estimated on Table 9 showed that organizational support is established to be statistically significant at ( $\beta = 0.710$ ,  $t = 14.119$ ,  $p < 0.05$ ) at 95% level of confidence. The model showed a positive effect of organizational support on employees' performance. The findings infer that an increase of 0.710 in employees' performance is attributed to a unit increase in organizational support. Since the relationship is statistically significant, the researcher therefore rejects the null hypothesis and proposes that organizational support has an effect on employees' performance. Rhoades and Eisenberger, (2002) found organizational support to have an effect on the performance of employees'. Similarly, Burns (2016) found organizational support to have an effect on employees' performance.

Concerning the moderating effects of gender, the results in Table 9 showed that the interaction term between organizational support (OrgSuprt) and gender (Gender) was positive and significant at 1% level on employees' performance (Perf). Hence, the positive effect of organizational support on employees' performance strengthens at higher levels of male workers. This suggests a complementary relationship between gender and employees' performance of GHACEM. The addition of the interactive term is significant ( $\beta = 0.140$ ,  $t = 3.590$ ,  $p < 0.05$ ), thus with same level of organizational support, male workers are able to perform higher than female workers holding all other variables constant. Robbins and Judge (2008) found that males are aggressive than females and hence would be able to perform higher than

female workers. Gede and Lawanson (2011), also found male workers to have the tendency of performing better than female workers.

Contrarily to expectation, Gender ( $\beta = 0.102, t = .287, p > 0.05$ ), Age ( $\beta = 0.037, t = 0.995, p > 0.05$ ), and Educational qualification ( $\beta = -0.053, t = -1.946, p > 0.05$ ) showed insignificant relationship with employees' performance at 95% level of confidence. This results from Table 9 indicated that for a unit increase in age and irrespective of educational qualification and gender, employees' performance changes marginally by a proportion that tends towards zero percent.

Shirom, Gilboa, Fried and Cooper (2008) found age and gender to have a negative relationship and effect on employees' performance. Masinde (2011) also found age to be a poor predictor of performance. Again, Darwin (2014) found age to have a negative relationship and effect on the performance of employees. Similarly, Kimmel, (2018), also found gender to have an insignificant relationship with the performance of employees. This confirms the findings of the current research under study.

The regression analysis also revealed that holding all variables to constant zero, employees' performance would be 1.827.

**Table 9: Coefficients<sup>b</sup>**

Model	Unstandardized		Standardized		Collinearity		
	Coefficients		Coefficients		Statistics		
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1 (Constant)	1.827	.334		5.477	.000		
OrgSuprt	.710	.050	.818	14.119	.000	.317	3.150
Gender	.102	.356	.055	.287	.774	.398	2.510
OrgSuprt*Gender	.140	.039	.444	3.590	.000	.312	3.210
Age	.037	.038	.037	.995	.321	.765	1.307
Edu_Qua	-.053	.027	-.070	-1.946	.052	.817	1.225

a. Dependent Variable: Perf

Source: Fieldwork, Guba (2020)

Note: Employees' Performance (Perf), Organizational Support (OrgSuprt), Moderator (OrgSuprt\*Gender), Gender (1- Male, 0- Otherwise), Age of respondents (Age), Educational qualification (Edu\_Qua).

**Statistical difference in the level of Performance of Male and Female**

**Employees of GHACEM**

From Table 10, performance of male workers ( $M = 5.5707$ ,  $S.D = 0.95982$ ,  $S.E = 0.06804$ ,  $n = 199$ ) and that of female workers ( $M = 5.6279$ ,  $S.D = 0.82780$ ,  $S.E = 0.07098$ ,  $n = 136$ ). The results indicated that female workers have a higher level of performance than male workers in GHACEM but the difference between their level of performance is small ( $M.D = -0.0572$ ).

**Table 10: Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Perf	Male	199	5.5707	.95982	.06804
	female	136	5.6279	.82780	.07098

Source: Fieldwork, Guba (2020)

From Table 11, the variances of the two groups were tested with the Levene's test, ( $F = 7.899$ ,  $p = 0.005$ ), in conclusion the variances of the two groups were statistically not equal. An independent-samples t-test was conducted to compare the level of performance of males and females, there was no significant difference in mean scores for male workers ( $M = 5.5707$ ,  $S.D = 0.95982$ ) and female workers [ $M = 5.6279$ ,  $S.D = 0.82780$ ;  $t(333) = -0.566$ ,  $p = -0.05720$ ]. The magnitude of the differences in the means was very small (eta squared = 0.000971).

Ahl (2002) found no significant difference in the performance of male and female workers. Diaz and Jimenez (2010) in their study also found no significant difference in the level of performance of male and female workers. To confirm this, the findings from a study conducted by Kimmel (2018) shows the consistency with the results of the current study under consideration.

**Table 11: Independent Samples Test**

			Levene's Test for Equality of Variances		t-test for Equality of Means				
			F	Sig.	t	Df	Sig.	M.D	Std. Error
Perf	Equal	variances	7.899	.005	-.566	333	.572	-.05720	.10109
	assumed								
	Equal	variances			-.582	315.463	.561	-.05720	.09833
	not assumed								

Source: Fieldwork, Guba (2020)

### Chapter Summary

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

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This part presents the rundown, ends and suggestions of the examination. The thrust of the investigation was to analyze the effect of organizational support on employees' performance of GHACEM. The investigation was guided by these targets, in this manner, to look at the the relationship between organizational support and employees' performance of GHACEM; examine the effect of organizational support on employees' performance of GHACEM; examine the moderating role of gender on the relationship between organizational support and employees' performance of GHACEM and examine if there is a difference in the level of performance between male and female workers of GHACEM. The rundown, end and suggestions depend on the objectives and the findings drawn from the analysis and interpretations.

#### Summary

The study employed the causal research design and the census sampling procedure. In order to address the objectives of the study, questionnaires were distributed to 350 employees GHACEM and 335 questionnaires were successfully filled and retrieved leading to a response rate of 95.7%. The data was cleaned, entered and analyze using descriptive statistics as well as inferential statistics including Pearson correlation and regression of the Social Sciences Statistical Package (SPSS) software version 22.

**The relationship between organizational support and employees' performance of GHACEM.**

The study sought to find the relationship between organizational support and employees' performance of GHACEM. It was discovered that, there was a statistically significant positive correlation between organizational support (supervisor support, organizational rewards and job recognition, organizational fairness) and employees' performance. The study indicated that all three dimensions of organizational support (supervisor support, organizational rewards and job recognition, organizational fairness) showed a positive correlation between organizational support and employees' performance of GHACEM.

**The effect of organizational support on employees' performance of GHACEM.**

The study sought to find the effect of organizational support on the performance of employees' of GHACEM. It was discovered that, organizational support (supervisor support, organizational rewards and job recognition, organizational fairness) has a positive effect on employees' performance of GHACEM. The study discovered that all three dimensions of organizational support (supervisor support, organizational rewards and job recognition, organizational fairness) has a positive effect on the performance of employees' of GHACEM.

### **Moderating role of gender in the relationship between organizational support and employees' performance of GHACEM.**

The study sought to find the moderating role of gender in the relationship between organizational support and employees' performance of GHACEM. It was revealed that gender plays a significant role the relationship between organizational support and employees' performance. The moderating effects of gender showed that the interaction term between organizational support (OrgSuprt) and gender (Gender) was positive and significant at 1% level on employees' performance (Perf). Hence, the positive effect of organizational support on employees' performance strengthens at higher levels of male workers. This suggests a complementary relationship between gender and employees' performance of GHACEM.

### **Statistical difference in the level of performance of male and female employees of GHACEM**

The study sought to find the statistical difference in the level of performance of male and female employees of GHACEM. It was discovered that there is no significant difference in the level of performance of male and female workers of GHACEM.

#### **Key Findings**

The major findings of the study are as follows:

1. There is a positive correlation between organizational support and employees' performance of GHACEM.
  - a. There is a positive strong association between organizational fairness and employees' performance.



- b. There is a positive moderate association between organizational support and employees' performance.
- c. There is a positive moderate association between organizational rewards and job conditions and employees' performance.
2. There is a positive effect of organizational support on employees' performance of GHACEM.
  - a. There is a positive effect of organizational fairness on employees' performance.
  - b. There is a positive effect of organizational supervisor support on employees' performance.
  - c. There is a positive effect of organizational rewards and job conditions on employees' performance.
3. The moderating effects of gender, showed that the interaction term between organizational support (OrgSuprt) and gender (Gender) was positive and significant at 1% level on employees' performance (Perf). Hence, the positive effect of organizational support on employees' performance strengthens at higher levels of male workers.
4. There is no significant difference in the level of performance between male and female workers.

### **Conclusion**

It can be concluded that employees who perceive extreme levels of organizational support from their organizations repaid the organization with greater performance to the organization, and also extend a sense of faithfulness or loyalty and obligation by ensuring that, the goals and objectives of the organizations are achieved. Thus, employees who have higher levels of

organizational support, develop a greater commitment towards their organizations and the tendency to leave their current organization is very less and hence performs better in an attempt to reach the goals and objectives of the organization.

As organizational support strengthens employees' beliefs that the organization values their contributions and cares about their well-being, they are likely to reciprocate with positive attitudes and behavioral intentions especially improved performance. Scholars also suggest that organizational support develops a sense of unity with the organization and fulfils employees' socio-emotional needs (including self-esteem, affiliation and approval), involving the integration of organizational membership into their social identity. The issue of gender in the relationship between organizational support is also paramount since the level of performance of male and female workers has the tendency to change based on the kind of support available to both parties. It was revealed that, the positive effect of organizational support on employees' performance strengthens at higher levels of male workers. This suggests a complementary relationship between gender and employees' performance of GHACEM thus with same level of organizational support, male workers are able to perform higher than female workers holding all other variables constant

### **Recommendation**

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

1. It is prudent for the management of GHACEM to recognize different intercessions that can be executed to increase employees' performance within

the organization and ensure that employees work for the organization and eventually show optional exertion and improve performance. In relation to the role or performance of both male and female workers, GHACEM should make sure that both male and female workers are abreast with technology since it is a key factor in bridging the performance gap between male and female workers.

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

connection and sentiments of commitment to the association. This will guarantee that the job of correspondence is fortified between the employer and the employee.

4. Management of GHACEM should motivate their employees by giving those infringed benefits, promotions, good condition of service, sense of loyalty, valuing their contributions and making them feel part of the organization in order to increase the opportunity cost of leaving or quitting ones' organization for another. This will increase the continuance commitment level of employees and hence improve the performance of the employees and the organization. Management should also ensure that the needs of both males and females within the GHACEM are appropriately catered for. It must also be noted that the contribution of both male and female workers in GHACEM in terms of performance should be taken into consideration. The kind of treatment or support systems available to these class of people should equally be taken into consideration. Job design and task assignment by HR to employees should be carefully looked at before it is assigned.

### **Suggestions for Further Studies**

The study was conducted among employees of GHACEM on organizational support and employees' performance. The researcher proposes that future researchers keen on this topic should take a gander at the accompanying territories: right off the bat, the effect of Organizational Support on different representatives related results in organizations. Once more, the connection between worker duties, work fulfillment and execution

level of the workers and lastly, authoritative help and its effect on workers' results in different organizations in Ghana.

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APPENDICES

APPENDIX A QUESTIONNAIRE FOR THE STUDY

UNIVERSITY OF CAPE COAST

DEPARTMENT OF MANAGEMENT

QUESTIONNAIRE FOR EMPLOYEES OF GHACEM

Dear Respondent,

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

**Section A: Demographic Data**

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

1. Gender/Gender: Male  Female
  
2. Age: 21 - 31 years  32 - 41 years  42 - 51 years  above 52 years
  
3. Highest Educational Qualification: Never been to school  JHS   
SHS/O<sup>o</sup> level/ A level  Diploma  First degree  Master's   
PhD  Other Specify .....
  
4. Department/Section.....

**Section B: ORGANIZATIONAL SUPPORT**

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

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

	<b>SECTION B: ORGANIZATIONAL SUPPORT</b>	1	2	3	4	5	6	7
	<b>FAIRNESS</b>							
1	The organization strongly considers my goals and values							
2	The organization always respond to any compliant from me.							
3	The organization regards my best interest when it makes decision that affect me.							
4	Help is available from the organization when							



	I have a problem.							
5	My organization would never take advantage of me.							
6	The organization cares about my opinion.							
	<b>SUPERVISOR SUPPORT</b>							
7	The organization values my contribution to its well-being.							
8	The organization always appreciate any extra effort from me.							
9	The organization really cares about my well-being.							
10	If I did the best job possible, the organization would acknowledge it.							
11	The organization shows very greater concern for me.							

	<b>ORGANIZATIONAL REWARDS AND JOB CONDITIONS</b>							
12	If the organization could hire someone to replace me at a lower salary it would not do so.							
13	The organization is willing to help me when I need a special favour.							
14	The organization cares about my general satisfaction at work.							
15	The organization takes pride in my accomplishment at work.							
16	The organization tries to make my job as interesting as possible.							

**SECTION C: EMPLOYEES' PERFORMANCE.**

The following questions measure the performance of employees within the organization.

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

	<b>SECTION C: EMPLOYEES' PERFORMANCE</b>	1	2	3	4	5	6	7
17	I help other employees with their work when they are absent.							
18	I volunteer to do things not formally required by the job.							
19	I take initiative to orient new employees to the department even though not part of his/her job description.							
20	I help others when their work load increases (assists others until they							

	get over the hurdles)							
21	I am assisted with my duties.							
22	I make innovative suggestions to improve the overall quality of the department.							
23	I willingly attend functions not required by the organization, but helps in its overall image.							
24	I exhibit punctuality arriving at work on time in the morning and after lunch breaks.							
25	I do not take undeserved work breaks.							
26	I exhibit attendance at work beyond the							

	norm, for example, takes fewer days off than most individuals or fewer than allowed.							
27	I coast toward the end of the day.							
28	I give advance notice if unable to come to work.							
29	I spend a great deal of time in personal telephone conversations							
30	I do not take unnecessary time off work.							
31	I do not take extra breaks.							
32	I do not spend a great deal of time in idle conversation.							
33	I achieve the objectives of the job							
34	I meet the criteria for performance							
35	I demonstrate expertise in all job-related tasks							
36	I fulfill all the							

	requirements of the job							
37	I could manage more responsibility than typically assigned.							
38	I appear suitable for a higher-level role							
39	I am competent in all areas of the job, handles tasks with proficiency							
40	I perform well in the overall job by carrying out tasks as expected							
41	I plan and organize to achieve objectives of the job and meet deadlines.							

**Thank you for participating.**

Appendix B- *Total Variance Explained*

Factor	Initial Eigenvalues			Extraction Sums of Squared		
	Total	Variance	% of Cumulative	Loadings		
				Total	Variance	% of Cumulative
1	23.096	56.331	56.331	22.710	55.389	55.389
2	2.183	5.324	61.656			
3	1.312	3.201	64.856			
4	1.036	2.527	67.383			
5	1.022	2.494	69.877			
6	.965	2.353	72.230			
7	.949	2.314	74.544			
8	.861	2.101	76.645			
9	.794	1.937	78.582			
10	.722	1.760	80.342			
11	.644	1.570	81.913			
12	.565	1.379	83.292			
13	.505	1.231	84.523			
14	.470	1.147	85.670			
15	.423	1.031	86.701			
16	.409	.998	87.699			
17	.391	.954	88.654			
18	.366	.892	89.546			
19	.346	.844	90.390			
20	.302	.737	91.127			

21	.286	.697	91.824
22	.279	.679	92.503
23	.261	.636	93.139
24	.252	.614	93.754
25	.236	.575	94.328
26	.231	.563	94.891
27	.224	.547	95.439
28	.212	.517	95.956
29	.196	.477	96.433
30	.169	.412	96.844
31	.165	.403	97.247
32	.156	.381	97.629
33	.150	.366	97.994
34	.135	.329	98.323
35	.126	.306	98.629
36	.114	.278	98.907
37	.110	.268	99.175
38	.098	.240	99.416
39	.090	.221	99.636
40	.078	.191	99.827
41	.071	.173	100.000

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Extraction Method: Principal Axis Factoring.

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Source: Fieldwork, Guba (2020)