

METHODIST UNIVERSITY GHANA

FACULTY OF BUSINESS ADMINISTRATION

**THE EFFECT OF PERCEIVED ORGANISATIONAL SUPPORT ON EMPLOYEE
CITIZENSHIP BEHAVIOUR: THE CASE OF THE GHANA POLICE SERVICE**

BY

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**A LONG ESSAY SUBMITTED TO THE DEPARTMENT OF HUMAN RESOURCE
AND MANAGEMENT STUDIES, FACULTY OF BUSINESS ADMINISTRATION
METHODIST UNIVERSITY GHANA IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION DEGREE (HUMAN RESOURCE OPTION).**

MAY 2023

DECLARATION

I declare that this thesis presented by me entitled 'THE EFFECT OF PERCEIVED ORGANISATIONAL SUPPORT ON EMPLOYEE CITIZENSHIP BEHAVIOUR. THE CASE OF THE GHANA POLICE SERVICE' is my own investigation and has not previously been submitted for a degree or similar award at the University of the West of England or any other institution. To the best of my knowledge and belief, no material in this thesis has been previously published or written by another person, except where due reference is made.

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CERTIFICATION

I hereby certify that the preparation and presentation of this long essay were supervised in accordance with the procedures on supervision of long essays laid down by the Methodist University Ghana.

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MR EDWARD TETTEH

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ABSTRACT

This study sought to investigate the effect of perceived organisational support on organisational citizenship behavior of Ghana Police Service. The study specifically seeks to find out the level of perceived organisational supports (POS) in the Ghana Police Service, the organisational citizenship behaviours (OCB) of the Ghana Police service officers in Ghana and the effect of POS on OCB of the Ghana Police Service officers.

Quantitative research method was used to test the causal relationships between perceived organisation support and organisational citizenship behaviour of the Ghana Police Service. This study made use of descriptive research design to provide a detailed account of Perceived Organisation Support, the Organisational Citizenship Behaviour exhibited by the Police Officers, and the impact POS have on OCB. The study employed both purposive sampling technique and snowball sampling technique. Survey questionnaire were used to extract information from the police officers. Descriptive statistics analysis and structural equation model were conducted to find out the impact of POS on OCB.

The study found that the Ghana Police Service (GPS) offer higher support to their officers by ignoring their complaints and making their work interesting. However, they also show little concern for them and fail to appreciate any extra effort from them. The study also found that the police officers exhibit more organisation participation and loyalty of coworkers in the Ghana Police Service, while they exhibit less organisation loyalty and organisational obey at the Ghana Police Service. The study concluded that the relationship between POS and OCB is statistically significant.

The study suggests the government should provide the GPS with the needed resources for them to be very effective and productive in their duties. The GPS should listen to the complaints of the police officers. The police officers should carry on supporting their fellow colleagues,

whether they are absent or not. Further research should explore the impact of POS on OCB in the Army, Navy, and Fire Services.

DEDICATION

I dedicate this work to my family

AKNOWLEDGEMENT

I am very thankful to my loving family for supporting me all the way. Their love, support, and encouragement have always been a source of inspiration. I am very grateful for their motivation.

Many special thanks to my supervisors Mr. Edward Tetteh who have always inspired me with his knowledge and dedication to my work. I would like to appreciate his encouragement, support, motivation, patience, and guidance that remained with me throughout my research work. I am very grateful for his valuable feedback and time.

Finally, I pay my profound gratitude to my friends at the Ghana Police Service for helping with the collection of data. They have been great source of motivation and backing in my Masters' journey. Special thanks to Methodist University Ghana and the entire Academic Research Department for giving me this opportunity to embark on this thesis.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Companies have to compete with one another in a business environment that is extremely dynamic in order to achieve sustainable growth. Due to the increasingly competitive nature of the global economy, businesses now have little choice but to actively manage and protect their workforces (Hamid, 2016). Employees are regarded as one of the organisation's most important and valuable resources or assets, and it is imperative that they be kept on board in order to realise the organisation's long-term objectives (Chib, 2016). Benjamin (2012) notes that the global rivalry heightens the significance of organisational citizenship behaviour as a method for the enhancement and use of human resources, as well as for the development of the organisation's ability to continue operating. Organ (1988), in an effort to demonstrate the advantages of organisational citizenship, explains that the behaviour of organisational citizens ensures the efficiency and effectiveness of the organisation by encouraging creativity and enhancing flexibility. This is accomplished through organisational citizenship behaviour. Help-Oriented Behavior is one facet of OCB, which is a multi-faceted notion that also includes courtesies (Swaminathan & Jawaher, 2013).

OCB is an acronym that stands for "organisational citizenship behaviour," and it refers to any constructive and good activity taken by employees, based on their own free choice, that assists co-workers and helps the organisation (Chib, 2016; Yadav & Punia, 2013). For a significant amount of time, OCB has captured the attention of both practitioners and academia. This is due to the fact that it is acknowledged as being one of the major topics that have to be addressed in the field of organisational behaviour (Martinez & Podsakoff, 2016; Podsakoff et al., 2009; Pohl et al., 2012). According to Podsakoff et al. (2009), there is growing interest in research on the

potential implications of OCB on a wide range of personnel and organisational outcomes, such as withdrawal behaviors, due to its beneficial effect. This is because of the helpful effect that OCB has. They indicated that OCB has a huge advantage for the firm since it boosts production and efficiency while also reducing the degree to which people leave the company. Because of the importance placed on human resources, the power behind each successful firm is its people. It is absolutely necessary for businesses, if they wish to maintain their competitive edge, to concentrate their efforts on the people who are actively participating in OCB and to carry out their assigned tasks without taking into account the fact that these people are essential to the operation of every business. As a result, in this day and age, OCB behaviours may be a foundation for achieving competitive advantages for organisations (Malik et al., 2012).

There is a substantial amount of empirical data suggesting that the mediating impact of job satisfaction (JS) might be due to the fact that perceived organisational support (POS) is connected to higher JS and that JS inspires stronger OCB (Ladebo, Abubaker & Adamu, 2011). The phrase "the degree to which employees feel the organisation values their contribution and cares about their well-being" is how one may describe "perceived organisational support" (Bishop, Goldsby & Neck, 2002). The supporting organisational policies for employees are likely enhancing the organisation's appeal and ensuring a reduced level of employee turnover. Additionally, the supportive organisational policies are likely raising the organisation's competitiveness in hiring knowledge workers (Perryer et al., 2010).

Employees have been proven to display favourable workplace attitudes and behaviours, including job satisfaction, organisational loyalty, job participation, reduced absenteeism, and extra-role conduct, when POS is successfully implemented (Ahmed & Nawaz, 2015; Tekleab & Chiaburu, 2011). Because it encompasses employees' roles that go beyond their responsibilities and are performed voluntarily, the conduct known as "extra-role behaviour" is frequently treasured and praised as the behaviour that is most wanted (Organ et al., 2005).

According to Kazemipour, Amin, and Pouseidi (2012), it is extremely difficult, if not impossible, to achieve the high degree of organisational performance that is required when personnel do not execute more than just their allocated jobs. When employees' socio-emotional needs are met, POS is related to self-efficacy through the process of self-enhancement. This enables employees to identify themselves as members of the organisation, which in turn increases their propensity to engage in extra-role behaviours such as OCB (Kurtessis et al., 2017). A worker's level of perceived organisational support (POS) indicates how much they believe their employer appreciates their work and is concerned about their health and happiness. According to the findings of a body of research in the field of police, organisational support is a vital resource that may influence the performance and effectiveness of officers (Adebayo, 2005; Currie & Dollery, 2006).

1.2 Problem Statement

Policing in Ghana has become a contentious issue of public policy as a result of the extensive negative media coverage around the performance of the Ghana Police Service (GPS) throughout the years. According to Boateng, (2014), the level of assistance officers receive from the company determines a key component of their effectiveness. However, the GPS has neglected to provide necessary assistance to its officers for a number of years, which has resulted in apparent subpar performance (Boateng, 2014). The Police Service shall be maintained and equipped to carry out its historic mission of upholding law and order, according to Ghana's constitution from 1992, which states this in chapter 15, section 3. As a result of the police department's ongoing severe resource shortage (Strategic National Policing Plan, 2010, p. 3), this pledge has not yet been fulfilled. The lack of resources puts a heavy burden on the service, making it difficult for it to offer the essential assistance that would result in high-quality performance from officers (Strategic National Policing Plan, 2010, p. 3). For instance, in Ghana, the GPS is in charge of housing police officers. The bulk of officers must find their

own housing because just a small number of them are housed. Less than half of individuals who acquire housing do so in suitable housing; the other half is spread out among "unfinished structures, offices, garages, and decaying buildings" (Strategic National Policing Plan, 2010, p. 3).

Police officers expect their employer to support them with things like perks, rises in compensation, suitable housing, tools for the job, uniforms, and boots, as well as love and caring. The organisation anticipates exceptional service, peak performance, efficiency, and dedication after the provision of these (Boateng, 2014). Both internal and external tasks are carried out by the Ghana Police Service when participating in United Nations (UN) peacekeeping missions. These overseas activities have recently included bases in Sierra Leone, Liberia, Mali, and Côte d'Ivoire to safeguard national security interests. While the police are frequently criticised in Ghana for their poor performance and unprofessional behaviour, they are generally praised abroad for their exceptional work and assistance to restoring peace, the rule of law, and governmental authority (Aubyn, 2022). Due to the abysmal performance of the GPS in Ghana, the study intends to investigate how the perceived organisational support of the Ghana Police Service affect the organisational citizenship behaviour of the Ghana Police officers.

1.3 The Purpose of the Study

The purpose of this study is to investigate the effect of perceived organisational support on organisational citizenship behavior of Ghana Police Service.

1.4 Objective of the Study

1. To find out the level of perceived organisational supports (POS) in the Ghana Police Service.
2. To find out the organisational citizenship behaviours (OCB) of the Ghana Police service officers in Ghana.
3. To find out the effect of POS on OCB of the Ghana Police Service officers.

1.5 Research Questions

1. What are the perceived organisational supports (POS) of the Ghana Police Service?
2. What are the organisational citizenship behaviours (OCB) of the Ghana Police service officers in Ghana?
3. What is the effect of POS on OCB of the Ghana Police Service officers?

1.6 Significance of the Study

This study is vital to a large number of collaborators. In any case, the significance of this investigation is to understand the kind of assistance that the Ghana Police Service provides to its personnel and how that support might impact the citizenship behaviour of those officers. The research will add to the existing body of knowledge and writing regarding seeming organisations and how they influence the organisational citizenship behaviour of its members.

In addition, employees will be assisted by the inquiry in understanding how the organisation values their commitments and how it will affect both their activity and the organisation as a whole. Once more, it will reveal the Ghana Police Service on the link between the organisation and the officers, as well as how they may accept their differences and figure out how they can

achieve their goals in Ghana. Specifically, it will focus on the Ghana Police Service. In addition to this, it will function as an article that can be used as a reference in further study and as a report or other materials of reference by other people who may investigate this subject. In conclusion, the research will be beneficial not only to the participants, but also to the general public as a whole since it will broaden people's understanding of how important it is to provide assistance in everyday life.

1.7 Organisation of the Study

This study is divided into five chapters. Chapter One comprises of the background to the study, statement of the problem, objectives of the study, the questions that the study seeks to answer and the significance of the study. Chapter Two contains the literature review as well as the theoretical and conceptual frameworks of the study. Chapter Three covers the research design, the target population, sources of data, sample and sampling techniques and the data collection instruments. Chapter Four deals with data presentation and analysis whereas Chapter Five consists of discussion, conclusions and recommendation.

1.8 Chapter Summary

Organisational citizenship behaviour (OCB) is an acronym that stands for "organisational citizenship behaviour" and refers to any constructive and good activity taken by employees that assists co-workers and helps the organisation. It has become increasingly important due to the competitive nature of the global economy and the need to manage and protect their workforces. There is growing interest in research on the potential implications of OCB on personnel and organisational outcomes due to its beneficial effect. Businesses must focus on the people who are actively participating in OCB and to carry out their assigned tasks without taking into account the fact that these people are essential to the operation of every business. The Ghana Police Service (GPS) has become a contentious issue of public policy due to its poor

performance and lack of resources. This study aims to investigate the effect of perceived organisational support on organisational citizenship behavior of Ghana Police Service officers. It will focus on the level of perceived organisational supports (POS) in the Ghana Police Service and the organisational citizenship behaviours (OCB) of the Ghana Police service officers in Ghana. This research will add to existing knowledge and writing about organisations and how they influence citizenship behaviour, and help employees understand how the organisation values their commitments.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Introduction

This chapter reviews the literature of perceived organisation support and organisational citizenship behavior. The chapter starts by looking at the definition and characteristics of both perceived organisation support and organisational citizenship behavior. It further looked at the overview of policing in Ghana. A theoretical framework was then discussed and followed with an empirical studies. The study finally presented the conceptual framework which looked at POS in the Police, OCB of police officers and POS on OCB of police offers.

2.2 Perceived Organisational Support; Definition and Characteristics

Access to resources is one way that Organisations can help their members and boost their motivation. Time, attention, and information resources are few, and members often lack clear instructions on how to use them or what comes first (Meyers & Lehmann-Nielsen, 2012). General stress may be decreased through social support, which has a protective and preventative role (Kenny et al., 2014; Kenny & Hage, 2009). Employee perceptions of the affirmation and help services that their company provides make up perceived Organisational support. This assistance may be provided in a variety of ways, such as by allowing employees to use their creativity freely at work or by providing them with a sufficient number of vacation days for their health or pleasure. According to how the company handles each employee and how the individual views the assistance, perceived Organisational support depends on both of these factors (Indeed Editorial Team, 2022). Previous studies have focused a lot of attention on perceived Organisational support, which is "the general perception that the Organisation cares for the contributions and welfare of its employees" (Akgunduz & Sanli, 2017, p. 119), mainly

because it is closely related to Organisational performance. First off, a preliminary study by Baranik et al. (2010) revealed that perceived Organisational support is positively correlated with both work satisfaction and Organisational commitment.

Social support is described as perceived Organisational support within the setting of the workplace and is seen as an indication of the organisation's dedication to its staff. The perceived assistance from coworkers and the supervisor is one of two complementary elements that make up this factor. Other than socioemotional support and empathy, the colleagues' perceived help includes practical assistance and task-related knowledge (Rousseau et al., 2009). Employee perceptions of how helpful and concerned their bosses are for their well-being have been termed "perceived supervisor support" (Eisenberger et al., 2002).

Employees' overall perceptions of how much their employer appreciates their efforts and is concerned with their welfare are referred to as POS. The majority of workers want their employers to be supportive and appreciative of them. Previous studies have shown that POS is associated with a variety of productive work-related behaviours, including taking calculated risks for the benefit of the company (Neves & Eisenberger, 2012), increasing self-determined motivation and work engagement (Gillet, Huart, Colombat, & Fouquereau, 2013), affective Organisational commitment and proactive behaviour (Wikhamn & Hall, 2012), and improving performance and satisfaction (Cullen, Edwards, Caser, & Gue, 2014).

As a result of people being more productive at work when they feel appreciated, perceived Organisational support is crucial. An employee is more likely to respond positively to Organisational changes and needs if they consistently get praise or credit for their work. Employees may be more willing to help the business through changes in management, difficulties with the marketing strategy, and systemic changes if they feel well-treated at work and are appropriately paid for their efforts. An organisation's internal loyalty may support its

survival in difficult situations (Indeed Editorial Team, 2022). According to Häusser, Mojzisch, Niesel, and Schulz-Hardt (2010), enhanced psychological well-being has been connected to Organisational support from both colleagues and supervisors, which in turn affects workplace participation and satisfaction. To reward workers for their dedication and hard work, an Organisation may provide them with wages, incentives, promotions, perks, and other intangible aids like social and emotional support (Shanock & Eisenberger, 2006).

In order to achieve a competitive edge, businesses are looking for excellent staff, according to the findings of a study by Davidson et al. As a consequence of rivals' more alluring benefits packages, businesses are also dealing with the difficulty of employee turnover. Maintaining the workforce while improving their perception of corporate support is the only option in this scenario (Davidson, Timo, & Wang, 2010). Ballinger et al.'s (2010) research has shown that one aspect of an organisation's environment, one that fosters support and compassion for its employees—should make it seem more appealing. In a climate with increased competition, this is the only way to endure and thrive. Throughout many different aspects of an Organisation, perceived Organisational support predominates. According to Rich et al. (2010), workers are more inclined to show trust and confidence when they believe their Organisations are highly supportive of them, which encourages them to provide original ideas and proposals.

2.3 Organisational Citizenship Behaviour; Definition and Characteristics

According to Krishnan and Arora (2008), Organisational citizenship behaviour (OCB) is a discretionary behaviour that improves Organisational success by assisting coworkers, managers, and the organisation. According to Chahar (2019), OCB refers to an employee's attitude toward the Organisation while going above and beyond the call of duty for the current work. Koon and Chong (2018) advocated for flexible work environments, telecommuting, job sharing, flexible timetables, vacation time, and amenities. Organisations should be aware of

the value of OCB by including it in performance reviews to encourage it among staff members and pay attention to this behaviour since it is crucial for increasing the efficacy of Organisational operations and lowering the rate of employee turnover (Khan & Rashid, 2012). Therefore, it is a crucial area of study for academics and industry professionals to comprehend how OCB functions in firms (Purba & Born, 2015; Wang & Bowling, 2016).

Managers and supervisors value subordinates who help the company achieve effectiveness (Tang & Chang, 2010). Numerous studies have shown that certain subordinates act in ways that go beyond their assigned responsibilities, even when their efforts are not formally rewarded by the company. Extra-roles are roles that go above and beyond what is required under the conditions of employment and job descriptions. A subordinate is said to display Organisational citizenship behaviour when they act creatively, spontaneously, and zealously beyond the call of duty (Unaam, Adim, & Adubasim, 2018).

Williams and Anderson proposed a two-dimensional conception of OCB that has two dimensions: one for OCB that benefits individuals (OCB-I) and one for OCB that benefits the whole Organisation (OCB-O). The conception of Williams and Anderson (1991) was based on Organ's (1988) five OCB dimensions. Altruism and civility are included in OCB-I according to Organ's (1988), but conscientiousness, sportsmanship, and civic virtue are included in OCB-O. For three key reasons, the researcher chose to use the OCB-I and OCB-O dimensions in this investigation. First, distinct processes govern organisationally targeted and personally targeted OCB, indicating that OCB should be conceived more effectively in terms of its recipients (Marinova et al., 2010). Second, the majority of researchers have recognised the OCB-I and OCB-O as two factors in the OCB construct, according to Vigoda-Gadot (2007a).

Organisational obedience, Organisational loyalty, and Organisational participation are examples of Organisational citizenship behaviors. Its constituents include social norms,

benevolence, work ethic, sportsmanship, and civility. Recruitment and selection, training and development, performance assessment and remuneration, and unofficial positions are a few strategies to improve and encourage Organisational citizenship behaviour in companies. Additionally, the OCB is advocated in Islamic religious doctrine. Concepts like compassion and forgiveness, courtesies, love, brotherhood, support, and assistance are present throughout Islamic literature (Hoseini, 2010).

People's Organisational citizenship behaviour is influenced by a number of variables. Individual, Organisational, and societal influences are among them. These will each be covered in depth:

- The individual factor, which takes into account each employee's personality inside a business. People's attitudes about work and structure are also influenced by the kind of personality attribute they possess (Owens & Valesky, 2011; Yukl, 2010). The individual and the Organisation are both impacted by this personality (Podsakoff et al., 2009). Similar to this, Feather and Rauter (2004) said that an employee's attitude about their job also affects how they behave in terms of Organisational citizenship.
- The organisational factor, which comprises the leadership, culture, and policies of the company. This element may improve how organisational citizenship activity is shown. According to Adebayo et al. (2017), staff members' displays of organisational citizenship behaviour are significantly influenced by leadership self-efficacy. In a similar vein, Bashire et al. (2012) discovered that organisational force is one of the factors that affects how staff members act in terms of organisational citizenship. In our conversation, the organisational culture is important. Numerous studies have shown that an organisation's culture affects employees' performance (Madhukar & Sharma, 2017; Permarupan et al., 2013; Owens and Valesky, 2011; Yukl, 2010).

- Social factor: social factors sometimes have an impact on how organisational citizenship conduct is shown. Adebayo (2018) discovered that social influences, including culture and religion, often impact how employees behave in terms of corporate citizenship. Additionally, these social factors improve employees' attitudes about work and affect their performance (Park et al., 2013; Jolodar, 2012).

2.4 Overview of Policing in Ghana

Researchers follow the history of police in Ghana beyond the time of its colonial rule (Gyamfi, 2012). For instance, the Ashanti Empire had its own kind of law enforcement known as Akwansrafo, who used to patrol to make sure that the populace complied with the regulations that maintained the Ashanti kingdom's territorial integrity (Tankebe, 2008). But it wasn't until 1897 that the Gold Coast Police Ordinance, which established the 400-man Gold Coast Constabulary, was put into effect. By passing the Police Service Act 350(1) in 1970, the dictatorship changed the name of the Gold Coast Constabulary to Ghana Police Force (Gyamfi, 2012).

The primary body in charge of upholding the law in Ghana is the Ghana Police Service (GPS). Ghana's police force has its roots in the protection of commerce routes and depots by the British Council of Merchants. This regiment was restructured by the British in 1876 as the Gold Coast Constabulary, which was split into two divisions in 1901. In 1906, a Marine Police division was established, but in 1942, the Customs, Excise, and Preventive Service took its place. By 1958, just 11 of these top officers were foreign-born, down from 64 of 80 senior police officers in 1951. (Country Studies, Library of Congress, 1994; Pokoo-Aikins, 2009; Duah, 1995) Mr. E.R.T. Madjitey was chosen as the country's first police commissioner on October 9, 1958.

The only foreigners still working for the police at the start of the 1960s were technical teachers and counselors. Following a police constable's failed murder attempt on Nkrumah in 1964, Nkrumah mistrusted the police and disarmed them. Both rank-and-file and commissioned officer levels of recruitment are used in the police. All recruits must be between the ages of 18 and 25, while graduates must be between the ages of 26 and 35 (Pokoo-Aikins, 2009; Library of Congress Country Studies, 1994).

Since 1975, recruits have gone through a nine-month course of instruction in physical training and drill. The general police get training in criminal law and procedures, investigative techniques, news reporting, social sciences, and police tasks. Escort police get a broad education as well as training in patrol and escort responsibilities. A nine-month officer cadet programme and two- to six-week refresher courses are both offered by the Ghana Police College, which was founded in 1959. Because more police officers are being sent abroad, the police's image has improved since the early 1990s. Public trust in the police is still low, and crowds have assaulted many police stations because they believe they are doing nothing (Ghana Police Service, 2011; Library of Congress Country Studies, 1994; US Department of State, 2004).

The Ghana Police Service's organisational structure reveals the levels and hierarchies of its operations as well as its chain of command and operational procedures. The Ghana Police Service (GPS) is organised on a national scale and is governed by a single command. The Inspector General of Police serves as the GPS's administrative chief (IGP). In conjunction with the Council of State, he is appointed by the President of the Republic of Ghana (Article 202, 1992 Constitution of Ghana). He has the exclusive power to make decisions about how the organisation will operate and to provide orders (Ghana Police Service, 2013). In light of all of

these factors, the research sought to determine the impact of perceived organisational support on the Ghana Police Service's Organisational citizenship behaviour.

2.5 Theoretical Framework

The Social Exchange Theory (SET) proposes that employees are in interactions with the organisation and are motivated by expected inducements in exchange for their contribution to the organisation (Blau, 1964). According to Nadiri and Tanova (2010), there is a strong linkage between JS and performance in the service industry. A satisfied employee will engage in better service delivery and this will positively influence customer confidence (Nadiri & Tanova, 2010). As proposed by the SET, when the employees perceive a good level support from the organisation, they will be grateful in paying back the organisation through showing positive behavior and appropriate attitudes (Coyle-Shapiro & Conway, 2005; Djurkovic et al., 2008; Eisenberger et al., 1990). The issue of why the employees express loyalty and devoted in to their organisation's direction is well explained base on the mean of SET and reciprocity (Rhoades & Eisenberger, 2002). Based on this theory, emotionally employees and employers can be allied to each other. Mostly the employee is always concern about the commitment of the organisation to them. Researchers have stated that the employees who are likely to demonstrate high degree of loyalty and commitment are found to be those who indicate an emotional promise to the organisation. These results will come through an aspect of identification and belonging, which lead to enhance their commitment and engagement to the organisation. HRM practices that emphasis investment in employees, participatory decision making and the provision of growth opportunities lead employees to feel supported by their firms and to consider themselves part of a social exchange relationship (Allen et al., 2003; Paauwe et al., 2013).

This study is also based on the premises of the Organisational Support Theory (OST), which explains that to meet socio-emotional needs of employees and to determine the organisation's readiness to reward increased work effort, employees develop perceptions and beliefs concerning the extent that the organisation values their contributions and cares about their well-being (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002). Sufficient evidence exists that OCB is associated with individual and organisational performance (Podsakoff, Whiting, Podsakoff & Blume, 2009; Ladebo et al., 2011). organisational support theory (OST: Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) holds that in order to meet socioemotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organisation values their contributions and cares about their well-being. Such perceived organisational support (POS) would increase employees felt obligation to help the organisation reach its objectives, their affective commitment to the organisation, and their expectation that improved performance would be rewarded. Behavioral outcomes of POS would include increases in in-role and extra-role performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover.

2.6 Empirical Studies

2.6.1 Perceived organisational support given to Employees

Ilyas, Abid, and Ashfaq (2022) investigated the sequential mediating effects of perceived organisational support and felt ethical-philanthropic corporate social responsibility on the influence of ethical leadership style on the subjective well-being of health-care professionals (CSR). The study's results demonstrate that moral leadership has a favourable impact on the subjective well-being of healthcare professionals and completely corroborate the study's postulated framework. The research also discovered that perceived organisational support and

perceived ethical-philanthropic CSR are sequential mediators of the association between well-being and ethical leadership.

In order to assess the impact of perceived organisational support on workers' performance in information technology (IT) enterprises in Pakistan and Saudi Arabia, Sabir (2022) performed research. The findings show that emotional commitment and perceived organisational support have a considerable favourable effect on worker performance. The underlying process by which the high-performance work system (HPWS) affects employee creativity was investigated by Tang, Yu, Cooke, and Chen in 2017. The study also attempts to investigate contextual variables in the association between perceived organisational support and employee creativity. 268 workers and matched managers from two Chinese pesticide chemical businesses made up the study's sample. The linear regressions were used to test the hypotheses. According to the research, HPWS increases perceived organisational support, which fosters employee innovation. The findings also suggest that decentralised management has a positive moderating effect on the association between perceived organisational support and worker inventiveness.

Role conflict and role meaningfulness are predictors of nurses' well-being, according to research by Van Bogaert et al. (2014) on a sample of nursing unit managers. Additionally, staff well-being is positively influenced by supervisor support, whereas role conflict and role ambiguity negatively impact job satisfaction. In addition, the presence of support within an organisation lessens the detrimental effects of job overload and role conflict (Kang et al., 2011; Rodwell & Ellershaw, 2016). As a result, it is believed that perceived organisational support is a key indicator of organisational commitment (Kurtessis et al., 2017; Pattnaik et al., 2020; Wang & Sun, 2011; Wang et al., 2017).

In a situation where there is an organisational identity shift, Bonaiuto, Fantinelli, Milani et al. (2022) performed research to examine the potential influence of organisational

sociopsychological factors on job stress and work engagement. The research demonstrates that the association between "supervisor social support" and "coworker social support" and the "absence of psychological hazards" is significantly mediated by "organisational trust." Furthermore, a statistically significant rise in job engagement might result from an increase in supervisor social support. Only personnel with low or medium identification experience this; highly identified people do not. Empirical research has found that coworker support is associated with job happiness, job dedication, and both professional and personal fulfilment (Chiaburu & Harrison, 2008; Karatepe et al., 2010; Galanti et al., 2021). Support from coworkers may also have a good impact on motivation at work (Karatepe et al., 2010). Regarding the perception of support from supervisors, Malik et al. (2015) observed in certain research that a favourable connection between supervisor and employee might have a direct, beneficial impact on work satisfaction. Then it became apparent how a positive supervisor-colleague connection also indirectly influences work satisfaction via the mediation of motivation.

2.6.2 Employees Organisational Citizenship Behaviour

OCBs were discovered by Podsakoff et al. (2009) to be positively correlated with customer satisfaction and unit-level performance at the organisational level. They also contend that OCBs may improve staff cohesion, morale, and a sense of teamwork. They contend that doing so would result in less time and effort being spent on team maintenance tasks and would also improve the organisation's capacity to draw in and keep the top people. In their meta-analytic evaluation of the body of group research, Nielsen, Hrivnak, and Shaw (2009) investigated the connection between OCBs and group performance. They discovered a favourable and substantial correlation between total OCB and organisational or group performance.

Previous studies have shown that OCB improves firms and their workforce by raising employee well-being, job happiness, customer satisfaction, productivity, and the quality of work output (Basu et al., 2017; Lavy et al., 2016; Noorlaila Yunus & Cairul Azwa Azimi, 2016; Subramaniam Sri Ramalu et al., 2016). Therefore, it is crucial for civil or public personnel to get OCB training so that they are ready to act in a way that supports their in-role performance and advances the delivery of public services to a higher standard.

By polling 250 randomly chosen workers, Jafari and Bidarian (2012) assessed the connection between organisational justice and OCBs. According to their findings, workers' views of the application of organisational justice in the workplace were connected with their levels of involvement in OCBs. Jafari and Bidarian (2012) discovered a link between procedural fairness and organisational citizenship behavior. Several demographic characteristics were examined as part of this study, and it was found that none of them significantly impacted civic behaviours in a moderating way. These results demonstrate that procedural fairness and organisational justice are important predictors of organisational citizenship practises (Jafari & Bidarian, 2012).

Ladebo et al. (2011) found that employees who perform aspects involved in OCB function as a bond holding the organisational community together and improve the well-being of the organisation. The literature on employment relations indicates that employees engage in cooperative behaviour as a personal obligation to assist co-workers and the organisation. Where there are undue signs of inequity, unfair treatment and unfulfilled personal goals by employees in the work environment, employees refuse to display OCBs (Ladebo et al., 2011). Podsakoff et al. (2000) examine the various types of behaviour associated with OCB that have been identified in the literature and report seven themes that were identified, namely helping

behaviour, sportsmanship, organisational loyalty, organisational compliance, individual intuitiveness, civic virtue and self-development

2.6.3 POS and OCB

Past studies have noticed that POS is an important predictor of employees' organisational citizenship behavior (OCB). Meta-analysis of Ahmed & Nawaz (2015) also found that POS is a significant predictor of OCB in past studies. Jehanzeb (2020) examined the relationship between perceived organisational support (POS), employee development and organisational citizenship behavior (OCB) while considering the moderating effect of person–organisation (P–O) on this association. Using a stratified sampling technique, the data was collected from 331 employees working in different bank branches located in five metropolitan cities of Pakistan. To test the hypotheses, the structural equation modeling technique was applied using AMOS 21.0. The results of the study strongly supported the relationship between POS, employee development and organisational commitment. However, an insignificant relationship was found between POS, employee development and OCB. The results also reported a significant relationship between organisational commitment and OCB. Moreover, the relationship between organisational commitment and OCB was found to be moderated by P–O fit (Jehanzeb, 2020).

Perceived organisational support, according to different recent research by Duan et al. (2019), is strongly linked to organisational citizenship behaviours, which in turn improve workplace wellbeing for employees. Second, Akgunduz and Sanli's (2017) research showed that job embedding and the desire to leave the company are significantly influenced by perceived organisational support. According to Ocampo et al. (2018), perceived organisational support affects career adaptability favourably.

In order to better understand deviant workplace behaviour (DWB), analyse perceived organisational support (POS), and examine perceived supervisory support (PSS), Kalemci, Kalemci-Tuzun, and Ozkan-Canbolat (2019) performed research. A fuzzy-set qualitative comparison analysis was used in the study. The findings highlight the impact of cultural dimension (power distance and paternalism) configurations on employee DWB as well as employee perceptions of organisational and supervisory support.

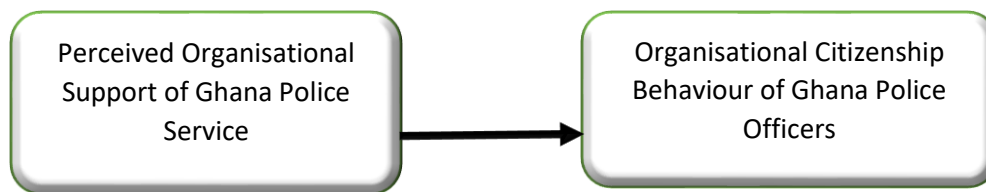
Hotel workers' perceptions of organisational support, psychological empowerment, organisational citizenship behaviour, and job performance were evaluated by Chiang and Hsieh (2012), who also looked at the links between these characteristics. In total, 513 hotel workers from Taiwan took part in the survey. Descriptive statistics, confirmatory factor analysis, and structural equation modelling were used to examine the data. The findings showed that organisational citizenship behaviour was favourably influenced by both psychological empowerment and perceived organisational support. Job performance was not favourably influenced by perceived organisational support. Job performance was favourably affected by corporate citizenship behaviour and psychological empowerment. Between perceived organisational support and work performance as well as between psychological empowerment and job performance, organisational behaviour served as a partial mediator. There were many ideas put forth for theory and management application.

Jilke (2014) has shown that, there is a positive relationship between JS and public service performance. POS fully mediates the relationship between management communication and both in-role and extra-role performance (Neves & Eisenberger, 2012). Duffy and Lilly (2013) confirm the findings of Eisenberger et al. (2001) that a positive relationship exists between POS and OCB.

2.7 Conceptual Framework

As a conclusion to this chapter, the conceptual framework is established as a summary of the main construct for the system of the literature reviewed. The researcher identified two main figure components for this framework, which are also two constructs of the research questions: perceived organisational support and organisational citizenship behavior. Figure 1, illustrate the framework of the study. This section also presents on the perceived organisational support in the police service, organisational citizenship behaviors exhibited by police offices and perceived organisational support on organisational citizenship behavior of police officers.

Figure 1, Conceptual framework



Researcher's Construct, 2023

2.7.1 Perceived Organisation Support in the Police Service

In 2019, Quagraine, Adu, Ashie, and Opoku conducted research on the impact of organisational support for career development on organisational commitment in the Ghana Police Service. Results indicated that emotional and normative commitment were significantly impacted by organisational support for career development. Once again, employees felt that the company did not assist their professional advancement. Age, gender, and educational attainment were among the other minor factors that had a moderating impact on organisational commitment. The government should encourage and expand career development opportunities for highly talented workers in order to retain them, since this will have a significant positive influence on both their desire to remain with their employer and the quality of their work.

Employees with poor perceptions of organisational support engage in more unproductive job behaviour and do less well on tasks (Shoss, Eisenberger, Restubog, & Zagenczyk, 2013). According to a framework for organisational support, when police officers feel that an organisation "has their back," they feel like their efforts and sacrifices on behalf of the organisation are valued. As a result, officers will show their support and loyalty by performing well at work (Boateng, 2014; Eisenberger et al., 1986), whereas the absence of support from organisational leadership results in officers' perceptions that the administration does not respect them and views them as disposable (Boateng, 2014; Eisenberger et al., 1986; Haas, Van Craen, Skogan, & Flietas, 2015; Reynolds & Hicks, 2015).

According to research, how workers are treated in terms of organisational rules, procedures, and resources affects how supportive they feel about the business. Additionally, research demonstrates that elements associated with an employee's job are often treated differently. Because of this, it is conceivable that there are variations in how police officers perceive their organisation's concern for them and appreciation of their contributions to the workplace. According to Reynolds and Helfers (2018), the employment characteristics of police officers (duty assignment, rank, tenure, and department size) have been linked to views of organisational support. The results of OLS regression showed that perceived organisational support varied according to various job variables.

A municipal police force in Québec was the subject of a 2011 study by Tremblay, Genin, and di Loreto that looked at organisational support for work-life balance in a demanding workplace. The results, which are based on a case study technique that included a questionnaire and in-depth interviews with police officers and agents, underscore the need for organisations to provide both official and informal assistance to workers in the workplace on work-life balance. They saw that although assistance from coworkers and managers was important, it was often

inadequate. Their study goes farther than the prior studies' emphasis on the value of informal assistance. It demonstrates how this may and often does happen with coworkers stepping in to cover for absent bosses and getting superiors to agree to schedule modifications when made by coworkers.

A population of communicators' reported emotional labour (EL), perceived organisational support, occupational stress, and degree of posttraumatic stress were all evaluated by Birze, Regehr, Paradis et al. in 2022. According to the research, unsupportive organisations may foster a culture that discourages people from sharing their genuine feelings with coworkers and superiors, thus amplifying the traumatic impact of being exposed to serious situations.

Another study uses the well-being-performance continuum of police officers to experimentally assess the effect of organisational psychological support on workers' outcomes using a Conservation of Resources (COR) theoretical framework. The results demonstrate that poor perceived organisational support (POS) causes significant levels of stress, which weakens workers' resilience and probably discourages them from being engaged at work, accounting for around half of their engagement. The link between POS and engagement is also mediated by stress and resiliency. According to COR theory, when POS is low, workers see a spiral of resource loss that jeopardises their welfare, which leads to poor engagement among police officers. The paper's significance is that it illustrates how organisational support is a crucial component of managing emotional labour, demonstrating how the "Common Good HRM" paradigm has the ability to more successfully safeguard emotional labour (Brunetto, Farr-Wharton, Wankhade, et al., 2022).

In police circles, according to Boateng (2014), POS has received minimal scholarly attention. To address this gap, Boateng's study surveyed 145 police officers selected randomly from five police districts in Accra, Ghana, to investigate how officers' perception of organisational

support influence their effectiveness in performing assigned duties. The study further examined the influence of officers' demographic characteristics on their perception of organisational support. Findings revealed that the perception of organisational support among officers influenced their perception of effectiveness and that older and shorter tenured officers expressed perceptions of greater support.

2.7.2 Organisational Citizenship Behaviors exhibited by Police Officers

In the Port Harcourt Area Command of the Nigerian Police Force, Unaam, Adim, and Adubasim (2018) looked at the link between employee loyalty and organisational citizenship behaviour. The research design for the study was a cross-sectional survey. An organized, self-administered questionnaire served as the main source of data. According to the study's results, there is a strong correlation between corporate citizenship behaviour and employee loyalty. The research came to the conclusion that corporate citizenship is positively and significantly influenced by employee loyalty. Managers should make an effort to establish a positive relationship with staff members that will increase their motivation to go above and beyond the call of duty.

At the SAPS Academy in Paarl, South Africa, Van Vuuren, Dhurup, and Joubert (2016) conducted research to examine workers' views of Organisational justice and its impacts on Organisational citizenship behavior. The research showed that when workers develop favourable judgements of procedural, distributive, and interactional fairness, they are more likely to participate in Organisational citizenship behaviours. The study found significant discrepancies between managers' actions and employees' expectations, indicating that different areas should be researched and different kinds of activities should be carried out in order to successfully improve employees' perceptions of Organisational justice and reinforce Organisational citizenship behaviour in the academy.

By establishing a link between illegal duties and these results, Fein and McKenna (2022) expand on the little research on police officer identity, commitment, and Organisational citizenship behaviours (OCB). A distinct social identity of "copper" evolved among constables through the textual analysis of focus group replies by members of an Australian state police department, and when this copper identity was endangered, the constables' commitment and levels of OCB decreased. The greatest threat to that identity was the need to commit illegal acts based on what were deemed time-wasting behaviors. However, a third category of illegal tasks—those that reduce professional discretion—has recently come to light.

The addition of law enforcement personnel's civility as a component affected by corporate citizenship practises was proposed by Alhor et al. in 2021. According to Alhor et al.'s 2021 examination of Gaza Strip police personnel, organisational justice enhanced the use of civility in police responses to the general population. This assessment did not expressly advance a concept of corporate citizenship behaviours that included whistleblower actions by officers. However, the results about civility pointed to the need to protect the standing of the police institution as a driving force (Alhor et al., 2021). A foundation for thinking about whistleblower acts as Organisational citizenship is provided by the conclusion that organisational citizenship behaviours are driven by a desire to preserve the reputation of policing institutions.

According to Rothwell and Baldwin (2007), an officer's propensity to disclose a whistleblower was most positively connected with their supervisory level. Officers in supervisory positions were more inclined to report misconduct. This conclusion makes sense since supervisors are not as dependent on other officers' goodwill as patrol officers are. Patrol police react to situations where other patrol officers' aid may be lifesaving. Non-supervisory officers run a great danger of losing their coworkers' respect. Other factors impacting the motivation to participate in whistleblowing besides supervisory rank were team cohesiveness and personal

relationships (Rothwell & Baldwin, 2007). According to Rothwell and Baldwin (2007), departments with a welcoming and moral culture are more likely to have officers who are ready to report their fellow officers.

2.7.3 Impact of Perceived Organisational Support on Organisational Citizenship

Behaviours of Police Officers

The Civil Service Police Unit (Satpol-PP) of the Banyumas Regency is a semi-military-based public organisation. Indrawiani, Anggraeni, and Indrayanto (2018) studied the impact of perceived Organisational support (POS) and psychological capital on Organisational citizenship behaviour (OCB). The findings demonstrated that psychological capital and perceived Organisational support are both positively and substantially associated with OCB. This gives semi-military-oriented firms ideas on how to enhance employee welfare and development as well as boost their psychological capital to raise staff members' extra-role behaviours, which in turn boost productivity inside the company. Joubert, van Tonder and Grobler (2018) provided a more complete picture of the OCB, JS and POS within the SAPS and contribute towards cultivating a more professional corps of South African Police Service (SAPS) officials. The results of the correlation analysis revealed a negative relationship between POS and OCB and between JS and OCB. The data, however, indicated positive correlations between JS and POS. Findings and recommendations in this study are important to government, SAPS, individual members and commanders as they provide information regarding types of activities and interventions to enhance perceived organisational support, job satisfaction and behaviours associated with organisational citizenship.

2.8 Chapter Summary

Perceived organisational support (POS) is associated with productive work-related behaviours, such as taking risks for the benefit of the company, increasing self-determined motivation and

work engagement, and improving performance and satisfaction. Organisational citizenship behaviour (OCCB) is influenced by individual, organisational, and societal factors, such as leadership self-efficacy, organisational force, and social factors. POS is associated with positive behavioral outcomes such as increases in in-role and extra-role performance and decreases in stress and withdrawal behaviors. Organisational support is positively influenced by supervisor support, coworker support is associated with job happiness, job dedication, and both professional and personal fulfilment, and a positive supervisor-colleague connection indirectly influences work satisfaction. Organisational support is essential for managing emotional labour and is linked to police officers' engagement. Perceived organisational support and Psychological Capital are positively and substantially associated with Organisational Citizenship Behaviours of Police Officers.

CHAPTER THREE

METHODOLOGY

3.1 Chapter Introduction

A research methodology definition is: specific techniques for collecting and analyzing data in order to uncover new information. Research methodology provides a strategy by which the researcher can plot out a systemic process to understand a phenomenon (Budert-Waltz, 2021). When trying to understand a problem or phenomenon, different methods need to be used depending on the data available as well as how relevant available data may be. The research question will always drive the methodology. Research methodology must answer the following questions: How will the data be collected? How will the data be analyzed (Budert-Waltz, 2021)? This chapter discussed into details the research approach, the research design, population and sampling, data collection, questionnaire design and finally data analysis.

3.2 Research Approach

There are two general research methodology approaches when collecting and analyzing data; these approaches are quantitative and qualitative (Budert-Waltz, 2021). The aim of quantitative research is to describe and explain phenomena as they appear in the real world, while the aim of qualitative research is to understand the phenomena under investigation (Terre Blanche, Durrheim & Painter, 2006). A quantitative research method was utilized in this study. Saunders *et al.* (2015) argue that quantitative research is generally associated with positivism, especially when used with predetermined, highly structured techniques of data collection. In this research, the research objectives are to test the causal relationships - the effect of perceived organisational support on organisational citizenship behavior of Ghana Police Service.

3.3 Research Design

Burns (2003) define a research design as “a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings”. Creswell (2009) also defined research design as a procedure enquiring into a study that spans the decision from broad to detailed method of data collection and analysis. Basically, there are three purposes for conducting social research (Babbie, 2000). These are for descriptive purposes, exploratory purposes and explanatory purposes. Descriptive research is conducted to describe a problem, policy or a program whereas exploratory research is a method of research used when a problem is not yet clearly defined whilst explanatory research is a method of research focused on explaining why the specific social issue or problem exists (Lanier & Briggs, 2014). This study made use of descriptive research design. Descriptive research design was used because it provided a detailed account of Perceived Organisation Support of the Ghana Police, the Organisational Citizenship Behaviour exhibited by the Police Officers and finally describe the effect POS have on OCB of the Ghana Police Service.

3.4 Population and Sampling

The target population was officers of the Ghana Police Service. According to Nyabor (2021), the population of Ghana Police Officers stand at 25,000. This implies that the total population was the police officers. The eligibility criteria were officers who resides in Greater Accra.

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985). Slovin’s formula was adopted to set limit for the number of Police officers to be used for the study. The Slovin’s formula is

$$n = \frac{N}{1 + Ne^2}$$

Where: n = the sample size, N = sample frame or the target population and e = Degree of freedom with a margin error of 0.05 (confidence level of 95%). If the total number of police officers is 25000 and it is substituted into the formula, mathematically the number of police officers to be used for the study would be calculate as $n = \frac{25000}{1 + 25000(0.05)^2} = 393.70$ to the nearest decimal is 394.

Therefore, 394 Police Officers were selected for the study. The study employed both purposive sampling technique and snowball sampling technique. Lanier & Briggs (2014) define purposive sampling as a method where the researcher has already decided the characteristics of interest for the study and intentionally seeks out those types of research subjects. Snowball sampling is a non-probability sampling method where new units are recruited by other units to form part of the sample. Snowball sampling can be a useful way to conduct research about people with specific traits who might otherwise be difficult to identify (Nikolopoulou, 2022). The purposive sampling helped in selecting Senior Police Officers who have being in Ghana Police Service for long and gone through several ranks. On the other hand, the snowball sampling technique help us convince the Senior Police Officers to recruit other Police Officers for the study.

3.5 Data Collection and Instrument

The primary source of data was utilized in gathering information from people. Questionnaires were used to retrieve data from the officers. A survey questionnaire was prepared and administered to the selected individuals. Human Resources Officer at each station was responsible for the distribution and collection of the questionnaires from the selected individuals. Likert scale with point 5 was employed with 1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly agree. A Likert scale is a type of rating scale that is used to assess views, attitudes, or behaviours. It is made up of a statement or a question, followed by

five or seven answer statements. Respondents select the choice that best expresses their feelings about the statement or topic (Bhandari & Nikolopoulou, 2022).

3.6 Questionnaire Design

The questionnaire consisted of three sections. Section A was developed to obtain an indication of the demographic or biographic information of the participants. Respondents were asked to provide data such as age, gender, post level, years of service with the GPS, marital status and highest educational qualification.

Section B measured the participants' POS by using the survey of POS developed by Eisenberger et al. (1986). The measure consisted of ten items that measure an employee's perception of the degree to which the Organisation values the worker's contributions.

Section C intended to measure the OCB of the participants and was based on sixteen (16) items scale of Lee and Allen (2002) covering organisational obey, Loyalty of coworkers in organisation, Organisational Loyalty and Organisational Participation.

3.7 Data Analysis

Following data collection, SPSS version 26 and Stata 15 software was used to code and analyze the data. Descriptive and inferential statistics were used. Frequencies, percentages, mean and standard deviation were used for the descriptive statistics. Structure equation model was used for the inferential statistics. Descriptive statistics was employed to examine both perceived organisational support and organisational citizenship behavior of the Ghana Police Service.

The finalized data set was randomly split into halves of approximately equal size and will be used for further analysis (Kline, 2011). The first subsample (194) was subjected to the exploratory factor analysis (EFA), and the second subsample (200) was subjected to the confirmatory factor analysis (CFA) and the structural analysis. The EFA was conducted first

to identify the underlying factors that make up each construct (POS and OCB). Next, CFA and structural analysis were performed on the remaining sample. CFA serves as cross-validation for the EFA results and assess the two variables (POS and OCB). Finally, structural analysis was used to evaluate the interrelationships between them. The splitting data randomly into two subsamples for EFA and CFA has been applied in the studies of Kim et al. (2011), Walls (2013) and Bakar et al. (2017).

3.8 Ethical Consideration

It is critical to take the necessary precautions for the ethical issues that might arise during quantitative research study. Any ethical principle aims to protect the participants in a study from potential harm, and it is imperative to reduce the risk of unanticipated harm in any research study (Orb et al. 2001; DiCicco Bloom and Crabtree 2006). The researcher of this study completed the ethical review and approval process of Methodist University Ghana before starting the part of the research, which includes contact with human participants in the survey data collection. All participant or respondents for the study contact were confidential. Participant were given detailed information about the nature of the study effectively. All the respondents were free to choose to participate or not after reading the purpose of the study.

3.9 Chapter Summary

Quantitative and qualitative research are two general research methodology approaches used to collect and analyze data. This study uses quantitative research to test the causal relationships between perceived organisation support and organisational citizenship behavior of the Ghana Police Service. Research design is a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings. There are three purposes for conducting social research: descriptive, exploratory, and explanatory. This study made use of descriptive research design to provide a detailed account of Perceived Organisation Support,

the Organisational Citizenship Behaviour exhibited by the Police Officers, and the effect POS have on OCB.

The target population of Ghana Police Officers is 25,000, and the eligibility criteria were officers who reside in Greater Accra. Slovin's formula was used to set the limit for the number of Police officers to be used for the study. 394 Police Officers was selected for the study, and the study employed both purposive sampling technique and snowball sampling technique. Questionnaires was used to retrieve data from the officers, and a survey questionnaire was administered to the selected individuals.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 Chapter Introduction

This chapter presented the findings of the data collected from the respondents. This chapter covers the demographic information of the respondents, the level of perceived organisational supports (POS) in the Ghana Police Service, the organisational citizenship behaviours (OCB) of the Ghana Police service officers in Ghana, assessment of measurement model and assessment of structural equation model.

4.2 Demographic Information

The demographic information presents information in relation to the respondents' age, gender, marital status, higher education level, years of service and post level.

Table 1 Demographic Information

		Frequency	Percent
Age	18 – 27	57	14.5
	28 – 37	205	52.0
	37 – 48	96	24.4
	48 and above	36	9.1
Gender	Male	280	71.1
	Female	114	28.9
Marital Status	Single	38	9.6
	In a relation	155	39.3
	Married	156	39.6
	Divorced	20	5.1
	Widow/ widower	25	6.3
Higher educational level	WASSCE	108	27.4
	Diploma / HND	131	33.2
	1st Degree	123	31.2
	Masters and above	32	8.1
Post level	Sergeant	49	12.4
	Corporal	152	38.6
	Lance Corporal	155	39.3
	Constable	38	9.6
Years of Service	less than a year	39	9.9
	1 - 3 years	156	39.6
	4 - 6 years	162	41.1
	7 and above	37	9.4

Source: Survey Data, 2023

According to table 1, the percentage of 57 respondents in the age range 18 – 27 is 14.5%, the percentage of 205 respondents in the age range 28 – 37 is 52.0%, the percentage of 96 respondents in the age range 37 – 48 is 24.4% and the percentage of 36 respondents in the age range 48 and above is 9.1. This means a lot of respondents used for the study were from the age range 28 – 37 years. Regards to gender, 280 respondents representing 71.1% were male

and 114 respondents representing 28.9% were females. This implies that a large percentage of the respondents used for the study were males. In relation to the respondents' marital status, 38 (9.6%) of the respondents were single, 155 (39.3%) were in a relationship, 156 (39.6%) were married, 20 (5.1%) were divorced and 25 (6.3%) were widow/ widower. This means that a lot of the respondents used for the study were married. On the grounds of higher educational level, 108 (27.4%) of the respondents hold a WASSCE certificate, 131 (33.2%) holds a Diploma / HND certificate, 123 (31.2%) holds a 1st Degree certificate and 32 (8.1%) holds a masters and other higher certificate. This means that respondents that holds diploma/ HND certificate were the respondents with a large percentage used for the study. In relation to the post level of respondents, Sergeants were 49 (12.4%) respondents, Corporal were 152 (38.6%) respondents, Lance Corporal were 155 (39.3%) respondents and Constable were 38 (9.6%) respondents. This means that majority of the respondents were Lance Corporal. In relation to the years of service in the police service, 39 (9.9%) have being in the police service for less than a year, 156 (39.6%) have being in the service for 1 – 3 years, 162 (41.1%) have being in the service for 4 – 6 years and finally 37 (9.4%) have being in the police service for 7 years or more than 7 years.

4.3 Perceived Organisational Supports (POS) in the Ghana Police Service

This section seeks to find out the level of support given to the police officers in Ghana Police Service. Mean and standard deviation were used to determine the level of support. The highest means of the findings indicate the greater support given to them and the lowest are the support less given to them.

Table 2: Perceived Organisational Support Level

	Mean	Std. Dev
My organisation values my contribution to its well-being	3.2107	1.46156
My organisation fails to appreciate any extra effort from me (R)	3.1091	1.33490
My organisation would ignore any complaint from me (R)	3.3147	1.34503
My organisation really cares about my well-being	3.1015	1.40332
My organisation shows very little concern for me (R)	3.1269	1.32471
My organisation takes pride in my accomplishments at work	3.1447	1.32959
Even if I did the best job possible, my organisation would fail to notice (R)	3.1244	1.33927
My organisation cares about my general satisfaction at work	3.0838	1.40178
The organisation tries to make my job as interesting as possible	3.2462	1.35459
The organisation is willing to extend itself in order to help me perform my job to the best of my ability	3.1624	1.40664

Source: Survey Data, 2023

According to table 2, “My organisation values my contribution to its well-being” had a mean and a standard deviation value of 3.2107 and 1.46156 respectively. “My organisation fails to appreciate any extra effort from me (R)” had a mean and a standard deviation value of 3.1091 and 1.33490 respectively. The mean value of “My organisation would ignore any complaint from me (R)” is 3.3147 with a standard deviation value 1.34503. The mean value of “My organisation really cares about my well-being” is 3.1015 with a standard deviation value 1.40332. “My organisation shows very little concern for me (R)” had a mean value 3.1269 and a standard deviation value 1.32471. “My organisation takes pride in my accomplishments at

work had a mean value 3.1447 and a standard deviation 1.32959. “Even if I did the best job possible, my organisation would fail to notice (R)” had a mean value 3.1244 and a standard deviation 1.33927. The mean value of “My organisation cares about my general satisfaction at work is 3.0838 with a corresponding standard deviation 1.40178. The mean value of “The organisation tries to make my job as interesting as possible” is 3.2462 with its standard deviation being 1.35459. “The organisation is willing to extend itself in order to help me perform my job to the best of my ability” had a mean and a standard deviation value of 3.1624 and 1.40664 respectively.

From table 2, it is established that the police officers received or are given higher POS in terms of the police service ignore any complaint from them (R), make their job as interesting as possible, values their contribution to its well-being, take pride in their accomplishments at work and the Police service willing to extend itself in order to help me perform my job to the best of my ability. In addition, the officers are given or received lower level in relation to the Police service showing very little concern for them (R), fails to notice them when they do the best possible job, fails to appreciate any extra effort from them (R), really cares about their well-being and cares about their general satisfaction at work.

4.4 The Organisational Citizenship Behaviours (OCB) of the Ghana Police Service

Officers

The study seeks to find out the OCB that is exhibited by the police officers in the Ghana Police Service. Mean and standard deviation were used to determine the OCB of the officers. The highest mean indicate the behavior that is most exhibited by the police officers and lowest mean is the less exhibited behavior of the police officers.

Table 3 Organisational Citizenship Behaviour

	Mean	Std. Deviation
Organisational Obey	3.3508	.85659
Loyalty of Coworkers in the Organisation	3.4004	.84619
Organisation Loyalty	3.3773	1.02790
Organisation Participation	3.4162	.87105

Source: Survey Data, 2023

According to table 3, “organisational obey” had a mean value of 3.3508 and a standard deviation value of .85659. The mean value of “loyalty of coworkers in the organisation” is 3.4004 with a standard deviation of .84619. “Organisation loyalty” had a mean and a standard deviation value of 3.3773 and 1.02790 respectively. “Organisation participation had a mean and a standard deviation value of 3.4162 and .87105 respectively. From table 3, it is established that police officers exhibit more of organisation participation and loyalty of coworkers in the Ghana Police service while they exhibit less of organisation loyalty and organisational obey at the Ghana police service.

4.5 Assessment of Measurement Model

4.5.1 Exploratory Factor Analysis (EFA)

KMO and Bartlett Test

The sampling adequacy can be assessed by examining the Kaiser-Meyer-Olkin (KMO) (Kaiser, 1970). KMO is suggested when the cases to variable ratio are less than 1:5. It ranges from 0 to 1, while according to (Hair, Anderson et al. 1995a; Tabachnick & Fidell 2001), 0.50 considered suitable for FA. On the other hand, (Netemeyer, Bearden et al. 2003) stated that a KMO correlation above 0.60 - 0.70 is considered adequate for analyzing the EFA output. Bartlett’s

test of Sphericity (Bartlett 1950) provides a chi-square output that must be significant. It indicates the matrix is not an identity matrix and accordingly it should be significant ($p < .05$) for factor analysis to be suitable (Hair, Anderson et al. 1995a; Tabachnick & Fidell 2001).

Table 4 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.931
Bartlett's Test of Sphericity	Approx. Chi-Square	2910.349
	Df	91
	Sig.	.000

Source: Survey Data, 2023

Table 4 reveals that KMO had a value of 0.93 which is above the KMO cut of point of 0.5 indicated by Tabachnick and Fidell (2001). Thus, the model is considered suitable for the factor analysis. Also, the Bartlett's Test of Sphericity had a p-value 0.000 which is below 0.05 (Tabachnick & Fidell, 2001), thus the model is suitable for the factor analysis.

Communalities

The communality is the proportion of common variance within a variable. Therefore, before extraction, all of the variance associated with a variable assumed to be common variance. As the PCA work on the assumption that all the variance associated with a variable supposed to be 1 before factors extraction. Thus, this communality table/matrix gives information about how much of the variance in each item is explained. Low value 0.3 indicates that the item does not fit well with another item in its component (Hadi, Abdullah & Sentosa, 2016). Communality as dimension reduction techniques seek to identify items with a shared variance, it is advisable to remove any item with a communality score less than 0.2 (Child, 2006).

Table 5, Communalities

	Initial	Extraction
POS1	.790	.801
POS2	.848	.904
POS3	.779	.787
POS4	.787	.779
POS5	.828	.841
POS6	.848	.922
POS7	.829	.847
POS8	.863	.874
POS9	.862	.881
POS10	.872	.886
OB	.059	.009
LCO	.545	.560
OL	.714	.931
OP	.610	.635

Note;

Perceived organisation support variables are POS1 to PS10

Organisation Citizenship Behaviour variables are “OB” which stands organisation obey, “LCO” which stands for loyalty of coworkers in the organisation, “OL” which stands for organisation loyalty and “OP” which stands for organisation participation.

Extraction Method: Principal Axis Factoring.

Source: Survey Data, 2023

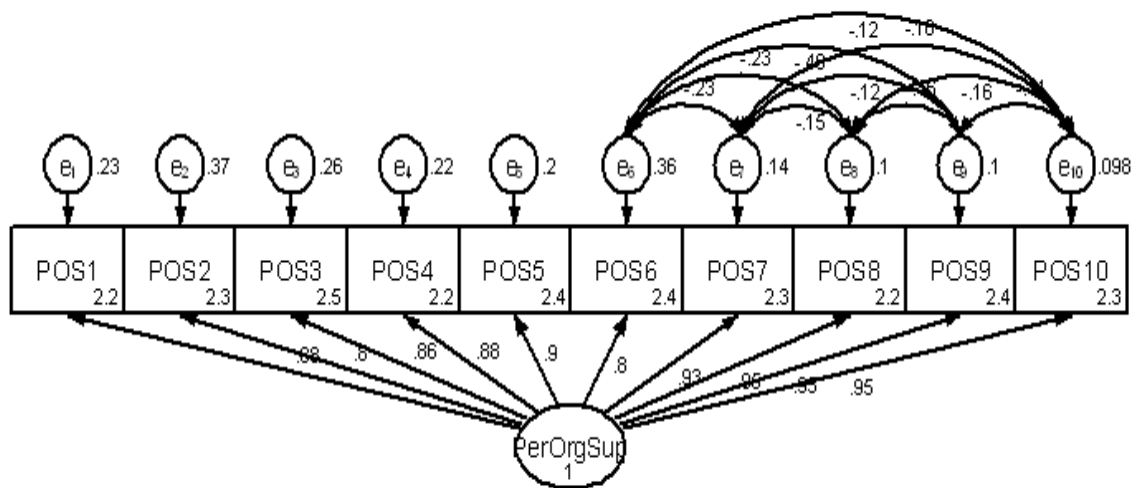
The communalities values of the variables range from 0.560 to 0.922. However, OB which is a variable of organisation citizenship behavior had a value less than 0.2, thus it was dropped before conducting the Confirmatory factor analysis. The result is consistent with Child (2006) communality cut off point.

4.5.2 Confirmatory Factor Analysis

The study employed goodness of fit test using CFA. Model fit statistics was used to evaluate model fit: comparative fit index (CFI), standardized root mean squared residual (SRMR) and coefficient of determination. The study followed commonly acceptable criteria regarding goodness of fit: CFI (≥ 0.95), and SRMR (≤ 0.08) (Hu & Bentler, 1999).

CFA for Perceived Organisation Support

Figure 2, CFA of Perceived Organisation Support



Source: Author's Construct, 2023

Table 6, POS Fitness Threshold

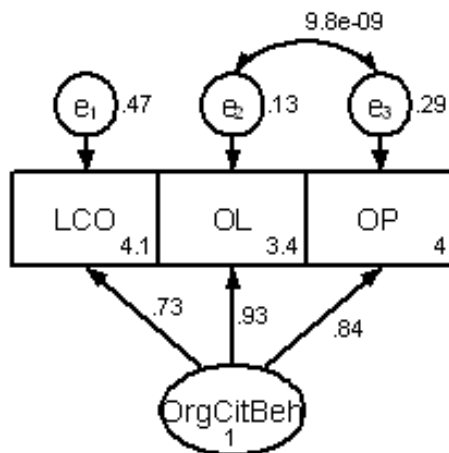
	Fitness
SRMR	0.043
CFI	0.930

Source: Survey Data, 2023

According to table 6, SRMR, and CFI values met the accepted criteria given by Hu and Bentler (1999). Therefore, Perceived organisation support model has a good fit and can be used for the structural equation model.

CFA Organisation Citizenship Behaviour

Figure 3, CFA of Organisation citizenship Behaviour



Source: Author's Construct, 2023

Table 7, OCB Fitness Threshold

SRMR	0.000
CFI	1.000

Source: Survey Data, 2023

According to table 7, SRMR, and CFI values met the accepted criteria given by Hu and Bentler (1999). Therefore, Organisation citizenship behaviour model has a good fit and can be used for the structural equation model.

4.5.3 Reliability and Validity

Factor loadings and AVE was used to check the validity of the variables while alpha was used to check the reliability of the variables.

Table 8 Reliability and Validity

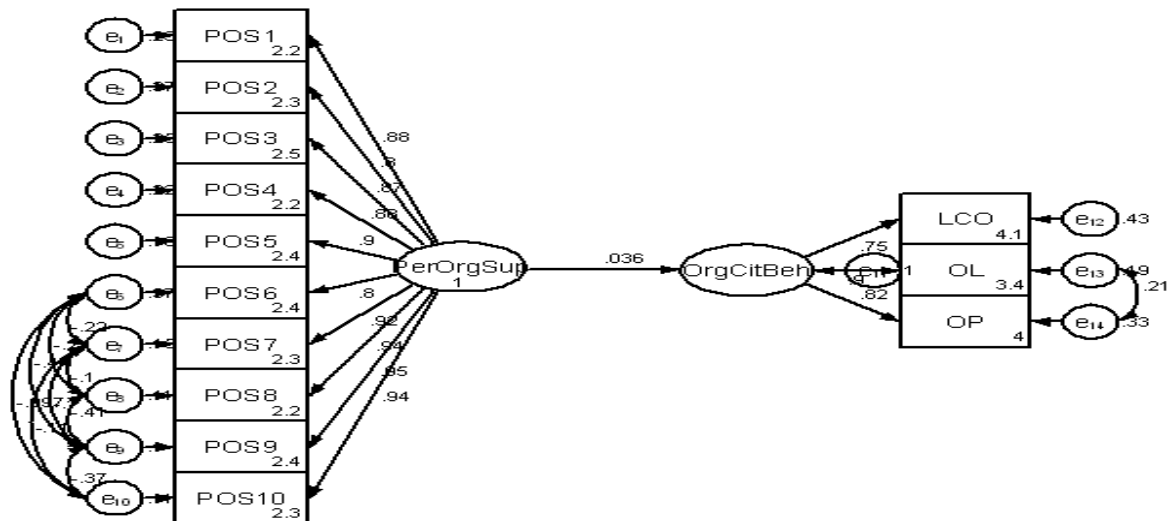
	Items	Factor Loadings	AVE	Alpha
Perceived Organisation Support			0.8	0.97
	POS1	0.88		
	POS2	0.8		
	POS3	0.86		
	POS4	0.88		
	POS5	0.9		
	POS6	0.8		
	POS7	0.93		
	POS8	0.95		
	POS9	0.95		
	POS10	0.95		
Organisation Citizenship Behaviour			0.7	0.87
	LCO	0.73		
	OL	0.93		
	OP	0.84		

Source: Survey Data, 2023

According to table 8, the factor loadings values ranges from 0.73 to 0.95 which means that are the variables have met their acceptable criteria factor that is > 0.5 as recommended by Hair et al., (2010). The Ave value ranges which 0.7 to 0.8 and the alpha values also ranges from 0.87 to 0.97. this means that both AVE and the alpha values of the variables met acceptable criteria (AVE = $>.50$; alpha = $>.70$) as recommended by as recommended by scholars (Fornell & Larcker, 1981; Vandebosch, 1996; Nunnally, 1978). Therefore, SEM can now be applied.

4.6 Assessment of Structural Equation Model (SEM)

Figure 4, Path diagram



Source; Author's Construct, 2023

Table 9, Coefficient of Variable

	Beta	p-value
PerOrgSup → OrgCitBeh	0.036	0.042

Note

PerOrgSup stands for Perceived Organisation Support

OrgCitBeh stands for Organisation Citizenship Behaviour

Source Survey data, 2023

According to table 9, the path relation of PerOrgSup -> OrgCitBeh had a beta value 0.036 which indicates that perceived organisation support has a positive relationship with organisation citizenship behaviour. A p-value of 0.04 which is above 0.05 acceptable significant level indicates that the path relationship PerOrgSup -> OrgCitBeh is statistically significant.

4.7 Discussion of Results

4.7.1 The level of POS in the Ghana Police Service

Employee perceptions of how helpful and concerned their bosses are for their well-being have been termed "perceived supervisor support" (Eisenberger et al., 2002). However, the current study reveals that the Ghana Police Service shows a higher POS by ignoring most of the complaints of their officers. The rate at which they are ignored affect the working effectiveness and efficiency. The study also established that the Ghana Police Service makes their job interesting as possible. The means that when the GPS put in more effort to provide their officers with the needed resources and motivation, it really makes them happy, it boosts their confidence level and also do their possible best in the duties. According to Rich et al. (2010),

workers are more inclined to show trust and confidence when they believe their Organisations are highly supportive of them, which encourages them to provide original ideas and proposals. The GPS showing a higher POS in valuing the officer's contribution to their well-being. This implies that the more GPS as consistent in appreciating the contribution of their officers the more the officers will be committed to their services. In connection to the study findings, Akgunduz and Sanli, (2017) reveals that the perception of the Organisation cares for the contributions and welfare of its employees is because it is closely related to Organisational performance. This implies that performance of officers improves when GPS values their contribution.

Moreover, a higher POS indicating how the police officer takes pride in their accomplishment. As a result of people being more productive at work when they feel appreciated, perceived Organisational support is crucial. An employee is more likely to respond positively to Organisational changes and needs if they consistently get praise or credit for their work. Employees may be more willing to help the business through changes in management, difficulties with the marketing strategy, and systemic changes if they feel well-treated at work and are appropriately paid for their efforts. An organisation's internal loyalty may support its survival in difficult situations (Indeed Editorial Team, 2022).

The study also found out that a higher mean indication how the Ghana Police service are willing to extend itself in order to help them perform their job to the best of their ability. This means that as long as GPS comes in to help them perform their duties, the more the police officers performance, effectiveness and productivity will be improved. Access to resources is one way that Organisations can help their members and boost their motivation. Time, attention, and information resources are few, and members often lack clear instructions on how to use them or what comes first (Meyers and Lehmann-Nielsen, 2012).

In addition, a lower mean implies that the GPS shows very little concern for them (R). The

absence of support from Organisational leadership results in officers' perceptions that the administration does not respect them and views them as disposable (Boateng, 2014; Eisenberger et al., 1986; Haas, Van Craen, Skogan, & Flietas, 2015; Reynolds & Hicks, 2015). Unsupportive Organisations may foster a culture that discourages people from sharing their genuine feelings with coworkers and superiors, thus amplifying the traumatic impact of being exposed to serious situations (Birze, Regehr, Paradis et al., 2022). In connection to Birze, Regehr, Paradis et al., (2022) the empirical study reveals that the GPS fails to notice them when they do the best possible job. This implies that the GPS fails to notice them leads to them always having a lower POS. Also, GPS fails to appreciate any extra effort from them. This implies that the GPS fails to recognized their effort leads to them always having a lower POS. Birze, Regehr, Paradis et al., (2022) posit that unsupportive Organisations may foster a culture that discourages people from sharing their genuine feelings with coworkers and superiors, thus amplifying the traumatic impact of being exposed to serious situations.

Also, the empirical study reveals that the GPS offer lower POS to police officers by really cares about their well-being. This means that they do not really care about them and what they do at the police service. According to Akgunduz and Sanli (2017), the general perception that the Organisation cares for the contributions and welfare of its employees mainly because it is closely related to Organisational performance. This implies that GPS showing lower POS will cause the police officers to give abysmal performance in the police service. Also the empicial study reveals that GPS showing care about the officers' general satisfaction at work was very low. This implies that the GPS does not have an interest in the officers' satisfaction. Quagraine, Adu, Ashie, and Opoku (2019) reveals that emotional and normative commitment were significantly impacted by Organisational support for career development. Once again, employees felt that the company did not assist their professional advancement which is in line with the study findings.

4.7.2 The OCB of the Ghana Police Service Officers in Ghana

The empirical study reveals that the police officers exhibit more of organisation participation. This means that the more police officers are to be involve in organisational participation by speaking positively about the company and expressing their loyalty to the company, the more the GPS will be well appreciated in the country. According to Chahar (2019), OCB refers to an employee's attitude toward the Organisation while going above and beyond the call of duty for the current work. Managers and supervisors value subordinates who help the company achieve effectiveness (Tang & Chang, 2010). Numerous studies have shown that certain subordinates act in ways that go beyond their assigned responsibilities, even when their efforts are not formally rewarded by the company. Extra-roles are roles that go above and beyond what is required under the conditions of employment and job descriptions. A subordinate is said to display Organisational citizenship behaviour when they act creatively, spontaneously, and zealously beyond the call of duty (Unaam, Adim, & Adubasim, 2018).

Also, the empirical study reveals that the Police officers exhibits more OCB in relation to loyalty of coworkers in the Ghana Police service. Loyalty of coworkers in the GPS helps the police officers to offer assistance to their coworkers and this helps with the progress of the Police service. Podsakoff et al. (2009) to be positively correlated with customer satisfaction and unit-level performance at the Organisational level. They also contend that OCBs may improve staff cohesion, morale, and a sense of teamwork. They contend that doing so would result in less time and effort being spent on team maintenance tasks and would also improve the organisation's capacity to draw in and keep the top people

The empirical study further reveals that the Police officers show less OCB in organisational loyalty. This implies the police officers will not give 100% loyalty to the GPS if their services or satisfaction are not met. Meaning they will not put a lot of effort in protecting the image and reputation of the police service. Unaam, Adim, and Adubasim (2018) looked at the link

between employee loyalty and Organisational citizenship behavior and found out that corporate citizenship is positively and significantly influenced by employee loyalty. Managers should make an effort to establish a positive relationship with staff members that will increase their motivation to go above and beyond the call of duty which is in line with the study findings. In contrast, according to Krishnan and Arora (2008), Organisational citizenship behaviour (OCB) is a discretionary behaviour that improves Organisational success by assisting coworkers, managers, and the organisation. Ladebo et al. (2011) found that employees who perform aspects involved in OCB function as a bond holding the Organisational community together and improve the well-being of the Organisation

Managers and supervisors value subordinates who help the company achieve effectiveness (Tang and Chang, 2010). Numerous studies have shown that certain subordinates act in ways that go beyond their assigned responsibilities, even when their efforts are not formally rewarded by the company. Extra-roles are roles that go above and beyond what is required under the conditions of employment and job descriptions. A subordinate is said to display Organisational citizenship behaviour when they act creatively, spontaneously, and zealously beyond the call of duty (Unaam, Adim, & Adubasim, 2018). However, the empirical study reveals that the police officers exhibit less of organisational obey at the Ghana police service. In contrast, Jafari and Bidarian (2012) discovered a link between procedural fairness and Organisational citizenship behavior. Several demographic characteristics were examined as part of this study, and it was found that none of them significantly impacted civic behaviours in a moderating way. These results demonstrate that procedural fairness and Organisational justice are important predictors of Organisational citizenship practises (Jafari & Bidarian, 2012).

4.7.3 The Effect of POS on OCB of the Ghana Police Service Officers

The empirical study found out, perceived organisation support was statistically significant and this implies that a 1% increase in perceived organisational support will lead to 3.6% increase in organisational citizenship support. The result indicates that there is a weak positive POS from the GPS and this will lead to police officers not fully exhibiting or showcasing a well encouraging organisational citizenship behaviour. Meta-analysis of Ahmed and Nawaz (2015) found that POS is a significant predictor of OCB in past studies. Jehanzeb (2020) examined the relationship between perceived organisational support (POS), employee development and organisational citizenship behavior (OCB) while considering the moderating effect of person–organisation (P–O) on this association. The results of the study strongly supported the relationship between POS, employee development and organisational commitment. However, an insignificant relationship was found between POS, employee development and OCB. The results also reported a significant relationship between organisational commitment and OCB. Moreover, the relationship between organisational commitment and OCB was found to be moderated by P–O fit (Jehanzeb, 2020). Joubert, van Tonder and Grobler (2018) provided a more complete picture of the OCB, JS and POS within the SAPS and contribute towards cultivating a more professional corps of South African Police Service (SAPS) officials. The results of the correlation analysis revealed a negative relationship between POS and OCB and between JS and OCB. The data, however, indicated positive correlations between JS and POS.

4.8 Chapter Summary

The demographic information presented information in relation to the respondents' age, gender, marital status, higher education level, years of service and post level. Mean and standard deviation were used to determine the level of support given to the police officers and the OCB of the officers. In relation to POS, the highest means of the findings indicate the greater support given to them and the lowest are the support less given to them. In terms of

OCB, the highest mean indicate the behavior that is most exhibited by the police officers and lowest mean is the less exhibited behavior of the police officers.

The sampling adequacy can be assessed by examining the Kaiser-Meyer-Olkin (KMO) (Kaiser, 1970). Bartlett's test of Sphericity (Bartlett 1950) provides a chi-square output that must be significant. PCA assumes all variance is 1, and communality tables/matrix indicate how much variance each item is explained. In identifying items with shared variance, communality score below 0.2 were dropped.

Model fit statistics was used to evaluate model fit: comparative fit index (CFI), standardized root mean squared residual (SRMR) and coefficient of determination. Perceived organizational support and Organisation citizenship behaviour model has a good fit and was used for SEM. Factor loadings and AVE was used to check the validity of the variables while alpha was used to check the reliability of the variables. The SEM indicates that the path relationship PerOrgSup -> OrgCitBeh is statistically significant.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Chapter Introduction

This chapter first looked at the summary of the finding, followed by the conclusion and finally made several recommendations to the study.

5.2 Summary of Findings

The study found out that, a lot of respondents used for the study were from the age range 28 – 37 years. This implies that a large percentage of the respondents used for the study were males. This means that a lot of the respondents used for the study were married. This means that respondents that holds diploma/ HND certificate were the respondents with a large percentage used for the study. This means that majority of the respondents were Lance Corporal. 162 (41.1%0 have being in the service for 4 – 6 years

The study found out that, the police officers received or are given higher POS in terms of the police service ignore any complaint from them (R), make their job as interesting as possible, values their contribution to its well-being, take pride in their accomplishments at work and the Police service willing to extend itself in order to help me perform my job to the best of my ability. In addition, the officers are given or received lower level in relation to the Police service showing very little concern for them (R), fails to notice them when they do the best possible job, fails to appreciate any extra effort from them (R), really cares about their well-being and cares about their general satisfaction at work.

The study further found out that, the police officers exhibit more of organisation participation and loyalty of coworkers in the Ghana Police service while they exhibit less of organisation loyalty and organisational obey at the Ghana police service.

Using the KMO and Bartlett's Test of Sphericity (KMO= 0.93, DF= 91, SIG=0.000), the model was suitable for the factor analysis. The communalities values of the variables ranges from 0.560 to 0.922. However, OB which is a variable of organisation citizenship behavior had a value less than 0.2, thus it was dropped before conducting the Confirmatory factor analysis. POS and OCB reveal that, both models were fit for the SEM. The factor loadings values ranges from 0.73 to 0.95, the Ave value ranges which 0.7 to 0.8 and the alpha values also ranges from 0.87 to 0.97, the factor loadings, AVE and alpha values all met the acceptable criteria. The path relation of PerOrgSup -> OrgCitBeh had a beta value 0.036, and a p-value of 0.04 and it means the relationship is positive and statistically significant.

5.3 Conclusions

Organisational citizenship behaviour (OCB) refers to any constructive and good activity taken by employees that assists co-workers and helps the organisation. It has a huge advantage for the firm since it boosts production and efficiency while also reducing the degree to which people leave the company. Perceived organisational support (POS) is connected to higher job satisfaction (JS) and inspires stronger OCB. POS is related to self-efficacy through the process of self-enhancement, which increases their propensity to engage in extra-role behaviours. The Ghana Police Service (GPS) has neglected to provide necessary assistance to its officers for a number of years, leading to subpar performance.

Organisations can help their members and boost their motivation by providing access to resources and social support. Perceived Organisational Support (POS) is associated with a variety of productive work-related behaviours, such as taking calculated risks for the benefit of the company, increasing self-determined motivation and work engagement, affective Organisational commitment and proactive behaviour, and improving performance and

satisfaction. Organisational Citizenship Behaviour (OCB) is a discretionary behaviour that improves

Organisational success by assisting coworkers, managers, and the organisation. Organisational obedience, Organisational loyalty, and Organisational participation are examples of OCB behaviors. Organisational citizenship behaviour (OCB) is influenced by a number of variables, including individual, organisational, and societal influences. The Ghana Police Service (GPS) is the primary body in charge of upholding the law in Ghana and has its roots in the protection of commerce routes and depots by the British Council of Merchants. Since 1975, recruits have gone through a nine-month course of instruction in physical training and drill. The Social Exchange Theory (SET) suggests that employees are motivated by expected inducements in exchange for their contribution to the Organisation. HRM practices such as investment in employees, participatory decision making and growth opportunities lead to employees feeling supported and part of a social exchange relationship.

The study investigated how perceived organisational support affects organisational citizenship behaviour of Ghana Police officers. The study found out that GPS offer a higher support to their officers (employees) by ignoring their complaints, however, they make sure officers work becomes interesting as possible, values their contribution to its well-being, and also make them take pride in their accomplishments at work and GPS extend itself to help the officers perform their job to the best of their ability. In addition, GPS offer lower support to officers by showing very little concern for them, fails to notice the officers when they do their best possible job, fails to appreciate any extra effort from them, really cares about their well-being and cares about their general satisfaction at work. The study also found out that the police officers exhibit more of organisation participation and loyalty of coworkers in the Ghana Police service while they exhibit less of organisation loyalty and organisational obey at the Ghana police service.

In conclusion, the study support the relationship between POS and OCB, therefore, POS and OCB is statistically significant.

5.4 Recommendation

Recommendations in this study are important to the government, GPS, commanders, and police officers as they provide information to POS and their OCB to enhance perceived organizational support, job satisfaction, and behaviors associated with organizational citizenship. The study suggests the government should provide the GPS with the needed resources for them to be very effective and productive in their duties. The resource will help the GPS support the police officers and bring out the best in them.

The GPS should listen to the complaints of the police officers; this will help the GPS build a good relationship with the police officers. A good relationship helps both the GPS and the officers trust each other, and they become very productive. The GPS should keep valuing the contribution the police officers offer to the service. When the police officers are well appreciated, they feel at peace and put in much effort to deliver a good performance in the service.

The police officers should carry on supporting their fellow colleagues, whether they are absent or not. This helps them build a strong team in the police department. The officers in question should also do the needful by protecting the image and reputation of GPS. This can be done when the police officers do not exhibit uncalled for behaviors in the police services in public with their badges. This will tarnish the image of the GPS.

The study suggests that a further study should be conducted by looking at the Army, Navy, and Fire Services to find out how POS affects OCB.

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APPENDIX

QUESTIONNAIRE

THE EFFECT OF PERCEIVED ORGANISATIONAL SUPPORT ON EMPLOYEE CITIZENSHIP BEHAVIOUR. THE CASE OF THE GHANA POLICE SERVICE

This questionnaire aims at collecting data on perceived organisational support and organisational citizenship behavior among Police Officers in Ghana. It is solely for academic purposes and your confidentiality is assured in the collection and analysis of the data. Your candid opinion is therefore kindly requested. Thank you for your cooperation.

SECTION A – Demographic Information of Respondents

Please tick [] your answer in each []

1. Age	18 – 27	[]
	28 – 37	[]
	38 – 47	[]
	48 and above	[]
2. Gender	Male	[]
	Female	[]
3. Marital Status	Single	[]
	In a relationship	[]
	Married	[]
	Divorces	[]
	Widow/ Widower	[]
4. Highest Educational Qualification	WASSCE	[]
	Diploma / HND	[]
	1 st Degree	[]
	Masters and Above	[]
5. Post Level	_____	
6. Years of Service (GPS)	_____	

SECTION B – Perceived Organisational Support

We would like to know the support you receive from the Ghana Police Service. Below are ten statements that you may agree or disagree with. Using the 1 - 5 scale below, indicate your agreement with each item by ticking [√] your answer as may be required. Please be open and honest in your responding.

1 – Strongly Disagree, 2 – Disagree, 3 – Neither Agree nor Disagree, 4 – Disagree, and 5 – Strongly Disagree.

	1	2	3	4	5
My organisation values my contribution to its well-being					
My organisation fails to appreciate any extra effort from me (R)					
My organisation would ignore any complaint from me (R)					
My organisation really cares about my well-being					
My organisation shows very little concern for me (R)					
My organisation takes pride in my accomplishments at work					
Even if I did the best job possible, my organisation would fail to notice (R)					
My organisation cares about my general satisfaction at work					
The organisation tries to make my job as interesting as possible					
The organisation is willing to extend itself in order to help me perform my job to the best of my ability					

SECTION C – Organisational Citizenship Behaviour

We would like to know the OCB exhibited by the Ghana Police Service. Below are ten statements that you may agree or disagree with. Using the 1 - 5 scale below, indicate your agreement with each item by ticking [√] your answer as may be required. Please be open and honest in your responding.

1 – Strongly Disagree, 2 – Disagree, 3 – Neither Agree nor Disagree, 4 – Disagree, and 5 – Strongly Disagree.

	1	2	3	4	5
Organisational Obey					
7. I provide ideas for improving the functions and tasks in organisation.					
8. I'm looking to keep development of the organisation.					
9. I dedicate some time to help others at work and non-work issues.					
10. I take measures to protect my organisation against potential problems.					
11. When other employees criticize the organisation, I defend it.					
Loyalty of Coworkers in the Organisation					
12. I render help to those who are absent					
13. I give my personal properties to others to help them in their work.					
14. With inner satisfaction, I spend my time to help others who have faced work-related problems.					

15. I help others to fulfill their obligations					
Organisation Loyalty					
16. I adjust my work schedule so that I have time to help coworkers who need assistance.					
17. I express my concerns about the reputation and image of the organisation clearly.					
18. I say welcome to new employees when they enter the working groups					
Organisation Participation					
19. When I speak positively about the company to others, I feel proud.					
20. I express my loyalty to the organisation.					
21. I carry out the tasks for which I am not specifically requested since I am certain that they will enhance the goals of the company.					

THANK YOU