Organizational Support for Career Development and Its Influence on Employee Commitment in the Ghana Police Service

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Abstract

The study concerns Organizational support for career development on Organizational commitment in the Ghana police service. The purpose of this topic being that most studies conducted in Ghana's security sector have focused on job satisfaction, job stress, corruption and image branding. Given the importance of the Police work to society and extensive skills and training associated with preparing them for effective policing, it has become extremely important to study issues pertaining to their career development and employee commitment. To address this gap, literature was reviewed. Out of the literature reviewed, Meyer and Allen Organizational commitment and Manyasi, Kibas and Chepkilot Organizational support for career development framework were adopted to understand the variables of the study. To validate this framework, a cross-sectional survey design was adopted. Using a multi-stage sampling technique, Morgan and Krejcie sampling determinant table was used to select two hundred and seventy-one (271) junior and senior personnel from the headquarters of the Ghana police service in Accra who completed the survey instrument. Hypotheses formulated were tested through linear and hierarchical regression analytic procedures using Statistical Package for social sciences (SPSS). Findings suggested that Organizational support for career development had significant impact on affective and normative commitment. Again, personnel perceived low organizational support for career development. Personal characteristics such as age, gender and level of education also had moderate effects on organizational support for career development and Organizational commitment. It was concluded that the government should develop and maintain highly skilled personnel by providing them with more career development options and supports as this will greatly impact on their willingness to stay with their organization and also reflect in their job performance.

Introduction and Background

Most organizations have come to realize that structures and logistics are not self-productive but it takes effective and strategic human capital development and management to achieve Organizational goals and objectives. Increasingly, organizations are paying more attention to the development of employee skills and this has made employee development a central part in the practice of human resource management [1,2]. High commitment human resource practices that focuses on employee commitment affects Organizational outcomes by shaping employee capacities, behaviors and attitudes [3].

Research has also proven the strong linkage between employee career development and commitment at the workplace [2]. Employees tend to stay with Organizations where they see the potential for career development and where the Organizational culture fosters learning and development hence the need for support from employers (Baruch, 2016). Employee development is sponsored by an Organization for its employees and focuses on identifying, assuring and helping evoke new insights through planned learning. Lack of career planning for promotion and individual aspirations with Organizational needs and opportunities however causes great personal and financial hardships, both to the individual and their Organization. Organizational support for employee career development could be formal strategies or informal but both have positive implications for staff as they will enhance their skills and would make them more reflective in their activities Kannan.

The Ghana Police Service (GPS) has, since its inception been in the frontline of the criminal justice system of Ghana. It is clearly, the most visible arm of government as the symbol of law and order, to the people. It was mandated by the Police Service Act 1970, Act 350, and continued in existence by Article 200 of the 1992 Constitution. It was made one of the fourteen public services in Ghana by Article 190 (1) (a) of the same Constitution. The Constitution mandates the Service to operate on democratic policing principles. In that regard, the GPS is now committed to a continuous transformation of its services from traces of its military and coercive policing profile into one operating on the democratic philosophy and international best practice of providing secure and peaceful community policing services. In order to fulfill its mission, it is imperative on the part of the Ghana police service to increase its intake and by so doing bridging the people-police ratio, enhance its training capacity as well as support its staff to build their capacity so as to enhance their performance [4]. This research also seeks to study the dimensions of Organizational commitment through the validation of Allen and Meyer's model. Research shows that little attention has been centered on Organizational commitment within the law enforcement Organizations possibly because these conditions are far more difficult to create. Currently, law enforcement agencies like many other Organizations have found themselves competing to attract and retain high qualified employees. Given the importance of the Police work to society, and extensive skills and training associated with preparing them for effective policing, maintaining a stable workforce

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with positive work attitude becomes extremely important. It is the need to address these gaps in the literature that has necessitated the research.

Literature Review

According to Naidoo, it is important to note that both the individual and the Organization have an interest in an individual's career, and both parties may take actions to influence that career [5]. These related career initiatives are referred to as career planning and career management activities. Career planning is defined by Schein as a deliberate process of becoming aware of the self, opportunities, constraints, choices, and consequences; the identification of career-related goals; and a programming of work, educational and related developmental experiences to provide the direction, timing and sequence of steps required to attaining a specific career goal [6].

An effective career development process ensures that Organizations have the right people with the right skills to get the job done and meet Organizational objectives. It means building a talent pool able to meet current and future needs. Fortunately, for most companies, the effort doesn't require starting from the scratch. Often, it means taking existing resources and figuring out how best to align them to the Organization's strategy. Introducing a successful career development programme is a multi-step process requiring identifying the skills needed to achieve Organizational goals, identifying the employees best suited to develop those competencies, then helping them in their progression and, finally, finding ways to measure success Geber.

Organizational Commitment

Different definitions of organizational commitment can be found in literature. Mowday, et al. defines commitment as "the relative strength of an individual's identification with a particular organization" [7]. Meyer, Becker and Vandenberg he also define Organizational commitment as a psychological relationship between employees and their organization. This definition conceives commitment as comprising some form of psychological bond between an employee and the organization. Meyer and Allen developed a framework to measure three dimensions of Organizational commitment [1]. They referred to them as Affective, continuance and normative commitment. In arguing for their framework, Meyer and Allen contended that affective, continuance and normative commitments were components rather than types because employees could have varying degrees of all three at a time [1]. For instance, one employee might feel both a strong attachment to an organization and a sense of obligation to remain. Another might enjoy working for the organization but also recognize that leaving would be very difficult from an economic standpoint and this can be seen in Ghana where even though most employees are not committed to their jobs, they still stay because jobs are limited.

The three components of Organizational commitment as described by Meyer and Allen are *affective commitment* which is characterized by an employee's emotional attachment, identification with and involvement in the organization [1]. Employees with a strong affective commitment stay with the organization because they want to. *Continuance commitment* which is characterized by an employee's assessment of the costs of leaving the organization compared with the costs of staying. Employees who perceive the costs of leaving the organization as greater than the costs of staying remain in the organization because they need to. *Normative commitment* which is characterized by an employee's feelings of obligation to the organization. Employees experiencing high levels of normative commitment stay with the organization because they feel they are obliged to.

Theoretical Review

The study examines three major theories that relate career development and organizational commitment. These are discussed as follows:

- **The Social Exchange Theory**

The Social Exchange Theory was put forward by Homans and has been one of the major theories in the field of industrial psychology. The theory has three basic assumptions (as cited in Cook and Rice). First, social exchange theory operates on the assumption that individuals are generally rational and engage in costs and benefits analysis in social exchanges. Human beings weigh the options in choices available to see whether the benefit is more than the cost to determine whether to go in for that choice or not. Secondly, social exchange theory operates on the assumption that those involved in the exchange seek to maximize their benefits or profit, especially in terms of meeting basic individual needs.

- **Perceived Organizational Support (POS) Theory**

The Organizational support theory envisages that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which their Organization values their contributions and cares about their well-being (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades). Such POS would increase employees' felt obligation to help the Organization reach its objectives, increase their identification with the Organization and contribute to their expectation. The provision of such Organizational support to an employee is likely to generate feelings of goodwill towards the Organization, strengthening the employer – employee relationship, which, in turn, increases the feelings of obligation to repay the Organization by staying with them.

- **Psychological contract**

A distinct but highly related concept to perceived Organizational support is that of the 'psychological contract'. The 'psychological contract' refers to an employee's beliefs about the mutual obligations that exist between the employee and the Organization within which they work. The belief of the employee is based upon the promises made by the employer (such as conditions of employment and future opportunities) with an obligation to the employer being given in exchange for those promises. The study explains this to the fact that when employees think about the fact that the Organization has not fulfilled their part of the contract by providing career supports, they can search for other options and leave the Organization. It can be concluded that psychological contract is perceptual in nature and therefore the interpretations of the contract will vary according to individuals and may not be shared by the employees and the employer.

Hypotheses

In pursuance of the above objectives, the following hypotheses were developed and tested:

H1: There will be a significant and positive impact of Organizational support for career development on employees' affective commitment among police personnel in Ghana.

H2: There will be a significant and positive impact of Organizational support for career development on employees' continuance commitment among police personnel in Ghana.

H3: There will be a significant and positive impact of Organizational support for career development on employees' normative commitment among police personnel in Ghana.

H4: Organizational support for career development will have its highest influence on affective commitment, followed by normative and continuance in the Ghana Police Service.

Methodology

Research design is important in every research because it aids the smooth flowing of the research operations, thereby making research as efficient as possible yielding maximal information with least cost of expenditure, effort and time. In real terms, the research design can be likened to a well thought out plan or foundation for the research Kothari. The study adopts the cross-sectional survey design. This design was considered appropriate for the study because Dawson and Kumar assert that surveys aid in finding out the views or opinions of a population on issues being investigated [8,9]. The correlational design also seeks to establish the nature of relationships between variables Kothari.

Population and sample size

According to Yount, a population refers to a complete set of elements (persons) that possess some common characteristic defined by the case criteria established by the researcher. The population of the study consisted of personnel of the Ghana Police Service national headquarters. There are a total number of five hundred and sixty four police personnel at the headquarters of the Ghana Police Service (Ghana Police Service Quarterly Report, 2017). This population comprised senior level and junior level officers involved in the day to day policing operations. Out of the total of 564 police personnel, 271 were randomly selected for the study. In order to obtain a proportional representation from each department, the following formulae was used: POD/SS × TP

Where:

- POD=Population in each Department,
- SS=Sample Size,
- TP=Total population.

Research instruments used

The study employed the use only primary data. A structured survey instrument was adopted as a scale in gathering quantitative data. Mayasi et al. and Meyer, Allen and Smith research instruments were used as the main sources of primary data collection [10,11]. Meyer, Allen and Smith research instrument which contained 18 measurement items was used to measure police personnel Organizational commitment. These measurement scales were adopted for the study because the items had direct relations with the objectives for the study and hence were appropriate scales to address these research objectives.

Demographic variables such as sex, level of education, marital status, length of service and police rank were added to find out whether or not such demographics would significantly affect the relationship between Organizational support for career development and Organizational commitment.

Data analysis

Data analyses were guided by the research questions and the conceptual framework. Data collected were first of all edited and coded. The coded information was keyed and analyzed on the computer using the Statistical Package for Social Sciences (SPSS) version 18 software. Descriptive statistics such as frequencies and percentages were used to present respondents' demographic characteristics. Simple and hierarchical regression analyses were used to assess the relationship and impact of career support on commitment and the levels of commitment among police personnel at the headquarters of the GPS (Table 1).

The study sought to establish the relationship between Organizational support and the various dimensions of commitment. The Pearson's correlation analysis was used to this effect and the hypotheses were tested at a significant level of 0.01. From Table 2, it was found that there exist a significant positive relationship (r=0.407, p<0.01) was also found between Organizational support and affective employee commitment. This indicates that employees' commitment is likely to increase at a very significant rate when the Service provides support for its employees. On the contrary if organizations fail to provide support for its employees, their sense attachment to the organization will decrease.

Furthermore, an insignificant positive (r=0.069, p>0.05) relationship was found between Organizational support and employees' continuance commitment. On the other hand there was a significant positive relationship (r=0.259, p<0.01) between Organizational support for career development and employees' normative commitment. This means that when support for personnel increases, employees' normative commitment will also increase and vice versa.

Hypothesis testing

Table 3 shows a hierarchical regression analysis of the impact of Organizational support for career development on affective employee commitment.

The Impact of Organizational Support for Career Development on Affective Commitment

In Model 1, the effects of gender, age and educational level in the prediction of affective employee commitment were controlled for.

Study Variables	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach's alpha
Sex of Respondents	1.31	0.465	0.802	-1.367	-
Age of Respondents	3.28	1.283	0.249	-0.577	-
Educational level	1.79	0.823	1.006	.694	-
Marital Status	1.75	0.513	0.052	1.666	-
Length of Service	2.46	1.040	0.279	-1.122	-
Rank of Respondents	2.86	1.554	0.770	-0.475	-
Organisational support	2.74	0.768	0.210	-0.084	0.77
Career Development	2.48	1.007	0.434	-0.561	0.85
Affective Commitment	3.40	0.825	-0.304	-0.387	0.77
Continuance Commitment	2.98	0.719	-0.006	0.035	0.61
Normative Commitment	3.17	0.592	-0.449	0.227	0.72

Table 1: Descriptive statistics of main study variables.

	Study Variables	1	2	3	4	5	6	7	8	9
1	Gender of Respondents									
2	Age of Respondents	-0.099								
3	Education Level	-0.033	0.249**							
4	Marital Status	-0.087	0.515**	0.201**						
5	Length of Service	-0.059	0.798**	0.297**	0.459**					
6	Rank of Respondents	0.048	0.532**	0.311**	0.281**	0.501**				
7	Organisational support	0.001	0.132*	0.021	0.086	0.132*	0.173**			
8	Affective Commitment	-0.083	0.109	-0.013	-0.008	0.078	0.073	0.407**		
9	Continuance Commitment	-0.048	-0.027	-0.003	0.038	0.014	-0.078	0.069	0.058	
10	Normative Commitment	0.085	-0.033	-0.104	-0.076	0.010	-0.011	0.259**	0.471**	0.272**

Note: n=270. *$p<0.05$; **$p<0.01$. Gender was coded as Male=1 and Female=2.

Table 2: Correlation coefficients of study variables.

Model		Unstandardized Coefficients		Standardized Coefficients	t	p	F	R	R^2	AR^2	ΔR^2
		B	Std. Error	Beta							
1	Constant	3.406	0.223		15.275	0	1.707	0.137	0.019	0.008	0.019
	Gender of Respondents	-0.129	0.108	-0.073	-1.19	0.235					
	Age of Respondents	0.072	0.041	0.113	1.784	0.076					
	Educational Level	-0.043	0.063	-0.043	-0.685	0.494					
2	(Constant)	2.35	0.253		9.282	0	14.13*	419	0.176	0.163	0.157
	Gender of Respondents	-0.139	0.1	-0.078	-1.397	0.164					
	Age of Respondents	0.037	0.038	0.058	0.99	0.323					
	Educational Level	-0.038	0.058	-0.038	-0.662	0.508					
	Organisational support	0.429	0.061	0.4	7.09	0					

Note: n=270. *$p<0.05$; **$p<0.01$.

Table 3: Hierarchical multiple regression analysis showing the influence of organisational support for career development on affective commitment.

Gender, age and educational level predicted only 1.9% of the variance in affective employee commitment as shown by the R^2 value in Model 1 ($R^2=0.019$). After the Organizational support for career development variable was entered into Block 2, it predicted 17.6% of the variance in affective employee commitment ($R^2=0.176$). This means that, there was an increase of 15.7% of variance when the effect of Organizational support was added ($\Delta R^2=0.15.7\%$). From model 2, it can be seen that Organizational support for career development had a significant positive influence on affective employee commitment ($\beta=0.400$, $p<0.01$). It was found that the entire model significantly predicted affective employee commitment (F $(4,265)=14.13$, $p<0.01$). These findings support the assertion in Hypothesis 1 which stated that "*There will be significant positive impact of organizational support for career development on affective commitment of police personnel*".

The Impact of Organizational Support for Career Development on Continuance Commitment

From Table 4 depicts a hierarchical multiple regression analysis showing the impact of Organizational support for career development on continuance employee commitment within the Ghana Police service. In Model 1, the effects of gender, age and educational level in the prediction of continuance employee commitment were controlled for. Gender, age and educational level predicted only 0% of the variance in continuance employee commitment as shown by the R^2 value in Model 1 ($R^2=0.003$). Similarly Organizational support for career development predicted 0% of the variance in continuance employee commitment ($R^2=0.009$) in the model 2 of Table 4. Therefore, there was no change ($\Delta R^2=0.00$) in the amount of variance when the effect of Organizational support was added to the model. It was also found that Organizational support for career development had an insignificant

impact on continuance employee commitment ($\beta=0.075$, $p>0.01$). The entire model showing the impact of Organizational support for career development on continuance employee commitment was also found to be insignificant (F $(4,265)=0.592$, $p>0.01$).

Hence, hypothesis 2 which predicted that "*there will be a significant positive impact of organizational support for career development on continuance commitment of police personnel*" was not supported by the findings of this study.

The Impact of Organizational Support for Career Development on Normative Commitment

Finally the hierarchical multiple regression analysis was used in Table 5 to establish the impact of Organizational support for career development on normative commitment of police personnel in the Ghana Police Service. Model 1, shows the controlled impact of gender, age and educational level in the prediction of normative employee commitment. Gender, age and educational level predicted only 1.8% of the variance in normative employee commitment as shown by the R^2 value in Model 1 of Table 5 ($R^2=0.018$). Furthermore, Organizational support for career development predicted 8.7% of the variance in normative employee commitment ($R^2=0.087$) in the model 2 of Table 5. Therefore, there was 7.0% change ($\Delta R^2=0.070$) in the amount of variance when the effect of Organizational support was added to the model. It was also found that Organizational support for career development had a significant positive impact on normative employee commitment ($\beta=0.266$, $p<0.01$). The entire model showing the impact of Organizational support for career development on normative employee commitment was also found to be significant (F $(4,265)=6.320$, $p<0.01$).

Model		Unstandardized Coefficients		Standardized Coefficients	t	p	F	R	R²	AR²	ΔR²
		B	Std. Error	Beta							
1	(Constant)	3.141	0.196		16.046	0.000	0.830	0.058	0.003	0.008	0.003
	Gender of Respondents	-0.079	0.095	-0.051	-0.829	0.408					
	Age of Respondents	-0.018	0.036	-0.033	-0.514	0.608					
	Educational Level	0.003	0.055	0.003	0.052	0.958					
2	(Constant)	20.968	0.242		120.273	0.000	0.670	0.094	0.009	0.006	0.003
	Gender of Respondents	-0.081	0.095	-0.052	-0.847	0.398					
	Age of Respondents	-0.024	0.036	-0.043	-0.670	0.503					
	Educational Level	0.004	0.055	0.004	0.067	0.947					
	Organisational support	0.070	0.058	0.075	10.215	0.225					

Note: n=270. *$p<0.05$; **$p<0.01$

Table 4: Hierarchical regression analysis of continuance commitment on organisational support and career development intentions.

Model		Unstandardized Coefficients		Standardized Coefficients	t	P	F	R	R²	AR²	ΔR²
		B	Std. Error	Beta							
1	Constant	3.288	0.240		13.674	0.000	0.196	0.132	0.018	0.006	0.018
	Gender of Respondents	0.157	0.117	0.082	1.342	0.181					
	Age of Respondents	0.000	0.044	0.001	0.010	0.992					
	Educational Level	-0.109	0.068	-0.101	-1.611	0.108					
2	(Constant)	2.531	0.287		8.811	0.000	6.32**	0.295	0.087	0.073	0.070
	Gender of Respondents	0.150	0.113	0.078	1.325	0.186					
	Age of Respondents	-0.025	0.043	-0.036	-0.582	0.561					
	Educational Level	-0.106	0.066	-0.098	-1.615	0.108					
	Organisational support	0.308	0.069	0.266	4.486	0.000					

Note: n=270. *$p<0.05$; **$p<0.01$.

Table 5: Hierarchical regression analysis of normative commitment on organisational support and career development intentions.

This findings of the study therefore supports the hypothesis that *"Organizational support for career development has a significant positive impact on normative commitment when"*.

The Extent of Influence of Organizational Support for Career Development on Affective, Normative and Continuance Commitment

From the previous analysis it was found that Organizational support for career development had a significant positive influence on affective employee commitment (β=0.400, p<0.01). It was found that the entire model significantly predicted affective employee commitment (F (4,265)=14.13, p<0.01). On the other hand it was also found that Organizational support for career development had an insignificant impact on continuance employee commitment (β=0.075, p>0.01). The entire model showing the impact of Organizational support for career development on continuance employee commitment was also found to be insignificant (F (4,265)=0.592, p>0.01). Finally, Organizational support for career development had a significant positive impact on normative employee commitment (β=0.266, p<0.01). The entire model showing the impact of Organizational support for career development on normative employee commitment was also found to be significant (F (4,265)=6.320, p<0.01).

A comparison of the influence of Organizational support for career development on affective, continuance and normative commitment, revealed that Organizational support had its highest influence on affective followed by normative and continuance in that order. This supports the hypothesis which stated that *"among the dimensions of employee commitment, Organizational support for career development will have the highest influence on affective commitment, followed by normative and continuance"*.

Discussion of Findings

The purpose of this study was to determine the impact of Organizational support for career development on employee commitment in the public sector of Ghana with special focus on the Ghana Police Service. The results of our analyses provided estimates of the true relations between Organizational support for career development and subcomponents of employees' commitment identified as its consequences. As such, they allow us to evaluate what we know at this point about the nature, development and impact of organizational support for career development in the Ghana Police Service as far as employees' commitment is concerned and to what extent the evidence supports predictions made by the model. Moreover, our findings allowed us to address previously unresolved issues concerning how support for career development in an Organization affects the commitment of employees, to identify remaining gaps in research, and to suggest new directions and strategies for future research.

One of the major objectives of the study was to establish the impact of Organizational support for career development on affective commitment of employees in the Ghana Police Service. The findings of the study revealed that there exist a significant positive impact of Organizational support for career development on affective commitment of employees. This findings is consistent with that of Eisenberger et al. [12,13] who used the social exchange framework, to prove that when employees perceive a high degree of Organizational support, they repay the organization through increased affective commitment. Similar findings were discovered by Shore and Tetrick.

The results of this study which confirmed the assertion that Organizational support has a significant positive impact on affective commitment of employees was also consistent with the study by

Driscoll Randall on employees from dairy cooperatives, who found that the belief that organization supports and values their contribution increased their attachment to their organization. Another study by Eisenberger et al., proved that perceived Organizational support (POS) and Affective Commitment (AC) were empirically distinctive [12,13]. They also found that POS was positively and directly related to AC, which they attributed to social identification with the organization. In other studies, it was found that the act of Organizational support cultivated affective organizational commitment by strengthening employees' perceptions of both personal and company pro-social identities, images of the self and the organization as helpful, caring, and benevolent. Their findings suggested that support to employees initiates a process of pro-social sensemaking, in which giving leads employees to judge personal and company actions and identities as caring, and thereby strengthens their affective commitment to the company.

Furthermore the study fulfilled one of its major objectives by finding the impact of Organizational support for career development on continuance commitment. The study discovered that Organizational support for career development had an insignificant impact on employee commitment. This finding contradicts that of Adam, Dutton & Rosso, (2008) who asserted that Organizational support to employees strengthen continuance commitment by increasing the perceived costs of withdrawing from the organization. This is because giving privately and publicly demonstrates employees' dedication to their organization, employees may feel that they will lose the credit gained for their donations if they leave the organization, and will thus display stronger continuance commitment in order to avoid these costs.

The current study sought to establish the impact of Organizational support for career development on normative commitment of employees. The study revealed that Organizational support for career development had a significant positive impact on normative commitment. This findings confirmed that of Eisenberger *et al.* (2001) asserted that employees clearly believe that their organizations have a general positive or negative orientation toward them that comprise both their contributions and their welfare. The provision of organizational support to an employee is likely to generate feelings of goodwill towards the organization, strengthen the bond between employer and employee, which, in turn, increases the feelings of obligation to repay the organization, through the norm of reciprocity.

Employees need to determine whether, and to what extent, an organization will recognize and reward their effort, support their socio-emotional needs, and help them on request. According to organizational support theory, in return for a high level of support, employees work harder to help their organization reach its goals. Employees who experience a strong level of POS theoretically feel the need to reciprocate favorable organizational treatment with attitudes and behaviors that in turn benefit the organization [11,12].

In another study by Meyer *et al.,* it was found that apart from other employee attitudes such as organizational justice, overall job satisfaction, job involvement and role clarity believed to contribute to the development of normative commitment, organizational support to employees also plays a major role in improving the normative commitment of employees at the work place. Normative commitment may develop when an organization offers employees rewards in advance, such as paying college tuition, or if the organization goes to great length or cost to hire or train the employee, perhaps illustrating norm of reciprocity. This supports the findings of this study which indicates that Organizational support for employees help build their normative commitment in diverse ways [1].

Conclusion

The major purpose of the study was to establish the impact of organizational support for career development on the three dimensions of organizational support namely affective, continuance and normative commitment. Most of these researches have been conducted in Asian and European countries [14,15]. Interestingly, few have been done in Africa and have concentrated on sectors other than that of the Police Service. From a Ghanaian perspective, this research sought to fill this gap with evidence from the Ghana Police Service.

Hence, the analysis of this study established significant positive relationships between organizational support for career development and both affective and normative commitment. Subsequently, organizational support for career development had a significant impact on both affective and normative employee commitment. This brings us to the conclusion that, if the Ghana Police Service wants to improve on the sense of affection and obligation of its employees towards the organization, it will be important that management provides support for its personnel to enable them develop their career and improve on their effectiveness.

Recommendations for Management

The study was intended to assist management in determining actions managers can take to improve organizational support in the Ghana Police service and other organizations so as to maximize commitment among employees, thus leading to productivity. When employees perceive support for career development in the Service, their affective and normative commitment levels are likely to improve, hence management should endeavour to put in place policies that will ensure the development of personnel in order to maintain a high affective and normative commitment level in the service. These policies should be formulated in consultation with all the stakeholders to ensure that all parties are satisfied with the terms and conditions.

Based on the findings of this study, it is up to the Ghana Police Service and other organizations to provide a supportive climate for their employees, to keep them committed. The kind of support that employees require to perceive the organization to be supportive differs from one sector to another and from organization to another. Hence it is the responsibility of the Ghana Police Service and other organizations to understand what their employees need, to feel supported and make it available to them.

Specifically, it is suggested that since perceived support depends on discretionary treatment by the Organization (Adam, *et al.,* 2008), support such as increases in pay, health insurance, rank, job enrichment, and decentralization of decision making can be used to enhance perceived support to the extent that these signified positive evaluations.

Recommendations for Future Research

The present study looked at the impact of Organizational support for career development on employee commitment. This study provided a conceptual foundation for Organizational support for career development. An enhanced understanding of the outcome of Organizational support resulted in increased understanding of the Organizational support factors fundamental to employees' commitment at the workplace. Although the present study provided extensive support for many existing research findings, there are still many outcomes of organizational support as well antecedents of employee commitment that needs to be examined. It is therefore

recommended that future studies examine other outcome variables of organizational support and antecedents of employee commitment in order to add to the existing knowledge on how employee commitment can be improved in the Organization in order to improve on efficiency and productivity.

For the purpose of easy generalization, it is recommended that future studies on the concepts of Organizational support and employee commitment consider a wider population rather than a single Organization in order to come up with findings that can be generalized to a wide range of industries.

Lastly, this study employed the cross-sectional research design, which means that the study took place within a limited period of time. Organizational support is an actual and ongoing process in any Organization and perceptions might already have changed since this study was conducted. Thus, a longitudinal study would provide information on the change in perceptions over time. Therefore it is recommended that future research should examine the impact of Organizational support for career development on employee commitment and other job outcomes in a longitudinal study. For some employees, failure to provide Organizational support for career development may elicit immediate reactions, while for others, it may build up negative feelings over time. Conversely, over time the initial negative attitudes employees experience following the absence of Organizational support may become weaker due to them coping with the perceived failure of support from institutions and re-establishing trust with their organization.

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