

CHRISTIAN SERVICE UNIVERSITY COLLEGE
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

**EFFECTS OF EMPLOYEE COMMITMENT ON ORGANISATIONAL
PERFORMANCE**

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DECLARATION

We have read the University College's regulations relating to plagiarism and certify that this research is all our work and do not contain any unacknowledged work from any other source.

We also declare that we have been under supervision for this research herein submitted.

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DEDICATION

We dedicate this work to our various families for their support and provisions. We also dedicate it to our church members for their prayers and also our class mates and to our school, Christian Service University College for equipping us with knowledge and skills.

ACKNOWLEDGEMENT

We sincerely appreciate our supervisor, Mr. Isaac Ampong for reviewing every section of this work. To all lecturers of the Department of Management and General Studies of Christian Service University College, we say a very big thank you to you for their valuable contributions and suggestions to the organization of this work.

We express our profound gratitude to all participants for receiving us, partaking and sharing their views to make this project a success.

Finally, we express our gratitude also to our friends and family members for their prayers and support throughout this project. To all those who contributed in diverse ways towards the success of this project, we say we are grateful. God richly bless you all so much.

ABSTRACT

Employee commitment is a necessary ingredient in improving the performance of any organization. Employee commitment which is underpinned by loyalty, dedication, hard work and selflessness should not be taken for granted. It cannot be far-fetched to state that the degree of commitment between employees and employers is directly linked to the level of job satisfaction expressed by employees.

This study aimed to find out the effects of employee commitment on the performance of an organisation. This also aims to provide information to managers on best practices that they can be adopted to make workers satisfied on the job and therefore stay committed to the ideals and beliefs of the organization. A cross-sectional survey research design was adopted for the study. The population included the management heads and the other staff at the Ashanti Regional Office, Ghana Cocoa Board.

The population for the study is the management and employees at the Ashanti Regional Office of the Ghana Cocoa Board. A simple random sampling was used to draw 40 participants for the study. Primary data were collected by the use of questionnaires and interview, while secondary data were collected by using documentary reviews

Data collected for the questionnaires were edited and coded for consistency. The data were organised into frequency tables with percentages using SPSS. The data from the interview schedules were analysed using thematic analysis.

The results from the study revealed that good leadership had, compensation and non-wage compensation benefits, and training and development of employees, had direct positive influence on employee commitment.

We recommend that employees should be given adequate resources, facilities, training autonomy, and responsibility to strengthen the commitment of employees with their organisation, performance.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Every firm needs employees who are committed to be able to compete favourably with its competitors. Employees are the people whose skills, knowledge, mental aptitude and fortitude drive an organisation forward in its march to perform creditably well. In any kind of relationship, commitment is core. Employees who are committed show high level of contentment and energy while on a task. They perform their duties in the manner that shows a love and a sense of belonging for their organisation. They serve as representatives of their firms, both internally and externally. They have a special attachment to their work place and identify themselves with the beliefs, principles and standards of the organisation. They cannot be easily poached and this is confirmed by Lo, Ramayah and Min (2009) that committed employees are less likely to be associated with behaviour, such as lateness, absenteeism and turnover, which has negative outcomes for the general success of an organisation. In a similar vein, Ali, Rehman, Ali, Yousaf and Zia (2010) and Ajila and Awonusi (2004) believe that higher performance can be achieved by committed employees and call on employers and managers to find out ways that can make their employees give off their optimum to the organisation. To the views of Shafiq, Zia-ur-Rehman and Rashid (2013), committed employees show interest in the exploits of the organisation to which they belong. The performance of any organisation is regulated by the people and not until they are eager to make progress, the efforts of the higher authority will fail (Guy, 2002).

1.2 Statement of the Problem

Employee commitment which is underpinned by loyalty, dedication, hard work and selflessness should not be taken for granted. According to The Finder Newspaper in May 2017, staff of Ghana Cocoa Board (COCOBOD) demanded salary increment. They agitated that their salaries have not been increased for the past years. According to the report, text messages were circulated among COCOBOD workers to solicit support for demonstrations against the new Chief Executive if management failed to increase their salaries. They also complained that the monthly deductions they made for retirement benefits are not accruing any interests. These acts of agitations and demonstration are a dent on the commitment of employees. To buttress this point, the Insightlink's Annual Employee Satisfaction Survey in the US, revealed that only 21% of U.S. employees feel fully committed to their employers and only 12% agree that their employers are fully committed to them. It cannot be far-fetched to state that the degree of commitment between employees and employers is directly linked to the level of job satisfaction expressed by employees. In this regard, the survey found out that among employees who are extremely satisfied with their jobs, 94% also feel extremely or very committed to their employers. However, among the employees who are not very satisfied, only 13% feel a level of commitment. Thus, in this study, the researcher would like to examine whether employee commitment has any effects on organisational performance. The researcher is focused on time management because it is the view of the researcher that the employee commitment is imperative in the attainment of organisational objectives and by extension good performance.

1.3 Research Objectives of the Study

The general objective of the study is to find out the effects of employee commitment on the performance of an organisation.

Specifically, the study sought to:

- i. Examine the influence of leadership on employee commitment.
- ii. Ascertain whether compensation and non-wage compensation benefits have any effects on employee commitment?
- iii. Determine the relationship between training and development on employee commitment.

1.4 Research Questions

The following are the research questions for the study:

1. How does leadership influence employee commitment?
2. What is the effect of compensation and non-wage compensation benefits on employee commitment?
3. What is the relationship between training and development and employee commitment?

1.5 Procedure

This study seeks to find out the effects of employee commitment on organisational performance. The researcher adopts a research design that looks at the study population, sample size and sampling technique, sources of data, research instrument, administration of research instrument and data analysis. The population for the study is the management and employees at the Ashanti Regional Office of the Ghana Cocoa Board. This office was selected because one of the researchers works as an administrative staff in the office. A sample of the respondents was selected using the

simple random sampling technique. The questionnaire and interview schedules were administered to a sample of the staff at the Regional Office. The quantitative and qualitative approaches were used for the study. The Statistical Package for the Social Sciences (SPSS) version 25.0 software was used for the quantitative analysis of the data collected through the questionnaire. The data from the interview schedules were analysed qualitatively.

1.6 Significance of the Study

This study would provide information to management of Ghana Cocoa Board on the best practices that they can adopt to make workers satisfied on the job and therefore stay committed to the ideals and beliefs of the organisation. Furthermore, this study would enable the employees to improve their methods of working, thus increasing their productivity and by extension benefits. For future researchers, it would serve as a scholarly material for review in other similar studies in the future.

1.7 Scope and Focus of the Study

This study is primarily focused on the influence of leadership on employee commitment; ascertain the effects of compensation and non-wage compensation on employee commitment, and determine the relationship between training and development and the commitment of employees. It also geared towards the effects of employee commitment on the performance of an organisation. The study was delimited to the management and employees of the Ashanti Regional Office of the Ghana Cocoa Board.

1.8 Limitations of the Research

The study was affected by time constraints as the researchers were conducting an academic study that was to be presented within a stipulated time frame for the allocation of marks. Furthermore, the sample used for the study in relation to the entire population was small due to limited financial resources. The researchers recognised that some of the respondents were reluctant to be part of the study so the researchers gave them a token of GHC5 worth of mobile phone credit card to be used on their mobile phones.

1.9 Organisational Profile

The Ghana Cocoa Board was established by ordinance in 1947 with the sum of ¢ 27 million (being Ghana's share of the net profit of the West African Produce Control Board) as its initial working capital. The Board traces its beginning further back to the cocoa hold-up of 1937. In recognition of the contribution of cocoa to the development of Ghana, the Ghana Cocoa Board (COCOBOD) was set up as the main government agency responsible for the development of the industry.

The Board first rented and occupied the old premises of the Export Produce Control Board on 28th February Road, Accra, and when Swan Mill, which was built by the United Africa Company Limited was completed, it rented part of it at an annual cost of approximately ¢ 4,500.00 after which it acquired its own building.

In 1957, the late Dr. Kwame Nkrumah the then President of the Republic of Ghana, laid the foundation stone to mark the construction of Cocoa House at 41 Kwame Nkrumah Avenue, Accra to provide offices for the Board. The building of Cocoa House was not only meant to avoid payment of rent but also to represent a concrete expression of the Board's faith in the future of the cocoa industry and a living monument to the hard work of the Ghanaian farmer. The six-storey Cocoa House,

which was built at a cost of nearly €2 million, was commissioned in November 1960 by the late President. Cocoa House also provided offices for such foreign and local organisations such as Ethiopian Airlines and ARB Apex Bank.

The mission of the Board is to encourage and facilitate the production, processing and marketing of good quality cocoa, coffee and sheanut in all forms in the most efficient and cost effective manner, and maintain the best mutual industrial relation with its objectives.

1.10 Organisation of the Study

This study is organised into five chapters. Chapter one contains the introduction. It gives a background of the study, the statement of the problem, research objectives, the research questions and procedure. It also outlines the significance of the study, the scope and focus, limitations, organisational profile and the organisation of the study also included here. Chapter two provides a definition of employee commitment. It also provides literature on the constructs used in the study; leadership, compensation and non-wage compensation and training and development and how they affect employee commitment. It also gives a summary of theories that form the theoretical framework of this research. It also highlights the conceptual framework of the study. Chapter three presents the methodology used for the study. The researcher explains the research design, the research population, the sample size and sampling technique, the research instruments, administration of research instruments, data analysis and ethical considerations. Chapter four presents the results of the study. Data collected through the questionnaire were organised into frequency and percentages. Chapter five is the summary, conclusion and recommendations and suggestions for further study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides a definition of employee commitment. It also provides literature on the constructs used in the study namely leadership, compensation and non-wage compensation and training and development and how they affect employee commitment. It also gives a summary of theories that form the theoretical framework of this research. It also highlights the conceptual framework of the study.

2.1 Definition of Employee commitment

Employee commitment has been defined differently but different authors but the underlying factor is that it seeks to bring out the bond an employee has with an organisation and his or her quest to see the organisation perform creditably well.

According to Newstrom and Davis (2007), employee commitment is the extent to which an employee relates to the organisation and takes an effective interest in it.

In a related vein, Pareek (2004) rechristens employee commitment as worker responsibility and describes it as a man's feelings or his or her relationship with the organisation, and taking recognition of the qualities and objectives of the organisation and be enthusiastic to help in the achievement of these qualities and objectives.

To make it sound adequate, Hellriegel, Slocum and Woodman (2001) says that employee commitment goes beyond a worker's devotion to see his or her organisation attain his objectives.

Akintayo (2010) defines employee commitment as "the degree to which the employee feels devoted to their organisation." According to Ongori (2007), employee commitment is an employee's passionate response to the affairs of the organisation

and the allegiance and faithfulness he or she shows towards the organisation. Employee commitment can be defined as an employees' attitude to an organisation (Zheng, Sharan & Wei, 2010). According to Foote, Seipel, Johnson and Duffy (2005), employee commitment is the relative emotional strength of employees' identification with and involvement in a particular organisation."

2.2 The Importance of Employee Commitment

Employee commitment has a positive relation with the trustworthiness of an employee and the success story of an organisation. It is only through committed employees that an organisation can overcome the global competition which is very intense (Nadeem, 2010). The fortitude, initiative and high output with knowledge of quality by employees who are committed make an organisation appealing to its customers or clients. On the other hand, employees who are not committed act in certain ways to undermine the accomplishment of the organisation to which they belong (Iles, Mabey & Robertson, 1990).

Employees who are committed are industrious, dutiful, and strive for the long-lasting enhancement of an organisation. However, for the employees to achieve this, management should create an open atmosphere that sees to their welfare, contentment and further training (Madigan, Norton & Testa, 1999).

2.3 Leadership and Employee Commitment

The term 'leadership' have several definitions. According to Yukl (2013), leadership can be defined as "the process by which the top managers have influence over other people to guide structure and facilitate activities and relationships in a group or organisation." To Mosadeghrad (2004) leadership is a "process whereby an individual influences a group of individuals to attain common goals by mobilising and

motivating the workforce.” According to Bowers and Seashore (1996), the basic functions of leadership comprise enhancing others feeling of self-esteem and support; facilitating an interaction such that group members develop a close and mutually satisfying relationship, goal emphasis for high performance and achievements and work facilitation such that targets are achieved through such activities as scheduling, coordinating, planning and the effective application of knowledge.

According to Morsing and Oswald (2009), there are different leadership styles and among these are autocratic, bureaucratic, laissez-faire, charismatic, situational, participated, transformational and transactional leadership. These leadership styles have a connection with employee commitment either positively or negatively. This calls for competent leaders who can influence their workers to work harder to help the organisation attain its aims (Çetin, Karabay & Efe, 2012). According to Avolio, Zhu, Koh and Bhatia (2004), leaders who are transformational get the best outcomes from their workers. They are able to inspire their workers to work beyond their usual strength. They are able to communicate effectively the vision and mission to their subordinates.

According to Lo, Ramayah and Min (2009), transformational leaders are more able to bring in commitment in employees than transactional leaders. Transformational leaders who advise, support, and pay attention to the individual needs of followers are able to raise the level of commitment of the employees. In a similar fashion, charismatic leaders act as supervisors for their workers. They are able to refine the skills of their subordinates and help them to work efficiently and effectively. Subordinates working under such leaders are committed and show true faith to the organisation. According to Shastric, Shashi and Sinha (2010) if their leader displays charismatic behaviour, the employees become more satisfied and become more

committed to their organisation. According to Wu, Tsai, Fey and Wu (2006), workers who work under democratic leaders are highly committed and work to improve the operations of their organisation than those who work under authoritative leaders. In another breadth, Wu, *et al* (2006) maintained that workers who work under participative, telling and delegative leadership styles are extremely committed. In effect, it can be seen that effective leaders breed proficient and committed employees.

According to Collins (2010), employees would like to work for managers who are open, trustworthy, polite, and unbiased. To add to this, Upadhyay and Singh (2010) claim that managers who are fairly accountable and show the best forms of ethical behaviour can attract and retain employees. On the other hand, high employee turnover and inability of an organisation to catch the attention of job seekers can be laid at the doorsteps of bad managers. This can also result in huge employee turnover costs, increased employee supervision, lower job satisfaction and employee productivity rates. According to Priya (2016), ethical leadership can affect employee commitment positively and increase their output. To make it stronger, Mize, Stanforth, and Johnson (2000) also confirm that the ethical behaviour of leaders have a significant impact on the commitment levels of employee.

2.4 Compensation and Non-Wage Compensation Benefit and Employee

Commitment

Employees are instrumental assets of an organisation. When the welfare and happiness of the employees are guaranteed, it makes them more productive and may not walk out of the company. Compensation is anything employees receive for the work they perform at a company (Dalkir, 2013). It can come in the form of cash and Non-monetary or non-financial incentives such as health insurance. Others are sick

leave, vacation/paid leave, leisure activities on work time, such as in-office exercise facilities, education funding, legal-assistance plans, child-care plans, free lunches at work, etc. they do not involve direct payment of cash and they can be tangible or intangible (Adeyinka, Ayeni & Popoola, 2007). Examples of the intangible incentives include encouraging the employees by providing them with autonomy in their job and participation in decision making, assigning challenging duties, recognising good work through small gifts, letters of appreciation, plaques, etc. (Robbins & Coulter, 2003).

The intrinsic and extrinsic needs of workers in an organisation are being catered for by the compensation system. It helps to foster organisational integrity, policy, procedures and practices that enhance organisational productivity (Armstrong, 2007). Compensation must be both competitive and well-designed to meet the needs of the employee. High-quality employees are retained in an organisation because of good compensation packages which comprises both wages and benefits. However, a company may incur operating cost with huge compensation for its workers. Furthermore, huge compensation benefits alone cannot keep a worker in a company if that worker does not have a genuine love for the company. Such a worker may vacate his or her post and move to a company that offers better terms and conditions than the present one. It is therefore incumbent on the management of companies to consider the wage structure within the organisation, the standard compensation in their industry, as well as their strengths and those of their competitors.

The provision of fringe benefits can help an organisation to recruit and keep the best and knowledgeable staff. For example, the use of free lunch can keep workers in a company. According to Anvari, Amin, Ahmed, Seliman and Gamasari (2011), there is

significant relationship between compensation policies of pay- for-performance, pay for knowledge and organisational commitment. Furthermore, Pare and Tremblay (2007) assert that there is a positive relationship between employee commitment and compensation policy. According to Clarke, Koch and Hill (2014), a compensation plan that rewards workers for their loyalty, dedication and commitment results largely in higher performance for the organisation. For Anyebe (2013), a compensation plan that seeks to inspire exceptional workers helps to create a keen competition among workers and helps the organisation to perform better. Furthermore, Nawab and Bhatti (2011) and Milgo, Namusonge, Kanali and Makokha (2014) maintain that there is an explicit linkage between compensation and the commitment of employees in any organisation. According to Tubs and Dahl (1991), workers who are committed put in more efforts to see to the growth of an organisation. When the operation and communication of an organisation is open, it could lead to great employee commitment (Gould-Williams, 2007).

However, to Rizal and Idrus (2014) even though compensation is a strong predictor of employees' motivation and their commitment to the Organisation, it has a negative impact on employee performance. In the same vein, Schuler and Jackson (2005) also assert that a biased compensation plan can cause some workers to quit an organisation.

2.5 Training and Development and Employee Commitment

Training is defined as learning that is provided in order to improve performance on the present job. For example, a person's performance is improved by showing how to master a new or established technology. This new technology may be machinery, computer, and procedure for creating a product or a method of providing a service.

Training is provided for present job. This includes training new personnel to perform their jobs (Karthik, 2012).

Training refers to the systematic acquisition of skills, rules, concepts or attitudes that results in improved performance in another environment (Goldstein & Ford, 2002). Armstrong (2006) defines training as “a planned and systematic modification of behaviour through learning events, programmes and instruction which enables individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively.” Training improves the capability of an organisation. It ensures that everyone is able to do his or her job in a way that increases the chances that the organisation will achieve its objectives. Training gives workers the chance to learn their job and perform it more competently hence increasing firm’s productivity. Training is related to the skills deemed necessary by the management of an organisation that must be acquired by the members of that organisation, in order to improve the probability of achievement of its goals.

Training may help employees reduce their anxiety or frustration, resulting from work demands, that they are not familiar with, or the skills they lack to handle a task effectively (Chen, Chang & Yeh, 2004). Training is a complex human resource practice that can significantly impact a company's success. A cost effective and efficient training program can increase worker productivity (Kaufman & Hotchkiss, 2006). Turnover plays a significant role in the amount of training investment companies will assume. The greater the chance of employee turnover, the less likely a company will invest in it. A company loses all of its investment should an employee terminate the relationship upon completion of training (Scholl, 2003). In an attempt to ensure that the employee remains with the company following training, employers may implement a strategy to training that fosters commitment. Training that attempts

to increase employee commitment may serve to counter the numerous direct and indirect costs associated with turnover. Training is used to improve the performance and the current or special personal knowledge, skills and attitudes to enable a worker perform his or her job accurately, effectively and in responsibility to ensure continuous improvement of work quality (Hewitt Associates 2004).

Development is any activity which helps us be more effective and learn. The term development can mean different things depending on its context. The term in its simplest form means growth or progress. According to Krempel and Pace (2001), training and development is defined as “managing knowledge to develop the organisation’s culture, to enhance individual performance and to strengthen the organisation’s capability.” To Swanson and Holton (2001), training and development is defined as “a process of systematically developing work-related knowledge and expertise in people for the purpose of improving performance.”

The impact of training and development may have a negative or positive impact on employee commitment depending on how the training programme is designed. The negative result could be if the employee does not get enough support from management, if their needs are not satisfied, if the employee leaves the organisation due to job dissatisfaction and if there is lack of trust between employees and employers. The positive result of training and development to employee commitment could improve performance which leads to achieving organisational goals, more developed way to solve organisational problems, employee’s promotions within the organisation and willingness to participate in future organisational training.

According to Guest and Conway (1997), Mullins (2010) and Barret and O’Connell (2001), the training given to workers helps them to raise the value of their work as

result of the new knowledge and skills that they acquire. This training helps them to achieve their aims and makes them more committed to the organisation. According to Pushpakumari (2008), training has dual benefits. Both the employer and employee benefit. The employer will increase the number of satisfied customers as their workers can come out with products or services that pass the quality test. The workers who also benefit directly will become satisfied and this produce pleasant atmosphere within the organisation.

Employees will exhibit higher levels of commitment when they have access to the training programmes of the organisation (Ahmad & Bakar, 2003). According to Fontinha, Chambel and De Cuyper (2013); Ehrhardt et al (2011); Dhar (2014); Bartlett (2001); Newman, Thanacoody and Hui (2011); Boon and Arumugam (2006) and Lam and Zhang (2003), the awareness of workers on the design of a training program for them raised their affective commitment for the organisation. According to Choi and Dickson (2010), employees are inclined to remain longer in organisations when they realise that they would be well trained. Training has a calming effect on the commitment of employees (Ling, Qing & Shen, 2014). Bartlett (2001) goes on to say that the training has a clear-cut effect on the affective commitment of workers. To Al-Emadi & Marquardt (2007), apparent accessibility of training and its benefits has strong correlation with the affective and continuance commitment of employees.

2.6 Theoretical Framework

This study is anchored on the affective, continuance and normative theories or models on employee commitment put forward by Allen and Meyer (1990).

Affective commitment refers to the emotional bond that employees develop towards their organisations. It is the individual's mental or passionate organisation with,

distinguishing proof with and interest in the organisation. Employees identify and get actively involved in the activities of the organisation when they are affectively committed to their organisations. According to Meyer and Allen, employees who are affectively dedicated to the organisation will most likely stay and work for their organisations on the grounds that they need to. Workers with high passionate level of duty stay with the organisation because they align their individual business objectives with their present organisation's objectives, values and targets. Similarly, Beck and Wilson (2000) says the feeling of responsibility an employee have the organisation helps the employee to align himself or herself with the organisation. Affective committed employees stay with an organisation based on the premise that they need to and are accustomed to the organisation and its values.

Continuance commitment is the relation associated with the cost and benefit an employee has upon staying in an organisation. Employees who have high continuance commitment will stay in the organisation owing to the expenses connected with leaving the organisation (Meyer & Allen 1997). There may be other alternative reasons for employees staying with an organisation; however, the chief reasons are scarcity of jobs, and remuneration. A very good illustration of continuance committed employees need to stay with an organisation is that they will not get better salary and fringe benefits when they move to a new organisation. Thus, they will prefer to stay at their old organisation than move to the new one. In this wise, continuance committed employees calculate the costs and dangers connected to leaving the organisation (Meyer & Allen, 1997). Most employees are working in organisations because of the salary they receive that is why they have not left. Organisations are grappling with issues of continuance committed employees because such employees may become

dissatisfied (and disengaged) with their work and nevertheless, they are reluctant to quit the organisation.

Normative commitment is defined by the attitudes and values of employees prior to becoming members of the organisation. The disguised thought of obligation and responsibility permits representatives proceeded with participation that is refreshing by a particular organisation (Allen & Meyer, 1990). The regularizing component is seen as the dedication people consider ethically fitting in regards to their staying with a particular organisation, independent of the amount of status change or satisfaction the organisation gives the person throughout the years.

Normative commitment relates to how much employees feel they should stay at their organisation. Normative commitment can be seen the feeling an employee to stay with a particular organisation (Meyer & Allen, 1997). Employees that are normatively committed generally feel that they should stay at their organisations because of ethical reasons. They believe that when they quit the organisation, the organisation will suffer dire outcomes for which they would be held culpable that is the why they will still stay with an organisation. Others also stay with the organisation because they opined that their absence would create a vacuum in the knowledge or skills that would put a stress on other staff. The performances of such employees are affected negatively.

From these theories, the researchers opined that the level of commitment differs from one employee to the other. Employees who hold the affective commitment philosophy remain in an organisation by their “desire” to belong. The affectively committed employees contribute above and beyond the call of duty. Employees who hold the continuance committed philosophy remain in an organisation because they “have” to. Employees who are continuancely committed will generally only comply with

minimum standards necessary to maintain membership in the organisation. Employees who hold the normative commitment philosophy remain in an organisation because they “should.” Ethical reasons are the underlying reason for normative committed employees. These distinct types of employee commitment push employees to remain with an organisation.

2.7 Conceptual Framework

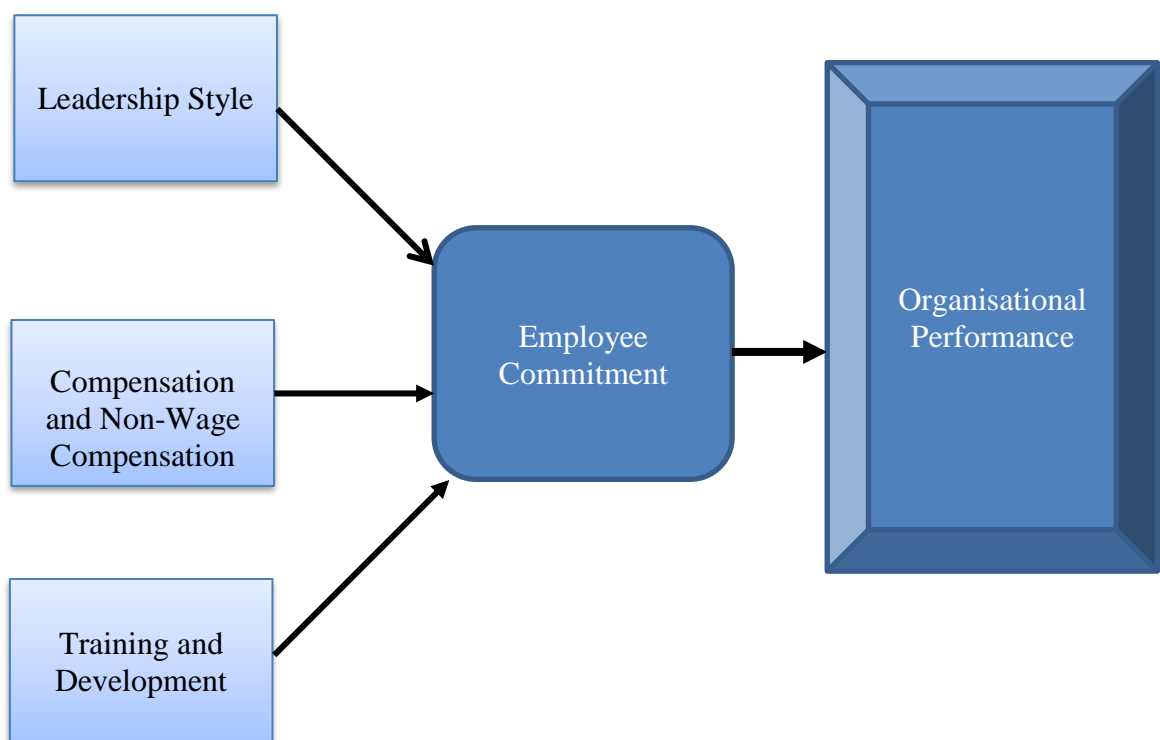


Figure 2. 1: Conceptual framework showing the relationship between leadership style, compensation and non-wage compensation, training and employees’ commitment and its effects on organisation performance.

Figure 2.1 shows that when proper leadership mechanisms, good compensation and non-wage compensation, tried and tested training and development programs are put in place in an organisation, it results in high employees’ commitment which ultimately leads to better organisational performance

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The chapter presents the methodology used for the study. The researcher explains the research design, the research population, the sample size and sampling technique, the research instruments, administration of research instruments, data analysis and ethical considerations.

3.1 Research Design

The cross-sectional survey research design was adopted for the study. The sample drawn from the population were studied once (Shaughnessy, Zechmeister, & Jeanne, 2011). The survey method was used to describe the characteristics of the employees with respect to the kind of leadership used by top management, the compensation and non-wage compensation benefits and the training and development schemes and how they affect employee commitment (Jackson, 2011). The researcher used the questionnaire collect data in the survey method. The survey method was used because it is relatively simple to analyse, quote and inter-relate the data obtained by this method. Furthermore, data is reliable and the variability of results is reduced. Surveys can be conducted faster and cheaper compared to other methods of primary data collection such as observation and experiments. However, in some cases, human bias of respondents affected its ability to provide accurate information. The researcher overcame the limitations of the survey method through careful framing and phrasing of questions (Blair, Czaja, & Blair, 2013; Fowler Jr, 2013).

3.2 Research Population

The population is the broader group of people to whom the researcher intends to generalise the results of the study. The population included the management heads and the other staff at the Ashanti Regional Office, Ghana Cocoa Board. They were about 80.

3.3 Sample Size and Sampling Technique

According to Saunders, Lewis and Thornton (2012), a sample is a subset of a population selected to participate in the study. Thus, in this survey, a sample size of 44 respondents was selected for the study using the simple random sampling technique. The process of simple random sampling involved writing “yes or no” on pieces of paper that were folded, put in a container and mixed up together. One paper was picked at random. Employees who picked a “yes” paper were included in the study while those picked a “no” paper were not included. The simple random sampling was used because the study intended to select a representative without bias from the accessible population. This ensured that each member of the population had an equal and independent chance of being included in the sample.

3.3.1 Sample Size Determination (of Respondents)

In order to draw a random sample of the staff, the researcher first collected a list of all the staff working in the Ashanti Regional Office of the Ghana Cocoa Board. The total sample size was drawn from this list. Using a confidence interval of 90 percent, the sample size for in the study was determined using the formula used by Yamane (1967). The formula is:

$$n = \frac{N}{1 + N(a)^2}$$

Where:

n= the sample size,

N= the sample frame and

α = the margin of error (10%).

For example, using Yamane formula to determine the sample size of 44 respondents for the study is as follows:

$$N = 80, a = 0.1 \quad a^2 = 0.01$$

$$n = \frac{80}{1 + 80(0.1)^2}$$

Thus, a sample of 44 employees was then drawn using the simple random sampling technique.

3.4 Research Instrument

In this study, primary data were collected by using questionnaires and interview, while secondary data were collected by using documentary reviews.

3.4.1 Primary Data

Data is collected specifically for the research being undertaken can be referred to as primary data (Saunders, Lewis, & Thornhill, 2012). The survey methods were used to collect primary data. Simple survey is the method of collecting and gathering information from the sample by using a structured questionnaire. Questionnaire comprising Likert scale questions were used to obtain views from the respondents.

3.4.2 Secondary Data

Secondary data is data that have been already collected by and readily available from other sources. It is more inexpensive and can be obtained in a quicker way (Churchill & Iacobucci, 2015). Data was collected from the company's policy documents, annual reports, books and journal articles and other human resource internet websites.

3.5 Administration of Research Instrument

The questionnaire were drafted and thoroughly piloted and tested on staff of Quality Control Company (QCC) who have similar needs and preferences as the target organisation.

The respondents were told of the objectives of the study. They were assured that data collected was for academic purposes and that their privacy and confidentiality of their responses was secured. They were informed of the time it would take them to complete the questionnaire. They were impressed upon to answer the question objectively and honestly. Questionnaires were self-administered and respondents were given the freedom to seek for clarification on any points they had challenges. Questionnaire items were written in simple clear and unambiguous terms so that they do not confuse respondents. Respondents were given mobile air time of five Ghana Cedis depending on their mobile phone network as a sign of appreciation for the time they spent answering the questionnaires.

3.6 Data Analysis

Data collected for the questionnaires were edited and coded for consistency. The data were organised into frequency tables with percentages using SPSS v. 25.0.

3.7 Ethical considerations

The researcher obtained permission from the Deputy Manager in charge of the Ashanti Regional Office of the Ghana Cocoa Board to use respondents in the office. A consent form was designed and distributed amongst all the respondents to gain informed consent of all the respondents. The researcher also made the respondents aware that they had the right to withdraw from the research at any point in time and that it would be their choice to participate or not. The researcher cited references for all the works and materials consulted to avoid plagiarism.

CHAPTER FOUR

DATA PRESENTATION

4.0 Introduction

This chapter presents the results of the study. It also discusses the results of the study.

4.1 Demographic Characteristics of the Respondents

The demographic characteristics of the respondents have been presented in Table 4.1.

Table 4. 1: Demographic Characteristics of Respondents

Variables	Frequency (<i>f</i>)	Percentage (%)
Gender		
Male	23	57.5%
Female	17	42.5%
Total	40	100.0%
Age		
20 – 24 years	5	12.5%
25 – 29 years	14	35.0%
30 – 34 years	15	37.5%
35 – 39 years	4	10.0%
40 – 44 years	2	5.0%
Total	40	100.0%

Marital Status		
Single	16	40.0%
Married	18	45.0%
Divorced	6	15.0%
Total	40	100.0%
Highest Educational Qualification		
Bachelor's degree	30	75.0%
Master's degree	10	25.0%
Total	40	100.0%

(Source: Researcher's Fieldwork, May, 2019)

Table 4.1 shows the demographic characteristics of respondents. On the gender of respondents, it was seen that 23 respondents representing 57.5% were males while 17 respondents representing 42.5% were females. From this analysis, it was seen that there were more males than females in the study.

On the age distribution of respondents, it can be seen that 5 respondents representing 12.5% were between the ages of 20-24 while 14 respondents representing 35.0% were between the ages of 25-29. Fifteen respondents representing 37.5% were between the ages of 30-34 while 4 respondents representing 10.0% were between the ages of 35-39. Two respondents representing 5.0% were between the ages of 40-44. The data showed that those between the ages of 30-34 were in the majority.

With respect to the marital status of respondents, it can be seen that 16 respondents representing 40.0% were single while 18 respondents representing 45.0% were

married. Six respondents representing 15.0% were also divorced. This analysis showed that more married people were represented in this study.

Looking at the highest educational qualification of respondents, it can be seen that 10 respondents representing 25.0% held the masters certificate while 30 respondents representing 75.0% held the Bachelor's certificate. This analysis showed that most of the respondents held the Bachelor's degree.

4.2: The Influence of Leadership on Employee Commitment

The data on the influence of leadership on employee commitment is presented in Table 4.2.

Table 4. 2: The influence of leadership on employee commitment

Variables	SA		A		N		D		SD	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%
My boss praises me when I perform excellently in work schedules.	7	17.5%	20	50.0%	9	22.5%	1	2.5%	3	7.5%
My boss creates an environment for us to develop a close and mutually satisfying relationship.	5	12.5%	25	62.5%	3	7.5%	5	12.5%	2	5.0%
My boss maintains definite standards of performance.	8	20.0%	23	57.5%	8	20.0%	0	0%	1	2.5%
My boss encourages	11	27.5%	20	50.0%	5	12.5%	2	5.0%	2	5.0%

initiatives in us.

My boss visibly

demonstrates his

commitment to employee

wellbeing.

7	17.5%	20	50.0%	7	17.5%	4	10.0%	2	5.0%
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My boss ensures that tools

15	37.5%	15	37.5%	8	20.0%	0	0%	2	5.0%
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needed for work are

available.

My boss is open,

6	15.0%	20	50.0%	11	27.5%	1	2.5%	2	5.0%
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trustworthy, polite, and

unbiased.

My boss inspires us to

6	15.0%	26	65.0%	2	5.0%	4	10.0%	2	5.0%
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work beyond my usual

strength.

My boss pays attention to

5	12.5%	19	47.5%	11	27.5%	4	10.0%	1	2.5%
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our individual needs

My boss refines the skills

5	12.5%	26	65.0%	8	20.0%	0	0%	1	2.5%
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of subordinates and helps

them to work efficiently

and effectively.

Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly

Agree.

(Source: Researcher's Fieldwork, May, 2019)

From Table 4.2, The Likert scaled responses to the prompt, “My boss praises me when I perform excellently in work schedules,” revealed that 17.5% of the respondents strongly agreed that their boss praise them when they perform excellently in work schedules and 50% agreed. However, 2.5% were in disagreement with the statement. Aggregating the “agree” results together for the prompt showed that 67.5% were in agreement with the prompt. 22.5% were neutral.

The Likert scaled responses to the prompt, “my boss creates an environment for us to develop a close and mutually satisfying relationship,” revealed that 12.5% of the respondents strongly agreed that their boss creates an environment for us to develop a close and mutually satisfying relationship and 62.5% agreed. However, 17.5% were in disagreement with the statement. 7.5% indicated that they were not sure whether they boss creates an environment for us to develop a close and mutually satisfying relationship by remaining neutral. Aggregating the “agree” results together for the prompt showed that 75% were in agreement with the prompt.

The Likert scaled responses to the prompt, “my boss maintains definite standard performance,” showed that 77.5% of the respondents agreed and 2.5% disagreed. 20.0% of the respondents were neutral with the statement.

The Likert scaled responses to the prompt, “my boss encourages initiatives in us, showed that 77.5% of the respondents were in agreement with the statement while 10.0% of them were in disagreement of the statement. 12.5% were indifferent with the prompt.

The Likert scaled responses to the prompt, “my boss visibly demonstrates his commitment to employee well-being.,” revealed that 67.5% of the respondents agreed to the statement and 15.0% disagreed. However, 17.5% were in neutral with the statement.

The Likert scaled responses to the prompt, “my boss ensures that tools needed for work available showed that 75.0% of the respondents while 5.0% were in disagreement with the prompt. 20.0% said they did not know whether the required tools were provided or not.

The Likert scaled responses to the prompt, “my boss is open, trustworthy, polite and unbiased,” showed that 65.5% of the respondents agreed while 7.5% of the respondents disagreed with the prompt. 27.5% of the respondents were indifferent to the prompt.

The Likert scaled responses to the prompt, “my boss inspires me to work beyond my usual strength,” revealed that a greater percentage of 80.0% of the respondents agreed to the statement. On the contrary 15.0% of them were in disagreement of the statement. 5.0% of the respondents did not know whether they were inspired beyond their usual strength or not.

The Likert scaled responses to the prompt, “my boss pays attention to individual needs,” revealed that 60.0% of the respondents agreed with the prompt while 12.5% of the respondents disagreed. 27.5% of the respondents said they were indifferent with the prompt.

The Likert scale responses to the prompt, my boss refines the skills of subordinates through in-service training and this helped them to work efficiently showed that 77.5% of the respondents agreed with the prompt while 22.5% of the respondents disagreed with the statement. However 20.0% of the respondents said they were indifferent meaning that they did not know whether their boss refined skills of the subordinates and help them to work effectively and efficiently.

4.3: The effect of compensation and non-wage compensation benefit on employee commitment

The data on effect of compensation and non-wage compensation benefit on employee commitment is presented in Table 4.3.

Table 4. 3: Effect of compensation and non-wage compensation benefit on employee commitment.

Variables	SA		A		N		D		SD	
	<i>f</i>	%	<i>f</i>	%	<i>f</i>	%	<i>F</i>	%	<i>f</i>	%
I will stay here because my welfare and happiness are guaranteed	4	10.0%	17	42.5%	10	25.0%	7	17.5%	2	5.0%
I will stay here because I am entitled to vacation/paid leave.	5	12.5%	20	50.0%	7	17.5%	2	5.0%	5	12.5%
My boss encourages me by providing them with autonomy in their job.	1	2.5%	19	47.5%	14	35.0%	5	12.5%	1	2.5%
My boss recognizes my good work through small gifts, letters of appreciation, plaques, etc.	6	15.0%	13	32.5%	7	17.5%	9	22.5%	5	12.5%
My boss involves me in decision making	5	12.5%	14	35.0%	11	27.5%	8	20.0%	2	5.0%

I will stay here because I am entitled to education funding	1	2.5%	12	30.0%	12	30.0%	8	20.0%	7	17.5%
My boss rewards us for our loyalty, dedication and commitment	2	5.0%	21	52.5%	10	25.0%	4	10.0%	3	7.5%
I will stay here because I am entitled to sick leave	10	25.0%	14	35.0%	11	27.5%	4	10.0%	1	2.5%
I am assigned challenging duties.	2	5.0%	19	47.5%	12	30.0%	6	15.0%	1	2.5%

Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree.

(Source: Researcher's Fieldwork, May, 2019)

From Table 4.3, the respondents were requested to indicate the effect of compensation and non-wage compensation benefit on employee commitment.

The Likert scaled responses to the prompt, "I will stay here because my welfare and happiness are guaranteed," revealed that 10.0% of the respondents strongly agreed that they will stay because their welfare and happiness is guaranteed, while 42.5% of the respondents also agreed that they will stay. 5.0% strongly disagreed with the statement and 17.5% were also in disagreement with the prompt. Meanwhile 25.0% of the respondents were indifferent with the prompt in the sense that they did not know whether they will stay or not because their welfare is guaranteed.

The Likert scaled responses to the prompt, "I will stay here because I am entitled to vacation/paid leave revealed that 12.5% of the respondents strongly agreed to the statement, while 50.0% also agreed to the statement. 17.5% of the respondents

disagreed to the prompt. 5.0% had no idea whether they will stay or not because they are entitled to vacation or paid leave.

The Likert scaled responses to the prompt, “my boss showed that 50.0% of the respondents agreed that their boss encourage them by providing them with autonomy in their job. 15.0% of them were in disagreement with the statement and 35.0% were also neutral to the prompt.

The Likert scaled responses to the prompt, “my boss recognises my good work through small gifts, letter of appreciation, plaques showed that 47.5% of the respondents agreed with the prompt while 35.0% disagreed with the prompt. 17.5% of the respondents were also indifferent with the statement.

Responding to the Likert scaled response statement “my boss involves me in decision making,” it was revealed that that 47.5% of them agreed that their boss involves them in decision making. 5.0% of the respondents strongly disagreed with the prompt and 20.0% of them disagreed with the statement. 27.5% of the respondents did not know whether their boss involves them in decision making or not.

The Likert scaled responses to statement, “my boss rewards me for my loyalty, dedication and commitment revealed that 57.5% of the respondents were in agreement with the prompt while 17.5% of them were in disagreement with the statement. 25.0% of the respondents were neutral to the prompt.

With respect to the responses on the Likert scale statement “I will stay here because am entitled to sick leave,” 60.0% agreed with the prompt, while 12.5% disagreed 27.5% did not know whether they were staying because they were entitled to sick leave.

The responses to the Likert scaled statement, “I am assigned to challenging duties,” showed that 52.5% of the respondents agreed with the statement. 17.5% of the

respondents disagreed with the prompt. 30.0% of them were indifferent to the statement.

4.4 The relationship between training and development and employee commitment

The relationship between training and development and employee commitment is presented in Table 4.4.

Table 4. 4: The relationship between training and development and employee commitment.

Variables	SA		A		N		D		SD	
	<i>f</i>	%	<i>f</i>	%	<i>F</i>	%	<i>f</i>	%	<i>f</i>	%
I am staying here because of the kind of training programs that are organised for me	4	10.0%	15	37.5%	13	32.5%	5	12.5%	3	7.5%
Our promotions are based on the kind of training and development programs you attend	6	15.0%	12	30.0	15	37.5%	4	10.0%	3	7.5%
The training programs help us to achieve the mission and vision of this company	8	20.0%	20	50.0%	11	27.5%	1	2.5%	0	0%
Training may help employees reduce their	5	12.5%	21	52.5%	12	30.0%	2	5.0%	0	0%

anxiety or frustration.

The training I have makes me satisfied in my job	4	10.0%	25	62.5%	8	20.0%	3	7.5%	0	0%
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My boss fairly selects participants for training programs.	5	12.5%	13	32.5%	14	35.0%	8	20.0%	0	0%
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I am loyal towards my job because of the refresher courses and training programs	6	15.0%	19	47.5%	10	25.0%	4	10.0%	1	2.5%
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Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree.

(Source: Researcher's Fieldwork, September 2018)

From Table 4.4, the respondents were requested to indicate the relationship between training and development and employee commitment.

The responses to the Likert scaled statement, “I am staying here because of the kind of training programs that are organised for me revealed that 10.0% of the respondents strongly agreed that they are staying because of the kind of training programs organised for them and 37.5% of them agreed to the statement. 20.0% of the respondents disagreed with the statement. 32.5% of the respondents were indifferent to the prompt.

The Likert scaled responses to the statement “our promotions are based on the kind of training and development programs we attend,” revealed that 45.0% of the respondents agreed that their promotions were based on the kind of training programs

they attend. 7.5% of the respondents strongly disagreed that their promotions is based on the kind of training and development programs they attend, 10.0% of them disagreed with such statement. 37.5% of them were neutral to the prompt in the sense that they had no idea whether their promotions are based on the kind of training and development programs they attend.

With respect to the statement “the training programs help us to achieve the mission and vision of this company,” revealed that 20.0% of the respondents strongly agreed with the statement, and 50.0% of them also agreed with the statement. 2.5% of them disagreed to the statement. 27.5% of the respondents did not know whether the training programs help achieve the mission and vision of the company.

The Likert scale responses to the statement “training may help employees reduce anxiety or frustration revealed that 65.0% of the respondents agreed that training may help employees reduce anxiety or frustration while 5.0% of them disagreed with the statement. 30.0% were indifferent to the statement in that they did not know whether training help them reduce anxiety or frustration.

10.0% of the respondents strongly agreed that the kind of training they have makes them satisfied in their work, a maximum of 62.5% of the respondents also felt they are satisfied in their job with the kind of training they have, 7.5% of them said they do not agree with the statement and 20.0% the respondents also had no idea as to whether they are satisfied in their work with the training they have.

The Likert scaled responses to the statement “I am loyal towards my job because of the refresher courses and training revealed that much as 47.7% of the respondents agreed that they are loyal toward their job because of the refresher courses and training programs, and 15.0% of them also agreed to the statement. 12.5% of the respondents disagreed with the prompt. 25.0% of the respondents were indifferent

whether they are loyal because of the refresher courses and training programs and aggregating the disagree results.

4.6 Discussion of Findings

With respect to the influence of leadership on employee commitment, the study came out with followings:

It was revealed that their boss praised the workers when they perform excellently in their work schedules. It was revealed that their boss created an environment for them to develop a close and mutually satisfying relationship. Moreover, the study showed that their boss maintained definite standard performance. Furthermore, it was shown that their boss encouraged initiatives in their workers. The study also showed that their boss visibly demonstrates his commitment to employee well-being. Again, the study revealed that their boss ensured that tools needed for work available. Also, the study showed that their boss was open, trustworthy, polite and unbiased. Similarly, the study revealed that their boss inspired them to work beyond my usual strength. Besides, the study showed that their boss paid attention to individual needs. The study showed that their boss refined the skills of subordinates through INSET and this helped them to work efficiently. These findings are in line with the assertion made by Avolio, Zhu, Koh and Bhatia (2004) that leaders who are transformational get the best outcomes from their workers because they are able to inspire them to work beyond their usual strength. Collins (2010), add more weight to these findings by maintain that employees would like to work for managers who are open, trustworthy, polite, and unbiased.

With respect to the effect of compensation and non-wage compensation benefits on employee commitment, the study came out with the following findings:

It was revealed that most of the workers will stay here in the organisation because their welfare and happiness are guaranteed. Also, the study revealed that most of the workers will stay here because they are entitled to vacation/paid leave. Again, the study showed that their boss encouraged them by providing them with autonomy in their job. Furthermore, it was revealed that their boss recognised their good work through small gifts, letter of appreciation, and plaques. Moreover, the study showed that their boss involved them in decision making. The study revealed that their boss rewarded them for their loyalty, dedication and commitment. Also, the study revealed that most of their workers will stay in the organisation because they are entitled to sick leave. The study showed that most of the workers were assigned to challenging duties by their boss. These findings are confirmed by Dalkir (2013) who claimed that when the welfare and happiness of the employees are guaranteed, it makes them more productive and may not walk out of the company. Robbins and Coulter (2003) support these findings by maintaining that intangible incentives encourage the employees by providing them with autonomy in their job and participation in decision making, assigning challenging duties, recognising good work through small gifts, letters of appreciation, plaques, etc. In line with these, Pare and Tremblay (2007) also stressed that a good compensation make employees committed. Clarke, Koch and Hill (2014), adds to these when they affirm that workers becomes loyal, dedicated and committed when they are compensated.

On the relationship between training and development and employee commitment, the study revealed that most of the workers are staying in the organisation because of the kind of training programs that are organised for them. Moreover, the study revealed that most of the workers are promoted based on the kind of training and development programs they attend. Also, it was shown that the training programs help most of the

workers to achieve the mission and vision of this company. Again, the study revealed that training may help employees reduce anxiety or frustration. It was also revealed that that the kind of training that workers have made them satisfied in their work. It was also revealed that most of the workers were loyal towards their job because of the refresher courses and training they attended. These findings are in agreement with the assertions made by Chen, Chang and Yeh (2004) that workers reduce their anxiety or frustration, resulting from work demands through training. Guest and Conway (1997), Mullins (2010) and Barret and O'Connell (2001), claim that the training given to workers helps them to raise the value of their work as result of the new knowledge and skills that they acquire. To the minds of Ahmad and Bakar (2003), workers exhibit higher levels of commitment when they have access to the training programmes of the organisation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary, conclusion and recommendations for the study. It also gives suggestions for further research.

5.1 Summary of Findings

The objectives of the study were to examine the influence of leadership on employee commitment; ascertain whether compensation and non-wage compensation benefits have any effects on employee commitment and determine the relationship between training and development on employee commitment.

Based on the analysis of data collected and the discussion of the results, the following key findings were made:

5.1.1 Influence of leadership on employee commitment

The study revealed that leadership had a positive influence on employee commitment. Leadership was very prominent in influencing workers to stay committed to the organisation.

5.1.2 Effect of compensation and non-wage compensation benefits on employee commitment

The study revealed that compensation and non-wage compensation benefits very instrumental in employee commitment. Most of the workers were very committed to the organisation as a result of its compensation and non-wage compensation benefits

5.1.3 Relationship between training and development on employee commitment

The study found out that training and development had a significant impact on employee commitment. Training and development was key to the commitment levels exhibited by most of the workers in the organisation.

5.2 Conclusion

Employee commitment is a necessary ingredient in improving the performance of any organisation. Committed employees will stay with the organisation and also work hard to improve the productivity levels of the organisation. From the findings of this study, it is concluded that the employee commitment has a positive effect on the performance of an organisation.

5.3 Recommendations

Following the findings of the study, the following recommendations are made:

- i. Employees should be given adequate resources, facilities, training autonomy, and responsibility to strengthen the commitment of employees with their organisation, performance
- ii. The management of the company should use praise and words of encouragement on their workers.
- iii. The mismanagement of the company should garner initiatives in their workers and set definite standard performance.
- iv. The management of the company should provide the necessary tools and equipment workers may need in their work.
- v. The management of the company should organised in-service training, workshop and seminars for workers to fine tune their skills.

- vi. The management of the company set up welfare services like health facilities, canteen services, rest rooms and reading rooms, dispensary, workers' recreation for indoor games. These will motivate workers to exert more effort and increase their productivity.
- vii. They should offer the workers several Welfare activities such as loans, free medical facilities, education facilities for the employee's and their families, housing benefits, etc. The management of the company should give and motivate workers through small gifts, letter of appreciation, and plaques. This will enable more workers to stay true to the organisation.
- viii. The management of the company should involve their workers in the decision making process and solicit their views, opinions and suggestions in the administration of the company.
- ix. The management of the company should organise training and development programmes for the workers. Training and development programmes should be plan taking into consideration, the prerequisites of the organisation, the type and skills of employees being trained, the end goals of the training and the job profile of the employees.

5.4 Suggestions for Further Research

It is recommended that further research on the topic should be conducted in several companies on a larger scale using quantitative techniques.

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APPENDIX I

**QUESTIONNAIRE FOR THE STAFF OF THE ASHANTI REGIONAL
OFFICE OF THE GHANA COCOA BOARD
CHRISTIAN SERVICE UNIVERSITY
SCHOOL OF BUSINESS
EFFECTS OF EMPLOYEE COMMITMENT ON ORGANISATIONAL
PERFORMANCE**

Dear Sir/Madam

We, Linda Yeboah, Charlotte Butah, Millicent Ofosua Agyemang, Evans Adomako and Attobrah Kyeremanteng are students of the Christian Service University offering the Bachelor of Business Administration Degree in Human Resource Management. We are undertaking a study on the topic: “Effects of Employee Commitment on Organisational Performance.” The study aims to find out the effects of employee commitment on the performance of an organisation. This questionnaire instrument is used to collect data on the topic. Your genuine response is paramount for the success of the study. Please be frank and truthful in your responses. The data is strictly for academic purposes and confidentiality of your responses is guaranteed. Anonymity is also assured.

Thank you in advance.

Instruction: Please tick (✓) where applicable and supply details where required

SECTION A: DEMOGRAPHIC DATA OF RESPONDENTS

1. Gender: Male [] Female []
2. Age: 20-24 years [] 25-29 years [] 30-34 years [] 35-39 years []
40-44 years [] 45 years and above []
3. Marital status: Single [] Married [] Divorced [] Widowed [] Separated []

4. Academic Qualifications: Master's degree [] Bachelor's degree []
5. For how long have you worked with Ghana Cocoa Board? 6 months and below [] 1 – 5 years [] 6 – 10 years [] 11 – 15 years [] 16 – 20 years [] 21 years and above []
6. Department:.....
7. Your schedule of work:
.....

Research Question one: How does leadership influence employee commitment?

The following are a number of items that describe the influence of leadership on employee commitment. Please, based on your knowledge and experience, use the scale to the right of each item to indicate the extent to which you agree or disagree with each item

1=Strongly Disagree, 2=Disagree, 3=Neutral, 3=Agree, 4=Strongly Agree

S/No.	Statement	SD	D	N	A	SA
1	My boss praises me when I perform excellently in work schedules					
2	My boss creates an environment for us to develop a close and mutually satisfying relationship					
3	My boss maintains definite standards of performance.					
4	My boss encourages initiatives in us.					
5	My boss visibly demonstrates his commitment to employee wellbeing.					
6	My boss ensures that tools needed for work are					

	available.					
7	My boss is open, trustworthy, polite, and unbiased.					
8	My boss inspires us to work beyond my usual strength.					
9	My boss pays attention to our individual needs					
10	My boss refines the skills of subordinates and helps them to work efficiently and effectively.					

Research Question Two: What is the effect of compensation and non-wage compensation on employee commitment?

The following are a number of items that describe the effect of compensation and non-wage compensation on employee commitment. Please, based on your knowledge and experience, use the scale to the right of each item to indicate the extent to which you agree or disagree with each item

1=Strongly Disagree, 2=Disagree, 3=Neutral, 3=Agree, 4=Strongly Agree

S/No.	Statement	SD	D	N	A	SA
1	I will stay here because my welfare and happiness are guaranteed					
2	I will stay here because I am entitled to vacation/paid leave					
3	My boss encourages me by providing them with autonomy in their job					
4	My boss recognises my good work through small gifts, letters of appreciation, plagues,					

	etc.					
5	My boss involves me in decision making					
6	I will stay here because I am entitled to education funding					
7	My boss rewards us for our loyalty, dedication and commitment					
8	I will stay here because I am entitled to sick leave					
9	I am assigned challenging duties					

Research Question Three: What is the relationship between training and development and employee commitment?

The following are a number of items that describe the relationship between training and development and employee commitment. Please, based on your knowledge and experience, use the scale to the right of each item to indicate the extent to which you agree or disagree with each item

1=Strongly Disagree, 2=Disagree, 3=Neutral, 3=Agree, 4=Strongly Agree

S/No.	Statement	SD	D	N	A	SA
1	I am staying here because of the kind of training programmes that are organised for me					
2	Our promotions are based on the kind of training and development programmes you attend					
3	The training programs help us to achieve the					

	mission and vision of this company					
4	Training may help employees reduce their anxiety or frustration.					
5	The training I have makes me satisfied in my job					
6	I am loyal towards my job because of the refresher courses and training programs.					