**CHAPTER ONE**

**INTRODUCTION**

This work is concerned with employee commitment and satisfaction. It is on the premise that the study is set to evaluate and highlight the assessment of employee commitment and satisfaction as factors towards achieving the aims and objectives of an organization. No firm can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. This chapter talks about the background of the stud, the statement of the problem, the purpose of the study, research objectives and questions, significance of the study, the scope and limitation of the study and the organization of the study.

* 1. **Background of the study**

The human resource is the most essential of all resources among other factors of creation and human capital is what recognizes one organization from the other. The concept of organization has been variously defined, for instance, Waldo (1978) defined it as “the structure of authoritative and habitual personal interrelations in an administrative system”. Moreover, for organizations to live and remain applicable and competitive, it is necessary for them to be able to entice and sustain efficient and effective employees in a bid to enhance productivity.

This study on one hand will be centred on the phase of commitment and focus on the effects of it on organizational productivity.

Employee commitment can be thought of as an extension of employee satisfaction as it deals with the positive attitude that an employee has, not towards her own job but towards the organization. By getting committed, being a satisfied employee and breeding good results as well, supervisors have to adjust their leadership style in a way that employees get more involved in the overall decision-making processes to get a higher level of commitment for the organization’s target or set goals.

Managers have to involve as many employees as great as possible, this includes genuinely supporting individual team effort and sharing information through the company to impress and motivate employees. Every good supervisor does not work only vertically but horizontally as well which basically means that they oversee crosswise situations and processes, resources, time and outlines.

The characteristic of a job varies in a wide sense, and the need for satisfaction may vary across various types of jobs, moreover, the clarification of job commitment should involve factors such as good supervision, rewards, salary, good working condition, and behaviours of colleague workers influences job commitment and satisfaction. Employee efficiency and work performances have and would always be a necessary issue for an organization manager. Employees who are really committed to their organization ensure a high level of the services or products maintenance, quality, productivity and generate higher profits. There is proof that employee participation increases work performance and overall productivity, breeds a better and more productive work environment, and decreases absenteeism. Employees that have more than job satisfaction are happy that they can serve as been advocators of trademarks and products.

Various researchers have shown that with a good and practical supervisor, the rate of employee commitment and satisfaction will be high while with poorer communication skills, the level of employee dissatisfaction would also increase. The accessibility of superiors at the time of need, the need to connect employees, inspiring creative thinking and knowledge of values, openness in the eyes of employees and the ability to communicate with employees are basic features of supervision. Commitment in different forms display that there are employees who chose to stay the whole life within the organization, there is certain abstract string that binds individual to the organization, employees who are reactive if needed, and the factors found common to the employees that leads to commitment. Been involved and engaged is a different thing as a whole to the organization. Committed employees are organization’s greatest assets and it is to believe that it plays a vibrant role in overall business efficiency and profitability. It is in the fore mentioned particulars that, the researchers are interested to determine the work-relationship of an employee towards colleagues and managers in relation to employee commitment in the workplace.

Employee performance generally refers to whether a person performs his or her job appropriately or not. Job performance is the way employees execute their work. Employees’ performance is critical to the success of the organization. Where there is employee satisfaction, employee commitment and loyalty become a necessity. Employee performance is critical to the success of the organization and therefore should venture to invest resources into programs in order to maximize job commitment and their employee’s performance.

* 1. **Statement of the problem**

Performances of employees in an organization are of great concern to employers since their role is needed in the growth and performance of the organization. Employee behaviours are changing and as such, they no longer stay in jobs that do not motivate or satisfy them. Fair salaries are no longer strong and have enough incentives to keep employees loyal, this emphasizes the fact that in modern times, organizations must do more to ensure that they hold on to their talent. Workers in many organizations have embarked on a series of protests in order to protect their work conditions and improve welfare packages. Reciprocity affects the intensity of a commitment. When an entity or individual to whom someone has made a commitment fails to come through with the expected exchange, the commitment erodes.

The problem of this study bore from the fact that there is a wide discrepancy between employee’s efforts. Though, employees will impact positively the employee’s morale and subsequently induce their performance. This work is set to suggest a solution to the problems of employee commitment, satisfaction and performance in an organization. This will go a long way in improving their performance and hence lead to higher productivity.

* 1. **Purpose of the study**

This work intends to show the factors that influence employee commitment and satisfaction as a driving force to put in more efforts by workers daily, to organizations. First, it will show the similarities of employee commitment and satisfaction and factors that influence both and how committed workers put in many efforts to their job and possibly try to avoid what will bring them at loggerheads with their employers. It must be noted that workers who are not satisfied will never feel secure no matter the extent of the job security because the assumption will be that such job is just for them to leave the house on daily basis and possibly, to gather working experience, such job cannot and will not be able to fulfil and satisfy their social needs and obligations.

* 1. **Research objectives**

The broad objective of this study is to assess the factors that influence employee commitment and satisfaction on organizational performance. The specific objectives include to:

1. Determining the effects of employee commitment in relation to Job satisfaction.
2. Ascertaining the degree to which employee's commitment determines organizational performance.
3. Investigating the extent to which surveying the fulfilment level of representatives on working conditions determines organizational performance
   1. **Research questions**

The following questions would guide this study.

1. What are the effects of employee commitment in relation to Job satisfaction in the education sectors of Ghana?
2. To what degree does employees' commitment determine organizational performance.
3. To what extent does surveying the fulfilment level of representatives on working conditions determine organizational performance.
   1. **Significance of the study**

This study seeks to provide a comprehensive document that would discuss the influence of commitment and satisfaction in Ghana and its impact on performance in an organization. The research work is of great importance to the employers and employees in the following ways:

(1) To attract and retain sufficient and suitable employees that will help the organization to achieve its objectives.

(2) To reward employees for their efforts and commitment to the organization.

(3) To motivate workers to high performance.

(4) It also reveals the extent to which employee commitment can go a long way in improving workers performance in the organization and hence lead to increased productivity.

To the government institutions as a whole, the findings and results of the study will provide a more reliable in-depth understanding of the factors that affect employee commitment and dissatisfaction to help shape the future policy formulation of the industry, thus facilitating immensely the achievements of the objectives in enhancing the reliability and efficiency of the provisions of educational services, data provided will assist in monitoring the organization achievements towards the goals as well as the vision and objectives.

* 1. **Scope of the study**

The scope of the study is limited to the education sectors in Ghana. In understanding a research work, its scope is normally defined concerning geographical and time dimensions. The fixing of such boundaries is usually resorted to due to the problems posed by the administration of large data. This study focused on the following concepts in an attempt to understand employees’ phenomena about being committed and satisfied.

1. Working conditions.
2. Nature of work.
3. Opportunity for growth.
4. Remuneration, compensation and benefits.
   1. **Limitations of study**

The research work had its limitations in the following aspects:

**(a) Time:**The study would be narrow on time and resources. The research lacked sufficient time. During this research work, it was based on the fact that the research work was combined with the preparation of the final year examination and this expected date for project submission was not shifted.

**(b) Finance:**There is a limitation by a way of financial resources. The research is personally sponsored thus I have to bear all the financial costs. The fund available at that time was not enough for the researcher to execute what she intends to do. This lack of funds limited some aspects of the research work.

**(c) Sample Size:**Lastly, the sample size is limited, as the study will target only 40% of the total employees. The research findings would also be limited to factors and conditions existing at the organization, as at the time of the study.

Moreover, the conclusion of this research study would be limited and constrained to unique factors associated with this company. Thereupon, the conclusion may not be the same as other companies. Despite the limitations mentioned above, the research would have to adhere to the time allocated and be cost-effective to complete the study.

**1.9 Organization of the study**

This research consists of five main chapters. The first chapter deals with the introduction which covers the background of the study, statement of the problem, the purpose of the study research objectives, research questions, research hypothesis, significance of the study, the scope of the study, limitations of the study, scope of the study and organization of the rest of the study. This chapter has outlined the overview of the problem that’s aimed to be dealt with. Chapter two of the study represents the review of the literature and theoretical perspective that would be reviewed based on the assessment of employee commitment and satisfaction on organizational performance. Chapter three covers the methodology employed for the research, introduction, study area, research design, population, sampling procedure, data collection instruments, data processing and analysis, chapter summary. Chapter four of the study deals with findings. Chapter five covers the summary, conclusion, and recommendations.

**CHAPTER TWO**

**REVIEW OF LITERATURE**

This chapter reviewed relevant literature on the concepts and definitions of job commitment and satisfaction in general. It is on the premise that the study is set to evaluate and highlight the significance of employee commitment and satisfaction as factors towards achieving the aims and objectives of an organization. It looks at past studies carried out that influence satisfaction and commitment in an organization therefore some literature exist even though it may vary in form of structure and system of applications.

**2.1 Theoretical Review**

According to Dagget and Habu (2004) “Employee commitment can be defined as the relative strength of an individual’s identification with and involvement in an organization”. They argued that workers cannot obtain personal and financial job satisfaction unless the organization achieved its goals. It is generally believed that it is directly related to satisfaction, productivity and work performance as well as to personal well-being. Job Commitment means the degree to which an individual identifies with his employing organization and also involves himself in an organization. People can also have a different approach to various aspects of their work, such as the type of work they are doing, colleagues, superiors or subordinates and their salary. Different motivation styles can work in different ways on every employee, resulting in increased work performance. Therefore, satisfaction is an essential element in motivating employees and encouraging them to achieve better results. Commitment can be formed by three mechanisms which are compliance, identification and internalization. Commitment affects the organization and the person, making two levels.

(a) Organizational commitment which is directed by organization attributes and defined as the psychological and emotional attachment of employees to their organizations (Morrow, 1993; Meyer & Allen, 1991; Mathieu & Zajac, 1990).

(b) Individual employee commitment, guided by attributes that directly affect the person and is defined as the psychological and emotional attachment of individuals to their jobs, careers, workgroups or teams, peers and supervisors (Cohen, 2003).

Organizational commitment is the measure of the strength of the employee’s identification with the goals and values of the organization and supervisors (Mowday et al., 1982). Individuals committed to the organization exert extra effort, desire organizational membership (Morrow, 1993), protect company assets, and share company goals and values (Meyer & Allen, 1997). Supervisory commitment is defined as the strength of identification with the supervisor and internalization of the supervisor's values. Identification occurs when the subordinate admires certain attributes of the supervisor, such as attitudes, behaviour, and accomplishments. Internalization occurs when the subordinate adopt the attitudes and behaviours of the supervisor because the supervisor's attitudes and behaviours are congruent with the subordinate's value systems (Becker, 1992; Gregersen & Black, 1993).

Commitment to an organization is related positively to a variety of desirable work outcomes including employee job satisfaction, motivation and performance, and related negatively to absenteeism and turnover (Mathieu & Zajac, 1990). Organizational commitment can be measured as either attitudinal or calculative. Attitudinal, referred to as effective (Meyer, Allen, & Smith 1993), or internalization and identification (O’Reilly & Chatman, 1986) is the employee’s emotional attachment and identification with the organization (Meyer & Allen, 1997; Mowday et al., 1982; Cohen, 2003; Porter et al 1974). Employees continue with the organization because they want to do so (Meyer & Allen, 1997; Mowday et al, 1982) and feel proud to be part of the organization, respecting its values and accomplishments (O’Reilly & Chatman, 1986). The calculative or “side-bet” (Becker, 1960), also referred to as continuance (Meyer & Allen, 1997) and compliance (O’Reilly & Chatman, 1986), signifies the extent to which employees feel committed to their organization under the cost that they feel is associated with leaving it and their need to remain with the organization (Becker,1992; Meyer & Allen, 1997).

According to his research work experiences has a strong impact on motivation but is crucial for job design satisfaction and affects the level of satisfaction with performance pay very much (Brenninger,2015). Therefore, it can be claimed that managers can influence employees’ commitment and performance through leadership styles. Employee efficiency and work performance have always been important issues for organization managers (Kelidbari et al, 2011). Employees who are very committed to their organization ensure a high level of the services or products’ quality, maintenance, productivity and generate higher profits. There is evidence that employee involvement increases work performance and overall productivity and creates a better and more productive work environment. It is the way employees perceive the organization and respond to it (Mowday, 1979; qt. Uyguç, Çimrin 2004: 92). “The employees who are strongly committed to the organization are those who are least likely to leave the organization” (Allen, Meyer, 1990). As Balci in 1990 mentioned in his studies, the individuals who are committed to the organization, work as more compatible, productive, and loyal (Bayram, 2005: 126).

**2.2 Empirical Review**

**Organizational Factors That Influence Employees Commitment**

Ramayah and Min (2009), states that organizational factors are affected by, the climate of the organization, its dependence and social processes and its effectiveness. Along with perception, personality, attitude and learning, motivation is another important way of understanding behaviour, since it interacts with and acts in conjunction with other mediating processes and with the environment.

Alongside attitude, perception, personality and learning, motivation is another important way of understanding behaviour. Luthan (1998) asserts that motivation should not be thought of as the only explanation of behaviour, since it interacts with and acts in conjunction with other mediating processes and with the environment.

Luthan stresses that like the other cognitive process, motivation cannot be seen. All that can be seen is behaviour, and this should not be equated with causes of behaviour.

While recognizing the central role of motivation, Evans (1998) states that many recent theories of organizational behaviour find it important for the field to re-emphasize behaviour. Definitions of motivation abound. One thing these definitions have in common is the inclusion of words such as desire, want, aim, goal, needs, and incentives". Managers and management researchers have long believed that organizational goals are unattainable without the enduring commitment of members of the organization. Motivation is a human psychological characteristic that contributes to factors that cause channel and sustain human behaviour in a particular committed direction.

Some of the strategies in motivating workers in the organization are:

**1. Wages**

An employee’s salary affects his level of commitment to the company. Employees who are paid a minimum wage or a small salary wants to earn more money, either through getting a promotion or pay increase by their employer or by looking for work elsewhere where they can earn more. They are likely to be less committed to the company and this is because they believe the company has not invested as much money in them through their salary as it has in other employees. According to Bhavn and Swati (2012), highly paid employees will not easily leave the organization for fear of losing their “big” salary. If employees perceive equity in salaries and benefits, comparable to other organizations, commitment is likely to occur. On the other hand, if employees perceive inequity based on what is compared to people with similar characteristics and doing similar jobs, employees may feel cheated and may not be committed to their job. When it happens so it may result in employee turnover which will cost organizations their experienced employees.

**2. Training**

 According to Kabir (2011) training improves employees’ skills and enhances their personal development as well as their ability to perform duties better. Well, skilled workers are more dedicated to their work as compared to less-skilled employees. (Abdullah & Djebavni, 2011). Employee development is brought about by training hence more competent workers (Hunjra et al., 2010). Through training programs, employees are more confident and will perceive their company more positively (Kabir, 2011). According to Hunjira et al (2010), the main objective of conducting these training programs is to improve employees’ skills. Career development, an important aspect of human development, is the process through which an individual's work identity is formed. It spans throughout one's entire lifetime. Career development begins with a person's earliest awareness of the various ways in which people are able to make a living, continues as he or she explores occupations and ultimately decides what career to pursue in the future, prepares for it, applies for and gets a job and advances. It may, and most probably will include, changing careers and jobs. If the organizational leaders help a core employee set their career path well, that is a weapon to retain them and have them more committed.

**3. Leadership**

 Leadership is defined as the behaviour of an individual that results in non-coercive influence when that person in directing and cooperates the activities of a particular group towards the accomplishment of a shared goal (Kabir, 2011). One of the most important factors that have an impact on commitment is the relationship between a core employee and a supervisor. Leaders are the “human face” of an organization. A committed leadership willing and able to drive the desired change within the organization and one that can reduce fear and anxiety gives confidence and morale to the employees hence improving organizational performance (Iqbal, 2010). Having leaders who are committed is very crucial in forging a common vision, marshalling all resources in pursuit of that vision as well as ensuring commitment to the vision from across the organizational functions and departments (Chawla & 10 Renesch, 2006). Good leadership will much depend on the availability of loyal and responsible followers. A leader will not be able to implement a decision or plan if others who are in a position to influence the successful outcome do not support him/her. According to Farrington (2009), this cooperation will be possible by ensuring employee commitment to their organization.

**4. Conducive Environment**

Another factor having a great impact on organizational commitment is the working environment (Janet, 2008). Partial ownership of a company affects organizational commitment positively. Ownership of any kind always gives employees a sense of importance and they also feel part of the decision-making process. This very concept of ownership which includes participation in decision-making on new developments and changes within the working practices helps create a sense of belonging of the employees. A study that was conducted by Petra (2011), also indicates that managers who participate in the budget decision-making tend to have a high level of organizational commitment. Another reason within the working environment that affects the commitment of employees is work practices as connected to performance measurement, career growth and management systems and selection and recruiting. Padmakuma and Gantasala (2011) in their study argues that “the low level of organizational commitment of constables could be attributed to inappropriate selection and promotion which lead to the perpetuation of managerial style and behaviour which has a negative effect on organizational commitment of the subordinates”.

1. **Organizational structure**

Organizational structure is a significant factor that influences employee commitment. Excess bureaucracy always stifles organizational commitment. Flattered organizations and a more flexible organization structure will influence the level of employee commitment in terms of being loyal and loving their organization. (Padmakumar & Gantasal, 2011). When employees are provided with better and less bureaucratic structures, more guidance and leadership by example will be an increase in the level of employee commitment (Padmakumar & Gantasal, 2011). While Luthan(1998) posited that there are three (3) important dimensions to job commitment. Job commitment and satisfaction is an emotional attachment and response to a job situation. As such, it cannot be seen, it can only be inferred. Job satisfaction is often determined by how well the outcome meets or exceed expectations.

**2.3 Individual Factors That Influence Employee Commitment**  
The opportunity to advance in the future through career growth makes employees get more committed to the company. An employee who seriously wants to become a manager will try and work harder to show leadership skills and impress the people in charge of giving promotions in order to get the managerial job. However, on the other hand, if there is no room for advancement for the employee, he might start to look for work elsewhere when he becomes bored or unsatisfied with his current role and this will transfer into a lack of commitment (Agarwal & Swati, 2012).

**Personal Factors**

 A number of various personal factors also affect the level of employee commitment to a company. For example, employees who are married and have kids are usually more likely to be committed to a company; this is because they have people who look up to them based on their salaries. Single employees on the other hand might not be as committed to the company because they are not committed to any relationship in their personal lives. Similarly, employees who own a house near their workplace are likely to be more committed to a company. Homeowners in most cases commit themselves to the geographic location where they live, and their places of work are more important in that regard than to those employees who rent and move around (Waleed, 2011).

**Job Involvement and Commitment**

 Agarwal and Swati (2012) define job involvement as a belief descriptive of an employee’s relationship with his or her present job. Kazi and Sisi (2011) suggested that job involvement describes how interested, enmeshed, and engrossed the worker is in the goals, culture, and tasks of a given company. A study carried out by Uygur and Kilic (2009) involving employees working in the central Organization of the Ministry of Health showed that there is a positive correlation between organizational commitment and job involvement.

**Employment opportunities**

 The existence of employment opportunities can have an effect on organizational commitment. Employees who have a strong belief that they are more likely to get another job are less committed as they always have other alternatives. On the other hand, where there is a lack of other employment opportunities, a high level of organizational commitment is displayed. Membership in the organization is always based on continuance commitment, where employees continuously calculate the risks of remaining and leaving (Paulien, 2011). Work experiences also include organizational support, met expectations, perceived pay equity and feelings of emotional importance to the organization.

**Personal characteristics**

The organizational commitment of an employee can also be affected by the employee's personal characteristics such as their age, years of service and gender. Stephen et al (2009) stated that senior employees who are satisfied show higher levels of commitment than others". This, therefore, implies that the older people in the company are seen to be more committed to the organization than other younger age groups, also another personal characteristic that may affect organizational commitment is associated with gender. However, it is argued that gender commitment levels differ due to the different duties and responsibilities assigned (Stephen et al 2009). Personal characteristics include age, gender, education and with personal characteristics.

**Job Security**

One of the most important factors that influence employee commitment to their jobs and organization is employment security. Job security also plays a very important role in reducing the rate of employee turnover and also in enhancing employee relations with each other in the company. Origo and Pagani (2009), states that job security helps in saving recruitment costs incurred when employing a new person and it also stabilizes the organization. Presently, an employee will not believe they can rely on employment security. According to Origo and Pagani (2009), this shift has changed the psychological contract between companies and their workers. However, the security employees get have a great impact on their dedication to working (Chan (2011). Some writers have defined job insecurity as "the perception of a potential threat to continuity".

**Trust**

Trust is crucial in an organisational setting. Trust leads to better performance, good communication channels, teamwork and hence an effective and efficient organization. Trust has its basis on the psychological contract and the ethical behaviour of top managers. Abrupt organizational changes display the unethical part of top-level managers. The psychological contract states the mutual responsibility between employers and employees. Employees believe that if their performances are quality then they will maintain their jobs. Unlike in the 1980s and 1990s nowadays the employment relationship is situational. No one nowadays has a permanent job. Employees see this new contract as a threat to their old psychology one hence they have very low dedication towards their jobs. (Steven, 2007).

**2.4 How Employee Commitment affects the Performance in an Organization**

Employees’ being dedicated to their work brings about Productivity. Performance and commitment are two variables that are independent of each (Akintayo, 2010). The two possible reasons for this is, one job varies and commitment does not lead to product variations. The first reason is that if different jobs vary, dedication towards work cannot lead to production varying. Second, both factors are associated with other factors. Both Commitment and productivity have separate casual routes: one group of factors (investment in technology) determines productivity; another group (perceived equity in rewards) will produce employee commitment (Akintayo, 2010)) Productivity increases as an organization becomes more innovative in using fewer resources to produce more. Productivity is important in a business long run in a business setting. When productivity is high, managers get more profits, reduce costs and save scarce resources. Better profits in the organization often translate to better wages, a good working environment and other benefits. This in turn leads to a more motivated workforce hence loyalty and committed employees (Zheng et al, 2010). Congruency is another factor of employee commitment and productivity.

**Employee Dedication and Employee Turnover**

Turnover can be described as the process by which employees leave a certain company for another and must be replaced by others. Turnover is like truancy or absenteeism as far as employee commitment is concerned. Excess turnover can cost the organization a lot because it has a big effect on performance as well as productivity. According to Tumwesigye (2010), it is important to also note that cost is not the only reason making employee turnover such an important subject. Interrupted plans and schedules, extra overtime, not having knowledgeable staff in place, long training times and other mistakes are just a few of the problems associated with high turnover levels whose major cause is lack of staff commitment. Normal company operations are disrupted by high levels of employee turnover hence poorly motivated employees and this acts as an extra cost for replacing old employees. Employers do whatever possible to reduce turnover, motivating employees which encourages them to be more committed and also want to stay. The loyalty of employees prevents the withdrawal of employees.

1. **Employee Commitment and Absenteeism**

Many studies have investigated the relationship existing between the rate of absenteeism and the level of employee commitment. This is because the absence of an employee from his work is known to be one of the means of withdrawing from a stressful job environment and condition. Hunjra et al. (2010), if employees are committed, absenteeism will be low and when commitment is low, absenteeism will be high. An absent employee signifies that they are not fully committed to the work itself (Anderson, 2004). The dedication of employees is a crucial factor in the industry. Theories have been identified so as to come up with factors that determine the commitment of an employee. One most common theory is that employees miss work because of dissatisfaction in the company. A major factor that influences how many times an employee misses work is the employee’s inability to come to work, be motivated and committed. According to the business world, absenteeism is a major problem that seems to be lacking a solution (Chipunza & Berry, 2010) Dex and Smith (2001) state that “employers have the right to expect good attendance from their employees as it is a well -known fact that employment is a contract between two consenting parties”. According to Ali (2010), absenteeism can be said to be very costly to an organization and enormously large savings can be realized through effective management of nonattendance at work.

1. **Commitment in the Workplace**

If commitment behaviour is not transferred from individuals and subgroups to the total organization, dysfunctional behaviour can exist among individual employees whose goals are in conflict with the goals of the total organization (Cohen, 2003; Vandenberg & Scarpello, 1994). One example of this is the possible inverse relationship between career commitment and organizational commitment. If the organization is not in line with the employee’s career goals, it may cause the employee to be more committed to his or her career rather than the organization, which would have an inverse effect on organizational performance (Cohen, 2003).

**3. Employee Commitment and Job Stress**

Stress is the body’s response to job-related factors that threaten to disrupt the person’s equilibrium. Prolonged stress causes the employee serious problems such as muscle aches, heart disease, blurred vision, dermatitis, and, lower back pain. Job dissatisfaction is a source of job stress. Employees see no satisfactory short-term solution to escaping this kind of stress. Employees trapped in a demotivating job that does not capture their commitment will withdraw by means such as high absenteeism and tardiness; or the employee may completely quit (Ozer & Gunluk, 2010)). Employees under prolonged stress stemming from lack of motivation often consume too much alcohol, tobacco, and drugs. These employees are usually costly to the management in terms of time lost due to frequent absenteeism and increased payments towards medical reimbursement (Ponnu & Chuah, 2010).

However, the main important point here for the organization is the performance and efficiency of the employee. The altitudes and performance of employees in the workplace depend on what they perceive about the organization (Allen, Meyer 1990:4-15). For instance, when employees perceive that “their” organization acts as a “true organization”, they form positive images about it. They feel proud to identify with such an organization, develop their self-esteem, form affective bonds with the organization, develop a sense of loyalty, and make efforts to perform better and to benefit the whole organization (Dutton, 1994).

**2.5 Job Commitment Theories**

The job commitment theories discussed in this section are Becker’s Side-bet theory (1960), Homan’s Social exchange theory (1960), and Meyer and Allen multidimensional model (1977). The prominent theories in organizational commitment are many with different approaches. The model argues that organizational commitment has several distinctive theories which include:

**Becker’s Side-Bet Theory of Job Commitment**

According to Becker (1960), job commitment, is considered a disposition to engage in

“Consistent line of activities" as a result of the accumulation of "side bets" that would be lost if the activity were discontinued. He further added that the consistent line of activity refers to maintaining membership (i.e., employment) in the organization. Generally, it has been used to refer to anything of value the individual has invested (e.g., time, effort, money) that would be lost or deemed worthless at some perceived cost to the individual if he or she were to leave the organization. Such investments might include contributions to pension plans, development of teaching/ research skills or status, use of school benefits such as reduced mortgage rates, etc. The perceived cost of leaving may be exacerbated by a perceived lack of alternatives to replace or make up for the foregone investments. At any rate, it is the threat of loss that commits the person to the organization.

1. **Meyer and Allen Multidimensional Model of Organizational Commitment**

According to Meyer and Allen (1997), Job commitment in an organization could be viewed in three major dimensions: Continuance Commitment; Normative Commitment; and Affective Commitment. According to this model, affective commitment has been reviewed to mean an employee’s emotional attachment to, identification with and involvement in the organization, while continuance commitment has been considered to deal with one’s awareness of the material and psychological costs associated with staying/leaving the present organization. The normative component indicated an employee’s ideology or a sense or feeling of obligations towards the organization and the individual’s moral belief that it is right and moral to continue within the organization (Meyer & Allen, 1997). Consequently, in the school system today, teachers’ job commitment can be conceptualized to mean their willingness to continue working in the school system because they cannot afford to do otherwise, probably because there exists no alternative. (Continuance Commitment). Here it could be linked that if a teacher has worked for several years in the school system, he tends to accumulate experience over time, job effort and classroom specific skills which are too costly to lose. When a teacher feels that he or she does not possess the necessary skills to compete for a job in any other field, then the teacher tends to develop continuance commitment and becomes more committed to the school system because of the limited opportunities and alternatives out there (Meyer & Allen, 1997).

**2. Maslow's Hierarchy of Needs**

Maslow's progressive system of requirements is one of the noticeable inspirational hypotheses that established the framework for employee satisfaction. This hypothesis discloses that individuals try to fulfil five explicit needs throughout everyday life –physiological necessities, security needs, social needs, confidence needs, and self-completion. This hypothesis expresses that the lower needs should be met before the others can be accomplished (Robbins and Coulter, 2007). This model filled in as a decent premise from which early specialists could create work fulfilment speculations.

**3. Herzberg's Two Factor Theory**

Herzberg created one of the most punctual speculations identifying with occupation fulfilment during the 1950s. The Two-Factor Theory, otherwise called Motivator–Hygiene Theory, underlines that there are factors in the work environment that make fulfilment alluded to as helpers and those which lead to disappointment on the off chance that they are absent or cleanliness factors (Hackman, Oldham, 1976). There are four inspirations in the hypothesis: accomplishment, acknowledgement, obligation, and progression. There are five cleanliness factors: money related prizes, capable supervision, approach and organization, working conditions and companion relationship. The ramifications of the hypothesis are that, fulfilment and disappointment are not furthest edges of a similar scale and that activity fulfilment may simply be a nonappearance of occupation disappointment (Robbins and Judge, 2007). Herzberg contends that it is important to have cleanliness factors at a worthy level. Basically, to achieve an unbiased inclination about the activity. The hypothesis is basic and supports the contention that supervisors should require exertion on improving cleanliness factor from the work environment and stress on inspiration factor to build up the perfect individuals at work.

1. **Vroom's Expectancy Theory**:

Job characteristics such as job challenge, skill variety (different activities and talents the job requires), task identity (doing a job from beginning to end with visible results), task significance (the job’s impact on the lives of workers and the organization), degree of

autonomy (freedom, independence and discretion in scheduling work and determining procedures) all improve commitment to the organization (Mathew & Zajac, 1990; Nelson, 1999), to the job (Hackman & Oldham, 1976; Varona, 2002), and one’s career (Person, 1997). The more important a task or job component (job significance) is, the greater the level of job commitment and job satisfaction, motivation and job performance (Hackman & Oldham, 1976).

**2.6 Relationship between Commitment and satisfaction**

There has been a strong relationship between satisfaction and commitment and recent researchers give more support to the idea that commitment causes satisfaction.

Thus, it is Martin et al. (2005) mentioned the reason that satisfaction and commitment have received so much attention is that they have been found to predict turnover intentions. Karsh et al. (2005) stated employees with higher commitment and job satisfaction should be less likely to consider leaving the facility. Many studies assert the high correlation between job satisfaction and organizational commitment (Mathieu, 1991, Yousef, 2002, Rayton, 2006, Huang & Hsiao, 2007). Huang & Hsiao (2007).

Similar studies were sought in reviewing the literature with few found by the researchers. However, one significant article was identified. LaLopa (1997) effectively used the Organizational Commitment Questionnaire to evaluate 300 non-supervisory resort employees' levels of commitment. Further, LaLopa developed a "Resort Job Satisfaction" scale by adopting items from previous studies. Findings provide further evidence that job satisfaction is a significant predictor of organizational commitment. Although there is certainly a chicken-and-egg debate over issues regarding the relationship between job satisfaction and organizational commitment, several researchers have made the case that job satisfaction is a predictor of organizational commitment (Porter, et al. 1974). For the purposes of this research, we further justify our predictive model below.

As an attitude, differences between commitment and job satisfaction are seen in several ways (Mowday, et al., 1982). Commitment is a more global response to an organization and job satisfaction is more of a response to a specific job or various facets of the job. Wiener (1982) states that job satisfaction is an attitude toward work-related conditions, facets, or aspects of the job. Therefore, commitment suggests more of an attachment to the employing organization as opposed to specific tasks, environmental factors, and the location where the duties are performed (Mowday, et al., 1982). When discussed on these terms, commitment should be more consistent than job satisfaction over time. “Although day-to-day events in the workplace may affect an employee’s level of job satisfaction, such transitory events should not cause an employee to reevaluate seriously his or her attachment to the overall organization” (Mowday et al., 1982).

**2.7 Factors That improve employee satisfaction.**

Leblanc (2014) found out that job meaningfulness, knowledge of work outcome and feedback had significant relationships with job satisfaction. This was revealed in his study aimed at finding the relationships between job characteristics and job satisfaction among call centre workers in New York. Another study carried out by Tungkiatsilp (2013), examined the effects of job characteristics and job satisfaction on job performance in the restaurant industry in Bangkok, and the results showed that task identity and feedback influenced job satisfaction. Where employees feel that the work they do is not appreciated or given proper recognition, their input into work is affected, leading to a low level of satisfaction.

1. **Remuneration.**

 Remuneration is undoubtedly a factor that plays a very influential role in determining job satisfaction. However, academic staff of public and private universities have ranked ‘salary’ as being the ‘least satisfier’ (Hashim and Mahmood, 2011: 6). Research done by Hashim and 22 Mahmood (2011), indicates that policymakers and academic leaders at universities should earnestly consider having their compensation system and practices benchmarked against other educational institutions or service industries’ best practices. Other considerations would be the availability of research grants, funds for attending conferences, sabbatical leave, close relationships with peers and superiors and favourable working conditions that would further enhance academic staff’s job satisfaction (Hashim and Mahmood, 2011: 6). It is clear that academic staff are not motivated only by salary, but by many factors, such as promotion and recognition by their superiors. As indicated by Santhapparaj and Alam (2005: 72), pay is among those factors that have a positive and significant effect on job satisfaction.

1. **Promotion and job satisfaction.**

 Promotion simply means moving from a lower position to a higher position in an organizational structure. Every employee desire to be promoted until they reach self-actualization thus, frustration sets in when employees are denied such opportunities. Rabbany et al. (2013) conducted a study on the level of workers’ job satisfaction among workers of Jute Mills in the Narsingdi district and found that employees were more satisfied with their promotion opportunities. Koh et al., (2017) conducted a study aimed at providing some insight into the variables influencing job satisfaction among public accounting professionals “in Malaysia. The results showed that promotion had a significant correlation with job satisfaction.” Amissah et al., (2016) also researched the factors affecting job satisfaction among employees in Ghana’s hotel’s industry. They found that promotion significantly influenced job satisfaction. Droussiotis and Austin, (2007) who studied job satisfaction of managers in Cyprus 23 concluded that opportunities for personal growth and advancement were ranked the highest area of dissatisfaction.

1. **Relationship with supervisor.**

 A supervisor’s style of supervision greatly affects employees’ satisfaction. Schafer (2009) in a study aimed at evaluating supervisors’ perception on “how leadership abilities must be best developed, and identifying the barriers hindering such efforts among police supervisors of FBI National Academy in the USA, observed that leadership skills are developed through education, experience and mentorship, and that, more effective leadership hinges on the ability to overcome barriers both within the profession and within individual officers. Dartey-Baah, (2016), in reviewing the literature on transformational leadership adds that in the pursuance of organizational goals, leadership is a significant factor that leads followers towards the achieving of organizational goals.

According to Bass (as cited in Wojtara-Perry, 2016), a supervisor who employs a transformational leadership style is considered to be relational in the sense that his/ her followers are moved to work beyond what is formally required by the organization due to the trust and respect they have for the leader.

**2.8 Empirical evidence**

Meyer, Stanley and Parfyonova have advised that prior to embarking policies regarding employee commitment and satisfaction, the organization should bear in mind several assumptions and topping the assumptions is the fact that " commitment and satisfaction is an incentive for job performance". Yilmaz and Cokluk- Bokeoglu (2008) expounded that employee with high organizational commitment feelings affect organizational performance in positive ways because they lessen the frequency of performing negative behaviour and improve the quality of service. A committed employee is a more compatible and productive individual who has higher levels of satisfaction, loyalty and responsibility. They continue to observe that organizational commitment not only increases the success in a certain role but also encourages the individual to achieve many voluntary actions necessary for organizational life and high standard system success. The researcher went further to recommend that management should introduce better overtime pay and workers encouraged to take the opportunity and that the management should also review its pay packages, construct career growth opportunities, respect employees need, encourage team bonding and create clear strategies for employee engagement in order to retain its workforce.

Again, Park, Christie and Sype (2014) advance that committed employees may be more likely to engage in organizational citizenship behaviours (OCBs), that is extra-role behaviours, such as creativity.

Creativity according to Bisiok and Sak (2013) is the ability to think in ways and forms that are new, different and not seen in other individuals. Other authors (Lambert & Hogan, 2009) propose that employees commitment reduces employee turnover. Lambert and Hogan define employee turnover as the situation in which either employees voluntarily quit or are involuntarily terminated from their jobs. Allen, Bryant and Vardaman gave an example that quitting and taking another job whiles involuntarily turnover is initiated by the organization, for instance when a company dismisses an employee due to poor performance or when there is organizational restructuring. Lambert and Hogan further stated that committed employees are loyal to the organization, share its values and identify with the goals of the organization. Thus, they have little reason to want to leave.

Visagie and Steyn (2011) also concluded that "compensation strategy is seen as one of the most important strategies in human resources management function as it influences the productivity and growth of an organization and that is imperative to incorporate effective compensation strategies for workers as part of their corporate goals and objectives".

Furthermore, Agburu (2012) concluded that an employee’s commitment to an organization is critical when an organization engages in change initiatives, as committed employees would provide many benefits to the organization undergoing change. These benefits include putting in extra effort to ensure that change succeeds, serving as public relations representative during the change and going above and beyond the norm to assist the organization in function effectively.

Finally, Sad (2015), concluded that " people are the most critical element of an organization because they acquire and manage other resources" and that " in trying to motivate people to work, organizations should do all it takes to ensure that people satisfy their different and various needs as they work for the organization.

**Chapter summary**

The Magnitude of employee performance is an activity that is very important because it can be used as a measure of success in supporting the success of the organization's employees (Said, 2008). Factors used in the measurement of labour productivity include the quantity of work, quality of work and timeliness (Simamora, 2004). Organizational factors that influence employee’s commitment include wages, company success, training and development, leadership and conducive environment and individual factors that influence employee commitment also include personal characteristics, personal advancement, employment opportunities, employee relationship and job security.

Commitment is influenced by many theories which include Maslow's theory, Homan's social change theory, Becker's side-bet theory, and Vroom's expectancy theory. Factors that are in the position holders are competence, skills, knowledge, motivation, attitude and experience. Human productivity has a major role to determine the success of the company and Is often referred to as a mental attitude always had in view that today is better than yesterday. The next chapter would focus on and present the various research method used in conducting the research.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

**Introduction**

This chapter aims to discuss the various methods that have been employed in this research work. The sample used for collecting data, the various sources of data and the method of analyzing the data. The objective of this study is to provide the authority base for the research. According to Ozongrou (1992), methodology permits a successful replication of the work by other researchers.

**3.1 Research Design**

This is concerned with the various methods to be employed in the collection of data necessary for the computation and successful completion of the research study. The research methods and design used in any research are substantially determined by the nature of the research problems and the purpose of the study. Since this research is a fact-finding study, a descriptive research method was selected to point out the factors influencing employees’ commitment as a tool for improving employees’ performance in an organization. The descriptive approach is based on answers to certain relevant research questions. In the process of achieving the objective, the questionnaire and oral interview research methods technique we're employed.

**3.2 Area of the study**

This is a study of employee commitment and satisfaction as a tool for improving the performance of employees in an organization in Ghana. For this research, anything that is affected in the cause of carrying out this research is automatically a member of the area of the study. But for time and distance, the researcher decided to limit the scope of organization in GHANA INSTITUTE OF LANGUAGES.

**3.3 Population of the study**

The private sector consists of very big institutional formulation and with several employees running into thousands. Ideally, the public service is the focus of the study, but for resources constraints and the fact that there is a specific case study area, this research is based specifically on GHANA INSTITUTE OF LANGUAGES. For clarity, 120 staff were the population in GHANA INSTITUTE OF LANGUAGES.

No. Percentage

|  |  |  |
| --- | --- | --- |
| Teaching Staff | 26 | 32.91 |
| Non-teaching Staff | 29 | 36.72 |
| Management Officers | 24 | 30.37 |
| Total | 79 | 100% |

**3.4 Sampling Procedure**

A sample refers to a part of a whole group or population about which observations are made. Similarly, Ammes et al (1984) in their part defined a sample as a group of units selected from a larger collection of units or universe to conclude the universe. The sample size for the staff was determined by the use of the statistical method is to identify individual cases and focus instead on classes, averages, percentages, the measure of dispersions and a more sophisticated statistical procedure. The sampling method used in this research work was stratified random sampling and simple random Sampling (probability Sampling technique). This implies that the population is chosen at random and has a known non zero chance of selection. Thus, homogeneous groups/classes of staff were grouped to form a stratum, and the elements in each stratum were sampled at random. Hence, giving all the elements an equal chance of being selected.

**3.5 Instrument for Data Collection.**

**(1**) Personal Interview

The researcher interviewed various grades of employees GHANA INSTITUTE OF LANGUAGES. The oral method ensures the anonymity of the information and this undoubtedly makes for more accurate and reliable information

(2) The Questionnaire: The questionnaire was designed to accommodate the sample of the population under Study it has an open-ended answers question for the respondent to agree or disagree. The open-ended answers resulted from the need to seek out individual opinions. In designing the questionnaire enough reading was made on the subject matter. Also, care was taken to minimize errors. As much as possible all items of identification were excluded in the questionnaire to allay the fears of the employee who could feel that they might be victimized by their employers because of their response to the categories of staff sampled.

**3.6 Validity of the instrument**

To ensure the validity of the instrument used about two people we're approached for their comments. One person is from the top cadre and the other person is from the junior level. They were asked to examine the instrument concerning its relevance to the study, technicality and clarity of the items in describing employee commitment and satisfaction as a tool for employees’ performance improvement in an organization in Ghana. The researcher amended the instrument in line with their comments.

**3.7 Reliability of the instrument**

To maximize the reliability of the instrument used for the research, the researcher ensured that questions were not ambiguously framed to give the impression of different meanings. More also, questions were not constructed in a manner likely to communicate different meanings that could generate an inaccurate response when the instrument is repeatedly used.

**3.8 Method of Data Collection**

The researcher formally approached the Dean of students in GHANA INSTITUTE OF LANGUAGES. The copies of the questionnaire were distributed to the respondents. The fact that all the respondents are staff and employees of GHANA INSTITUTE OF LANGUAGES and are under the same roof made it easier for the administration and collection of the questionnaire on the respondents as the method of data collection

**3.9 Method of Data Analysis**

The data collected were analyzed and converted into meaningful and acceptable information by the use of the following procedure

(1). Simple percentages: This is the method used to analyze the collected data through the use of a questionnaire. The number of responses of each of the several questions we're analyzed and expressed in percentage (100) scores and presented in tabular format and pie chart, and bar graph representation.

**Chapter Summary**

This chapter aims to discuss the various methods that have been employed in this research work. The sample used method of collecting data, the various sources of data and method analyzing the data. The objective of this is to provide the authority base for the research. Concerned with the various methods to be employed in the collection of data necessary for the computation and successful completion of the research study. For this research anything that is affected in the course of carrying out this research is automatically a member of the area of the study. Buffalo time and distance, the researcher decided to limit the scope of organization in the Ghana Institute of Languages. To ensure the validity of the instrument used about two people were approached for their comments.

**CHAPTER 4**

**RESEARCH FINDINGS**

**Introduction**

Chapter four outlines the results and findings that arise from collecting data in the field. The key areas covered in the chapter include: information collected from different age groups, the gender responsiveness, the number of years one has worked, and the education levels one acquired. The organizational factors that impacts employee dedication at the work place, the individual factors that influence employee dedication to their duties and roles assigned, and the impact of employee dedication to their work and how it impacts on overall organizational performance. 42 Response Rate According to the targeted population, 92 respondents from the various sections of GIL were evenly distributed. Out of these 92, 90 filled and returned questionnaires giving a response rate was 98%. Mugenda and Mugenda (2003) advised that the response rate for useful statistical analysis and generalization should be at a minimum of 50%. This 98% response rate was only possible because the researcher engaged assistants.

The following are some key findings of this study:

* Most of the employees are moderately happy about bonuses & reward facilities.
* In case of employee relationship most of the persons are satisfied.
* In term of flexibility to perform their job employees are dissatisfied.
* About their overall job security employees are moderately happy.
* Maximum employees recognized that organization values & their values are same.
* Employee’s feels environment of team work is not bad in GIL.
* Most of the employees have good expectation from their job.
* GIL have sufficient strength for reduce employee turnover.
* Employees don’t get any opportunity to express their opinion because they follow the

rules & regulations of organization.

Human resources of universities consist of different staff groups and professions. In this context, academic and administrative staff are two main human resources who handle the operations of the university. 70% of academic staff participating in this research is male and 30% is female. And 51% male, 49% female participant get involved in this research as administrative staff.

The education level of academic staff, as it should be, higher than that of administrative staff. 70% of academic staff have completed a PhD and 22% of them have a masters degree. Almost 8% of academic staff continue their career after undergraduate education. The education level of administrative staff vary on their positions. 56,5% of administrative staff have completed their undergraduate education and 37% of them graduated from high school.

A small group of administrative staff (3,3%) have a master’s degree.

The age of academic staff participating in this research is as follows; 45% of them are between 31–40, 27% of them are between 20–30 and 24% of them are between 41–50. But just 4% of academic staff is more than 50 years old. When the age of administrative staff is taken into consideration, it is seen that majority of them are in their middle-ages like academic staff. Almost 46% of them are between 31-40, 28,7% of them are between 41–54 and 23,7% of them are between 20–30 ages.

**CHAPTER FIVE**

**5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

**5.1 Introduction**

Chapter five explains the results and findings of chapter four in relation to the objectives meant to be achieved and the literature review, the conclusions of the study and what would be the best recommendations to be given.

**5.2 Summary**

The purpose for conducting the research was to establish the assessment of employee commitment and dissatisfaction in GIL. The research questions that guided the study included: What are the organizational factors that influence employee dedication. What are the individual factors that influence employee dedication in GIL? What effect does employee commitment have on the overall performance at GIL? GIL being the case study here, a descriptive research design was applied. The study population comprised all GIL employees. 168 employees were used from the various departments as the target population. 92 respondents were selected using the criteria of stratified random sampling. However, in collecting data a structured questioner was used and the Statistical Package for Social Scientist ( SPSS) version 21 was used. The results were presented in tables and charts which included pie charts, and bar graphs. The findings obtained from the study show that organizational factors have a strong influence on employee commitment. These factors include; salary, past success of the company, training and development, leadership and management style, working environment, team cooperation, organizational structure, job redesigning. The findings also indicated that individual factors strongly influence employee commitment highly. These factors include; opportunity for personal advancement, demographic factors, employee job satisfaction, involvement in decision making, level of stress generated from the job, personal needs alignment to company objectives, relationship with fellow employees, attainment of job feedback, trust between employee and co-workers, degree to which employee personal values are in line with those of other employees.

**5.3 Discussions**

**5.3.1 Impact of Organizational Factors on Employee Commitment**

The findings show that all the respondents agree that their salary influences their commitment. The findings agree with Bhavn and Swati (2012) who argued that employees who receive a good pay are likely to be dedicated to the company simply because they would not afford to lose the big salaries. From the findings, 47.7% of respondents agreed that the past success of the organization had influenced their level of commitment. This agreed with Hausknecht et al (2012) who posited that a company’s performance can influence an employee's level of commitment. An organization that is not very profitable or is performing below the board’s expectations can have a negative impact on employees’ morale. Employees will begin looking for jobs in other organizations because they feel that the company may not survive the competition in the market. From the findings, 38.9% of the respondents agreed that their commitment is influenced by the level of training and development conducted by organization. The findings are in agreement with Abdulla and Djebayni (2011) who argued that training provides an opportunity for the employees to develop them as well as enhancing their knowledge and skills for effective development. From the findings, 62.2% of the respondents agreed that the leadership and management style exercised in the organization had an influence on employee commitment. The findings agree with Iqbal (2010) who posited that having a committed leadership and that is willing to make the right changes and able to drive fear out of the company is very important for the company’s success and is an enhancement to employee commitment. Results on organizational factors showed that 75.6% of the respondents agreeing that work environment had an effect on their commitment. The findings are in agreement with Janet (2008) who argued that the working environment seriously impacts on organizational commitment. 45 From the findings 82.2% of the respondents agreed that team co-operation had an effect on their commitment to the company. The findings agree with Yahui and Hung (2010) who argued that effective team work in organizations is a necessity as they ensure a good working environment is created. It was found that a majority, 42.2% of the respondents agreed that the structure of the organization had an effect on their commitment. The findings are in agreement with a Padmakumar and Gantasal (2011) who argued that organizational structure plays a very crucial role in employee job and organizational commitment and that bureaucratic obstacles have a negative impact on employee commitment. From the findings, 44.4% of the respondent agreed that job redesigning had an influence on their commitment. The findings are in agreement with Ans et al (2006) who posited that employees often assume that the new environment as more threatening rather than one filled with opportunities. Radical changes have a bad impact on the employees who are not willing to adapt to the new roles and duties assigned to them, hence they are likely to express poor dedication of work in their organizations.

**5.3.2 Individual Factors and their Influence on Employee Commitment**

From the findings individual factors influencing employee commitment, the majority, 82.3% of respondents agreed that opportunities for their personal advancement had an influence on their commitment. This agrees with Agarwal and Swati (2012) who argued that the employee as an individual is more committed to an organization if he/she believes that there are opportunities for growth and personal advancement. From the findings, the majority of respondents, 87.8% agreed that satisfaction in their job had influenced their commitment to the company. The findings agree with Waleed (2011) who argued that job satisfaction is one of the very most regularly measured organizational variables and is frequently referred to as an employee’s global attitudinal or affective response to their job. The findings on individual factors also indicate that the majority, 50% of respondents disagreed that the degree to which they are involved in the decision -making process of the organization has an influence on their commitment. This disagrees with a study carried out by Uygur and Kilic (2009) involving employees working in the central 46 Organization of the Ministry which showed that there is a positive correlation between organizational commitment and job involvement. The findings on individual factors that influence employee commitment indicate that the majority, 91.1% agreed that the degree of stress generated from carrying out their job has an influence on their job satisfaction. This is in agreement with Prateek et al (2011) who states that stress can be caused by abrupt changes in an organization that leads to poor motivation, lack of the zeal to work and lack of being dedicated to the duties assigned to. The findings obtained show that the majority of the respondents, 71.1% agreed that the degree to which their personal needs are aligned with the objectives of the organization has an influence on their commitment. This is in line with the argument put forward by Stephen et al (2009) that abrupt changes in the organization leads to poor dedication of employees to their work, low morale and motivation in the organization. The findings obtained from the study show that the majority of the respondents, 46.7% agreed that the relationship they have with other employees has an influence on their commitment. This is in agreement with Stephen et al (2009) who argue that “the employee relationship with others can either affect organizational commitment positively or negatively”. The findings show that the majority of respondents, 40% agreed that the degree to which they receive feedback regarding their personal performance has an influence on their commitment. This is in line with Hunjira et al (2010) who state that the amount of feedback and recognition received by a person in the organization influences whether that person has high or low organizational commitment. The findings on individual factors show that the majority of the respondents, 45.6% disagreed that the level of trust that exists between them and their co-workers has an impact on their level of commitment. This is in disagreement with Steven (2007) that trust between an employee and an employer is crucial for effectiveness of the organization. It was discovered that trust has a significant association with effectiveness and commitment. The findings obtained from individual factors show that 53.3% of the disagreed that the degree to which their personal values are aligned with those of other employees has an influence on their commitment. This is in line with an observation made by Deepak and Ian (2008) that studies have found value alignment to be significantly positively correlated with employee performance, commitment and employee turnover.

**5.3.3 Impact of Employee Commitment on Organizational Performance**

94.4 % agreed that employees being dedicated to their roles in the workplace have a great impact on level of turnover in the organization according to the findings. This finding is supported by an observation made by Tumwesigye (2010) that having unskilled employees, longer than usual training times and poor working schedules are some frustrations employers get that in turn leads to high levels of turnover which eventually leads to poor dedication of work. The findings on the impact of employee commitment on organizational performance also indicate that the majority of the respondents, 92.3% agreed that the quality and quantity of work they produce is impacted by their level of commitment. This finding is in line with a statement made by Akintayo, (2010) that there is no clear definition that productivity comes from employees being dedicated to the duties and responsibilities given to them at their work place. However, in the end productivity is bred by the most committed workers in the organization. The findings show the majority of the respondents, 92.3% of the agreed that the level of absenteeism exhibited by the employees in the organization is to an extent as a result of their level of commitment to the organization. This is in accordance with an argument by Hunjra et al (2010) that research has revealed that those employees who are fully dedicated to their work miss work less often as compared to those who are poorly dedicated to their work. The findings show the majority of the respondents, 91.1% agreed that the level of employee commitment has an impact on the degree to which employee safety practices are observed in the organization. This statement by Rehman et al (2010) states that poor safety practices lead to poor commitment because there’s a poor concentration. When employees are less committed, they are more liable to accidents 48 since they lack concentration. The findings on the impact of employee commitment on organizational performance show the majority of the respondents, 52.6% agreed that their level of commitment has an impact on the extent to which they feel their job is stressful. This finding is in line with Ozer and Gunluk (2010) who suggest that an employee trapped in a de-motivating job that does not capture their commitment may withdraw by such means as high absenteeism and tardiness; or the employee may totally quit.

**5.4 Conclusions**

**5.4.1 Organizational Factors that Influence Employee Commitment**

The first research question aimed at establishing whether organizational factors had any effect on employee performance. It was found that organizational factors had a very great influence on the level of employees’ committed in the organization. The elements include; salary given by employer, past success of the company, training and development, leadership and management style, working environment, team cooperation, organisational structure and job redesigning

**5.4.2 Individual Factors that Influence Employee Commitment**

The level of employee commitment would be influenced by individual factors according to the second research question. Individual factors play a critical role in influencing the level of employee commitment is a conclusion that was made. Employee commitment is influenced by the following specific individual factors; opportunity for personal advancement, demographic factors, employee job satisfaction, involvement in decision making, level of stress generated from the job, personal needs alignment to company objectives, relationship with fellow employees, attainment of job feedback, trust between employee and co-workers, degree to which employee personal values are in line with those of other employees.

**5.4.3 Impact of Employee Commitment on Organizational Performance**

The study showed that most respondents agreed that employee commitment has a great influence on the performance of the organization. Employee dedication on their work effects on the organizations performance include; turnover, quality and quantity of work produced, absenteeism, degree to which safety practices are observed, degree to which employees feel stressed by their job.

**5.5 Recommendations**

**5.5.1. Recommendations for the Study**

**5.5.1.1 Organizational Factors that Influence Employee Commitment**

This study showed most respondents said that the organizational factors have a great influence on their level of commitment to the organization. Precisely, some factors had a higher order ranking than others. This study recommends that managers prioritize and concentrate more on the factors that will increase the employees’ commitment. The factors that need most emphasis include; salary, training and development, improving organizational structure and building team work.

**5.5.1.2. Individual Factors that Influence Employee Commitment**

Employees, it has been demonstrated, believe that individual factors have a great influence on their level of commitment to their jobs and to the organization. It was noticed that individual factors didn’t have the same level of ranking so managers are urged to concentrate more on those individual factors as employees believe they help enhance their level of commitment. These factors include; job satisfaction, demographic factors, employee involvement and feedback. Therefore, managers should put into consideration such factors.

**5.5.1.3 Impact of Employee Commitment on Organizational Performance**

From the study, employee dedication towards their work has an impact on the level of performance displayed by the company. Most employees believe that management finds ways to enhance employee commitment then the organization will improve its performance. It was however found that employee commitment influences some parts of organizational performance more than it does others. Areas of organizational performance believed by respondents to have had most impact include; turnover, quality and quantity of work produced and absenteeism. The study therefore recommends that organizational management ought to ensure they enhance employee committed through the various factors already discussed in the study.

Human resource is one of the most strategic components of organizations. In order to ensure retention and development of these resources which have strategic importance; organizations should care on providing their employees with job satisfaction. Job satisfaction, which is important for not only the organizations but also the employees themselves, has become a frequently studied subject (Tella, Ayeni and Popoola, 2007:4).

In this research, which is targeting university academic and administrative staff; it is seen that both academic and administrative staff are experiencing general job dissatisfaction. However, in overall average; job dissatisfaction of academicians is found to be slightly higher than administrative staff (Overall arithmetic average for academicians is 2,33; for administrative staff 2,16). The most important subjects which cause dissatisfaction are the lack of transportation services and inequity in the distribution of supplementary payments.

The most important cause of dissatisfaction for both academic and administrative staff is the lack of transportation services of the university; and the dissatisfaction level of administrative staff is higher than Academicians. The second cause of dissatisfaction for academicians is the problem in promotion opportunities; and for administrative staff it is the supplementary payments. The dissatisfaction about promotion opportunities is on the second order for academicians; while it is on the fourth order for administrative staff. The dissatisfaction level for complaint system is higher both in order and point (6th order, mean:2,66); whereas it is lower for academicians (11th order, mean:2,34). In addition, dissatisfaction for tools and equipment has more priority and is higher for academic staff (16th order, mean:2,16) than administrative staff (21st order, mean:1,37).

Academic and administrative staff have important differentiation in subjects of wages and salaries. While the dissatisfaction of academicians about wages and salaries is on the 10th order (mean:2,34); it constitutes the cause of dissatisfaction on the 19th order for administrative staff (mean:1,52). If wages and salaries are compared to other wages and salaries, then dissatisfaction level of academicians is on the 20th order (mean:1,66) and of administrative staff is on the 13th order (mean:1,85). Especially the levels and points for dissatisfaction level about wages create noteworthy results. Because, academicians have a greater dissatisfaction then the administrative staff about wage earned. However, when the work done by them and the wage earned by them are compared to those of others; the dissatisfaction level of academicians are lower than administrative staff. Administrative staff are less dissatisfied than academic staff about the work done and the wage earned; however the dissatisfaction level is increased if they compare their wages to others’ wages (Administrative staff are often observed to compare their wages to academic

staff.).

In the point of other factors, while academic and administrative staff have similar order and means of dissatisfaction; it could be stated that academic staff have a higher level of dissatisfaction about many factors.

According to Herzberg’s dual factor theory, although the presence of factors like wage, physical working conditions, transportation services cannot create satisfaction and motivation alone; the absence of these factors cause job dissatisfaction and demotivation (Oshagbemi, 1997:354). For this reason, factors like these acts as a base for the creation of job satisfaction. Organizations, especially universities which contribute to the growth of human resources, should ensure satisfaction on these factors which are the base of job satisfaction. Otherwise, as seen on Table 5, employees’ intention to change the job and reluctance to go to work will increase. Since 44% of the respondents have dizziness and 38% of them suffer from headaches; it is possible and relevant to the literature that they are caused by job dissatisfaction. However, academic and administrative staff who heavily work on brain power should be safe from these kinds of diseases and should not be subject to any problem that may affect their mental health.

* + 1. **Recommendations for Further Research**

We can state with very much confidence that employee commitment is a very important subject in all industries and if properly handled can even cause a turning 50 point for a company. This study was carried out at the Ghana Institute of Languages which is in the service industry. However, the researcher recommends that further research be carried out regarding factors influencing employee commitment but with a focus on the production industry. There’s a difference between factors influencing employee commitment in the service industry and those in the production industry. This would