University of Cape Coast https://ir.ucc.edu.gh/xmlui

UNIVERSITY OF CAPE COAST

WORK ENVIRONMENT AND ORGANISATIONAL COMMITMENT OF NON-TEACHING SENIOR STAFF AT THE UNIVERSITY OF HEALTH AND ALLIED SCIENCES IN THE HO MUNICIPALITY

DONNEL BAMIDELE TAMAKLOE

2023

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

UNIVERSITY OF CAPE COAST

WORK ENVIRONMENT AND ORGANISATIONAL COMMITMENT OF NON-TEACHING SENIOR STAFF AT THE UNIVERSITY OF HEALTH AND ALLIED SCIENCES IN THE HO MUNICIPALITY

BY

DONNEL BAMIDELE TAMAKLOE

Dissertation submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfilment of the requirements for the award of Master of Business Administration degree in Human Resource Management

SEPTEMBER 2023

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

DECLARATION

Candidate's Declaration

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

Candidate's Signature……..... Date……

Name: Donnel Bamidele Tamakloe

Supervisor's Declaration

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

Supervisor's Signature……..... Date……

Name: Professor Felix Kwame Opoku

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

ABSTRACT

The study analysed the effect of the work environment on the organizational commitment of non-teaching senior staff of the University of Health and Allied Sciences (UHAS) in the Ho municipality. The specific research objectives were to examine the nature of the work environment at the University of Health and Allied Sciences in the Ho municipality, to assess the level of organisational commitment among staff at the University of Health and Allied Sciences in the Ho municipality and finally, to determine the relationship between work environment and organisational commitment among staff of the University of Health and Allied Sciences in the Ho municipality. The study relied on the quantitative approach and descriptive research design to address the objectives. A structured questionnaire was used to gather data from all the 220 non-teaching senior staff of UHAS in the Ho municipality. The data was then processed using the IBM SPSS Statistics (version 26). Both descriptive (mean and standard deviation) and inferential statistics (Pearson Product Moment correlation were used to address issues in the study. The study found that the nature of the work environment of non-teaching senior staff of UHAS is characterised by both physical and psychosocial factors. The commitment level of employee commitment of the non-teaching senior staff of UHAS was very high. The study further found a moderate and statistically significant positive nexus between work environment and organisational commitment. The study, therefore, recommended that the management of the University management should create a conducive workplace environment that stimulates employee's continuous commitment level to the University.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

ACKNOWLEDGEMENTS

My immense gratitude goes to my supervisor Prof. Felix Kwame Opoku, Senior lecturer at the Department of Human Resource Management who tenaciously coached me through this daunting task. His patience, devotion, discipline, and thorough tutelage all had a significant positive impact on the eventual completion of this dissertation. I am very grateful for his constructive criticisms of every detail of this dissertation.

I would also want to offer my heartfelt appreciation to my lovely wife Harriet Matey for her tremendous support and encouragement throughout my postgraduate study at the University of Cape Coast.

Also, I am thankful to the management and the non-teaching senior staff of the University of Health and Allied Sciences (UHAS) for allowing me to collect data for the completion of this dissertation. I am also indebted to all respondents who made themselves available to respond to the questionnaires.

Finally, I would like to express my gratitude to all unidentified persons who contributed in various ways to the successful completion of this dissertation. I am grateful to everyone.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

DEDICATION

To my Mother Ellen Tamakloe of blessed memory

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

TABLE OF CONTENTS

Content	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iii
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	
Introduction	1
Background of the Study	1
Statement of the Problem	7
Purpose of the Study	9
Research Objectives	10
Research Questions	10
Significance of the Study	10
Delimitation of the Study	10
Limitations of the Study	12
Organisation of the Study.	12
CHAPTER TWO: LITERATURE REVIEW	
Introduction	13
Theoretical Review	13

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Concept Review 21

Empirical Review 36

Conceptual Framework 44

Chapter Summary 44

CHAPTER THREE: RESEARCH METHODS

Introduction 46

Research Philosophy 46

Research Approach 47

Research Design 49

Study Unit 49

Population 49

Sample and Sampling Procedure 50

Data Research Instrument 51

Reliability and Validity 53

Data Collection Procedure 54

Data Processing and Analysis 54

Ethical Consideration 54

Chapter Summary 55

CHAPTER FOUR: RESULTS AND DISCUSSION

Introduction 57

Response Rate 57

Demographic Characteristics of Respondents 58

Features of the Work Environment 59

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Level of Organisational Commitment 64

Relationship Between Work Environment and Organisational Commitment 69

Chapter Summary 70

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction 74

Summary of Findings 75

Conclusion 76

Recommendation 78

Suggestion for Further Study 79

REFERENCES 80

APPENDIX A: QUESTIONNAIRE 99

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

LIST OF TABLES

Table		Page
1	Computed Reliability Coefficients	53
3	Demographic Characteristics of Respondents	58
4	Features of the Work Environment	61
5	Level of Organisational Commitment	65
6	Relationship Between Work Environment and Organisational Commitment	71

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

LIST OF FIGURES

Figure		Page
1	Conceptual Framework Depicting the Nexus Between Work Environment and Organisational Commitment	43

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER ONE

INTRODUCTION

The changing organisational reality underscores the need to understand what explains organisational commitment in a rapidly and continuously changing work environment. More specifically in this new world of work, organisations have taken additional steps to win the commitment of their workers (Nawaz et al., 2020). Extant literature claims that workplace environment predicts how well organisational employees feel affective, continuance or normatively attached to the organisation. This introduction chapter captures the background of the study, the problem statement, research objectives and questions, the significance, limitation, delimitation and organisation of the subsequent chapters of the study and concludes with what the chapter entails.

Background to the study

How employees relate to their organisation is one of the central areas of focus in organisational science. In particular, how and under what circumstances employees bond with and attach to an organisation, otherwise known as 'organisational commitment', is one of the most widely studied topics in the management literature (Mitonga-Monga et al., 2018). Over the past five decades, extant literature abounds in which researchers seek to define, measure and relate organisational commitment to individual and organisational outcomes (Pareek, 2019). This is due to the general recognition that organisational commitment is a major determinant of organisational success. For instance, when employees are dissatisfied at work, they are less committed and will look for other opportunities

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

to quit or emotionally withdraw from the organisation if opportunities are unavailable (Hanaysha, 2016).

This suffices that organisational commitment is important in assessing employees' overall contribution to the organisation. Organisational commitment is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organisation (Vanesa, Matondang, Sedalia & Daulay, 2019). Pareek (2019) defined organisational commitment to include an employee's feelings about continuing his or her association with the organisation, their acceptance of the values and goals of the organisation, and their willingness to help the organisation achieve such goals and values. Organisational commitment affects whether an employee stays as a member of the organisation or leaves to pursue another job (Colquitt et al., 2013). The Allen and Meyer (1997) three-component model of commitment sees organisational commitment from three dimensions namely; affective, continuance, and normative commitment respectively. The affective component is seen as the emotional attachment to, identification with, and involvement in the organisation. The continuance component has to do with the perception of costs associated with leaving the organisation. Lastly, the normative component connotes employees' feelings of obligation to remain with the organisation regardless of the condition that pertains.

The importance of organisation commitment is well captured in the existing literature on organisation studies. Lee and Cha (2015) expound that high organisational commitment has a positive bearing on organisational performance due to lessened frequency of performing negative behaviour and improved quality

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

of service (Amdan et al, 2016). A committed employee is a more compatible and productive individual who has higher levels of satisfaction, loyalty and responsibility (Damayanti, Yahya & Tan, 2019). Organisational commitment not only increases the success in a certain role but also encourages the individual to achieve many voluntary actions necessary for organisational life and high-standard system success (Cherian et al., 2021). Park, Christie and Sype (2014) advance that committed employees may be more likely to engage in organisational citizenship behaviours (OCBs), that is, extra-role behaviours, such as creativity or innovation which are often what keep organisations competitive. The ability to think in ways and forms that are new, different, and not seen in other individuals connotes employee creativity (Bosiok, 2013).

Relatedly, Lambert and Hogan (2009) proposed that employee commitment reduces employee turnover. They defined employee turnover as the situation by which employees voluntarily quit or are involuntarily terminated. Normala (2010) explains that with voluntary turnover, the employee initiates the quitting of the job; for example, quitting and taking another job while involuntary turnover is initiated by the organisation; for instance, when a company dismisses an employee due to poor performance or when there is organisational restructuring. Lambert and Hogan (2009) state that committed employees are loyal to the organisation, share its values, and identify with the goals of the organisation, hence develop no intention to quit the organisation.

The work environment is one of the major factors that influences employees' sense of commitment to an organisation (Mayowa-Adebara & Aina,

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

2016). A wide range of studies has established a significant and positive connection between work environment and organizational commitment (Maqsood, 2011; Baher & Ziabari, 2014; Nawaz et al., 2020; Hanaysha, 2016; Mayowa-Adebara & Aina, 2016). Funminiyi (2016) alludes that an organisation cannot measure the effectiveness of employee commitment without the knowledge of the working environment in which the workers operate. In its simplest form work environment is the settings, situations, conditions and circumstances under which people work (Nawaz et al., 2020). The work environment of an organisation encompasses the physical setting (e.g., heat, equipment etc.), characteristics of the job itself (e.g., workload and task complexity), broader organisational features (e.g. culture, history) and even aspects of the extra organisational setting (e.g. local labour market conditions, industry sector, work-home relationships) (Hanaysha, 2016).

The working environment is a critical factor that influences employee fulfilment and dedication to the organisation (Mayowa-Adebara, et al, 2016). Danish, Ramzan, and Ahmad (2013) stated that the working environment is linked to a specific company's atmosphere in which its workers conduct their duties. Generally, since their desires are possible to be fulfilled, a facilitative and healthy work atmosphere will attract employees. A conducive work environment includes all the elements of a job, such as the amenities to perform responsibilities, a contented workspace, protection, and a noise-free workplace. According to Hanaysha (2016), workers who feel relaxed with their working environment are likely to work more efficiently and enjoy the working process relative to those who feel insecure. To thrive in this competitive business world, organisations should

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

design their work environments to increase the degree of commitment and motivation of employees which would eventually contribute to favourable organisational outcomes (Agbozo et al., 2017).

The work environment can be segregated into the physical and psychosocial work environment factors. The physical dimension work environment has to do with the settings in which work is carried out. It includes temperature, lighting, presence of privacy, ventilation, the freezing point of the air conditioner and many other factors that inhibit or enhance employee's ability to execute their task (Mansoor et al., 2011). The psychosocial dimension includes des manageable workload; some personal control over the job; support from colleagues and supervisors; positive relationships at work; a reasonably clear role; and a sense of control or involvement in changes in a workplace (Baernholdt & Mark, 2009). This study operationalised the work environment as the extent to which non-teaching senior staff of UHAS perceive the immediate surroundings as fulfilling or inhibiting their intrinsic, extrinsic, and social needs and their reason for staying with the organisation.

The University of Health and Allied Sciences (UHAS) is a public institution that aims to provide quality education and research in the fields of health and allied sciences. However, the work environment of UHAS is not conducive to achieving these goals. According to a recent survey conducted by the UHAS Staff Association, many staff members reported experiencing low morale, high stress, poor communication, lack of recognition, and inadequate resources. These factors negatively affect the performance, productivity, and well-being of the staff, as well

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

as the quality of education and research output. The survey also revealed that the management of UHAS is not responsive to the needs and concerns of the staff and that there is a lack of transparency and accountability in decision-making processes. The staff association has called for urgent reforms to address these issues and improve the work environment of UHAS.

The work environment model proposed by Stern (1970) argued that a stimulating work environment provides congruency between an individual's perceived and ideal job satisfaction and productivity in an organisation. Incompatibility between the perceived psychological stressors (job demand) and job control act as stressful situations leading to high and low-strain jobs (Karasek, 1979). In line with the social exchange theory, if an employee finds the social exchange process unfavourable, they do not feel committed and obligated to work in the organisation (Širca et al., 2012). However, an extensive extant literature has established a statistically significant positive nexus between work environment and organisational commitment across both public and private organisations globally (Agbozo et al., 2017; Ramli, 2019; Widyaningrum, & Rachman, 2019; Ahmed et al., 2020 Abdelmoula, 2020).

Although these researchers found a significant relationship between work environment and organisational commitment, some studies showed contradictory results. Amdan et al. (2016) and Cheng and Kadir (2018) in their study found an insignificant relationship between work environment commitment and organisational commitment. Furthermore, Muhammad et al. (2022) gathered evidence from educational facilities in Turkey and found that the work environment

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

was not an adequate predictor of their willingness to stay in the organisation to pursue the missions and objectives of the organisation.This makes the employee work environment and organisational commitment nexus inconsistent and demands further investigations particularly among non-teaching senior staff of the University of Health and Allied Sciences, Ho. This study seeks to investigate the work environment and organisational commitment of non-teaching senior staff of the University of Health and Allied Sciences, Ho.

Statement of the Problem

The creation of safe and healthy physical and psychosocial work environments has not been on the agenda of employers (Muhammad et al., 2022). Physical and psychosocial risks are known as key public health challenges in developed economies (Monroe et al., 2021). However, in developing countries like Ghana, little or no empirical research data exist on the nature of the physical and psychosocial environment and their satisfaction implications on various sectors of the economy including higher educational institutions (Agbozo et al., 2017). This makes it difficult to ascertain an accurate estimate of the economic, health and social consequences of physical and psychosocial work-related stress and how it affects the commitment of staff to their organisation

Anecdotal evidence abounds to show that non-teaching senior staff of the University of Health and Allied Sciences in the Ho municipality are working in deleterious physical and psychosocial conditions and continue to complain about their commitment, well-being, and performance as well as the quality of educational services (UHAS Annual Report, 2022). Along with these difficulties,

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

there is a lack of awareness of workplace environment risk factors, work-related stress as well as workplace violence and harassment that derails the commitment of employees (Abdul-Samad et al., 2020). It is therefore imperative that management identify the challenges and opportunities for improving the work environment and staff commitment at higher educational institutions and to implement effective strategies and practices that can foster a culture of excellence, innovation, and engagement.

Empirically, numerous studies have investigated the influence of working environment on employees' commitment across both public and private organisations (Vanaki & Vagharseyyedin, 2009; Maqsood, 2011; Amdan, 2015; Lee & Cha, 2015; Cheng & Kadir, 2018) and the global South (see for example, Mayowa-Adebara & Aina, 2016; Agbozo et al., 2017; Dagne, 2018; Ahakwa et al., 2021). However, given the differences in the work environment of an organisation, the aforementioned revelations from prior researchers cannot be relied upon for generalisation in other contexts.

In Ghana, some have been done on work environment and organisational commitment. For instance, Donkor et al., (2021) looked at State Owned Enterprises; Papoe (2022) looked at the Ghana Audit Service; Hannah et al. (2020) focused on environmental protection agencies; Amoah et al., (2022); Afebia (2016) looked at Ghana education service; Williams, Owusu-Acheampong and Edusei (2015) considered financial institutions while (Ahakwa et al, (2021); Agyemang and Ofei, (2013) researched on public sector organisations. A recent study by Abdul-Samad, Grisham and Mohammed (2020) only looked at the organisational

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

commitment of Public University employees, neglecting the influence of the work environment on organisational commitment. A perusal of the literature reveals that none of the empirical evidence assessed how the work environment of non-teaching senior staff influences employee commitment to the organisation.

Besides, some studies found the work environment an insignificant predictor of organisational commitment (Amdan et al., 2016; Cheng & Kadir, 2018; Lee & Cha, 2015). Other studies (Agbozo et al., 2017; Ahmed et al., 2020; Ramli, 2019; Abdelmoula, 2020; Donkor et al., 2021; Iqbal et al, 2020; Héyou et al., 2021; Widyaningrum, & Rachman, 2019) however found work environment as a significant predictor of organisational commitment. These findings are contradictory and raise the question of which claim should be accepted in the case of non-teaching senior staff of the University of Health and Allied Science. Conducting a similar study could unfold the true state of affairs. A call for further studies on the effect of work environment on organisational commitment has been echoed by (Abdul-Samad et al., 2020). It is against these backgrounds of unexplored gaps and inconsistent findings that this present study is conducted to assess the effect of the work environment on the organisational commitment of non-teaching senior staff of the University of Health and Allied Sciences in the Ho municipality.

Purpose of the Study

The main purpose of the study was to analyse the effect of the work environment on the organisational commitment of non-teaching senior staff of the University of Health and Allied Sciences in the Ho municipality.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Research Objectives

To achieve the overall purpose of the study, the following specific research objectives will be pursued. Specifically, the study sought to:

1. Examine the features of the work environment of the University of Health and Allied Sciences in the Ho municipality.
2. Assess staff commitment level at the University of Health and Allied Sciences in the Ho municipality.
3. Determine the relationship between the physical and Psychosocial work environment and organisational commitment among the staff of the University of Health and Allied Sciences in the Ho municipality.

Research Questions

To achieve the specific research objectives, answers will be found for the following specific research questions.

1. What are the features of the work environment of the University of Health and Allied Sciences in the Ho municipality?
2. What is the level of commitment of staff at the University of Health and Allied Sciences in the Ho municipality?
3. What is the relationship between physical and Psychosocial work environment and organizational commitment among the staff of the University of Health and Allied Sciences in the Ho municipality?

Significance of the Study

The findings of this study were significant to a wide array of stakeholders. First, the study added value in understanding various approaches to commitment

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

which helped scholars and academia in addition to existing literature and be able to establish areas of further interest and sources of referred materials and further add value to existing knowledge in the world of academia. Secondly, the study helps the institution make fundamental policy decisions on the engagement and maintenance of a highly skilled and motivated workforce committed to serving the organization competitively. Thirdly, the study provided suggestions and recommendations that will help the university managers solve administrative issues on performance and address commitment-related challenges.

On the other hand, the study offered human resource practitioners the implementation of the findings of this study to promote sound decision-making and provide guidance to organisations. Again, the findings of the study will help integrate the contribution of workers as the key human resource who are entrusted with policy implementation. Finally, human resource practitioners may also see how the manipulation of the predictors can impact organisational commitment and this could serve as a guide to proposing solutions to other Universities where a similar set of conditions exist.

Delimitations of the study

The study covered the effect of the working environment on the organisational commitment of the University of Health and Allied Sciences, Ho in Ghana and specifically focuses on the main campus in Ho, Volta Region. The main respondents for the study would be non-teaching senior staff at the university.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Limitation of the Study

The researcher encountered some challenges in the process of conducting the study. The study concentrated on the selected components of the work environment proposed by (Scheller, 1993) and the organisational commitment dimension developed by (Allen & and Meyer, 1990) which was not conclusive in capturing what the study sought to unpack. Further research should therefore be conducted to establish whether there exists a relationship between the respective components of organisational commitment. Geographically, the study was conducted at the University of Health and Allied Sciences in the Hohoe municipality. As a result, generalisation of the study findings across other jurisdictions or Universities was restricted due to disparities in work environment factors.

Organisation of the Study

The study was organised into five chapters: Chapter one - consists of the background of the study, statement of the problem, objectives of the study, significance of the study, delimitation and limitation of the study. The second chapter reviewed related literature on working environment on organisational commitment. This chapter provides the fundamentals of the study and therefore helped to shape the nature and direction of the study. The third chapter presents the methodological approaches employed for the study. It covers the research design, the population and sampling procedures, the data and data collection procedure, the research instruments, as well as the method of data processing and analysis. Chapter four provided results and a discussion the findings of that emerged for each

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

objective of the study, while Chapter Five was the summary of the findings, conclusions and recommendations for the study.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews the literature on the theories and concepts of work environment and organisational commitment. The theoretical review covered the Theory of Social Exchange (Blau, 1964), the Work Environment Model proposed by Stern (1970), and the Three-Component Model of Commitment (Allen &Meyer, 1990) to explain the nexus between work environment and organisational commitment. Some of the concepts discussed in the chapter are; physical factors and psychosocial factors of the work environment, and concept of organisational commitment, and the relationship between work environment and organisational commitment. The chapter also presents a conceptual framework for analysing the relationship between work environment and organisational commitment. Some related empirical studies were also reviewed to understand the current concept under study. This helped the researcher gain knowledge using direct and indirect observation or experience of previous researchers or studies. It also enabled gap identification and the selection of an appropriate methodology to carry out the study.

Theoretical Framework

There are several theories advanced to explain the nexus between the concept of work environment and organisational commitment. However, the researcher upon reviewing a handful of theories settled on the Theory of Social Exchange (Blau, 1964), the Work Environment Model proposed by Stern (1970),

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

and the Three-Component Model of Commitment (Allen &Meyer, 1990) because of its strong association with the concept work environment and organisational commitment. From the researcher's perspective, these theories are reviewed thoroughly and then connected to the context of the study.

Theory of Social Exchange

The theory of social exchange was propounded by Peter Blau in 1964 to explain the psychological contract that exists between employers and their employees. Blau 1964 espoused that the nature of the exchange relationship determines the behaviour demonstrated by employees in an organisation. Many researchers over the years have progressively adopted the social exchange theory as the theoretical underpinning to explain the relationship that exists between employees in an employment relationship (Bambacas & Kulik, 2013). Social exchange has been described as unspecified cooperation between two or more parties, which results in a mutual benefit for all parties (Leybman et al., 2011). Social exchange entails undetermined obligations in a relationship between two parties, in which a party in the relationship does the other a favour and there exists an expectation of some undetermined future return.

Leybman et al. (2011) however, opined that implicit obligations and trust form the basis of social exchange. In short, the social exchange theory states that employees who enjoy favourable benefits and treatments in their organisations tend to feel obligated to repay these favours (Širca et al., 2012). It can be deduced that organisational commitment creates a continuing sequence of fair employer-employee relations thereby curbing the intention to quit. Therefore, it has been

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

established that the social exchange theory consists of relationships, which evolve into trusting, loyal, and mutual commitments of the parties (Tanova & Holtom 2008). Using the social exchange framework as a footing, this research examines the work environment and organisational commitment.

This study argues that the extent to which the non-teaching senior staff of the UHAS believes that the organisation has fulfilled or failed in its promised obligations, in this case creating an enabling work environment will affect employees' commitment to the organisation. Continued employment has been identified as one way for an individual to repay the organisation (Kehoe, & Wright, 2013). Linking this theory to this study, here the two parties in this relationship are identified as the management of the organisations and the employees of these organisations. When these employees perceive the exchange nexus as fair, they will remain committed to the organisation and would be less likely to seek alternative employment or leave their organisation.

Contrarily, when employees perceive their relations with the organisations as unfair or unfavourable, they intend to reciprocate by thinking of quitting. For example, where organisations fail to treat employees as the most valuable asset of the organisation, employees may feel less committed to the organisation. As discovered in the study (Gong et al., 2010), individuals are drawn to partake and invest in rewarding relationships, after which they become bound to return benefits or favours to their partners in exchange. Therefore, employees' perception of favourable and fair treatment has a positive association with their level of

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

commitment. Moss (2016) in his study also described the social exchange theory as a favour done by one person to another in expectation of a future return.

In this regard, we can compare the social relationship to that of the contract of employment where the exchange does not take place between two people, but rather between the employee and the employing organization. Thus, it is evident that organisational practices can influence not only employees' commitment to the organisation. According to Moen et al. (2011), employee perceptions of fair treatment and a high level of commitment to the organization in terms of flexible workplace relations lower their commitment level to the organisation. Concerning the principles of social exchange theory, as discussed above, employees enjoying fair treatment and good working conditions repay their organisation by reporting positive job outcomes, such as higher performance levels and lower levels of turnover intentions in their respective places of work (Karatepe & Ngeche, 2012). From the above argument, it is therefore clear that if employees' needs are catered for by an organisation it translates into the commitment level of employees.

Work Environment Model

The work environment model was proposed by George Stern in 1970. The key tenet of the model is that the work environment of an employee is the product of interactions between individuals and the environment. The work environment model assumes that the environment can be explained by describing its participants (Holland, 1985). The model proposes that the way an employee perceives the environment tends to influence the way that employee will behave in that environment (Moos, 1986). The model holds the view that the perceived

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

environment in which individuals live and work tends to have a significant impact on attitudes, behaviour, and physical and psychological well-being. To explain the development and outcomes of the work environment, the model explains the interplay between five systems namely: the organisational system, personal system, work stressors, coping responses, and individual adaptation or outcomes.

The organisational system comprises physical features, organisational structure, and policies, suprapersonal and work task factors, and work climate (Maqsood, 2011). Personal factors include characteristics including the employee's job position and level of experience, socio-demographic background, personal resources such as self-confidence, expectations, and preferences about the workplace, etc. The personality orientation of individuals leads to developing characteristic work environments namely realistic, investigative, artistic, social, enterprising, and conventional environments (Stern,1970). According to Strange and Banning (2001), individual performance is optimized when one's needs and abilities are congruent with the demands of the environment. Stern's environment model (1970) describes the work environment in terms of characteristic demands or features of the setting as perceived by its participants.

This implies that employees' responses to activities are associated with a particular personal need orientation such as achievement, adaptability, and dominance among others. An environment that is stimulating for congruency between an individual's perceived and ideal self serves as an important determinant of the employees' organisational commitment and productivity level (Pervin, 1968). Again, the demands of the work situation and the number of control

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

employees have to cope with these demands are also key dominant of the work environment. Any incompatibility between job demands (the perceived psychological stressors) and job control acts as a stressful situation leading to characteristic high and low-strain jobs (Karasek, 1979). Maqsood (2011) criticized that interactional models do not effectively describe developmental processes or work environment-related outcomes.

Regardless of the forgoing criticism levied against the work environment model proposed by George Stern, it is still relevant in addressing how the work environment of non-teaching senior staff of the University of Health and Allied Sciences influences their level of affective, continuance, and normative commitment to the University of Health and Allied Sciences (UHAS). Stern's work environment model provides the direction for assessing perceptual attributes of environments with an elaborated stance for linking these perceptions to behavioural and organisational commitment outcomes.

The Three-Component Model of Commitment

The three-component model of commitment was developed by Allen and Meyer in 1990. The model argues that an organisational commitment is a function of three main components namely affective, continuance, and normative commitment (Meyer, Allen, & Smith, 1993). The affective component is demarcated as employees' emotional attachment to, identification with, and involvement in the organisation. The continuance component looks at the perception of costs associated with leaving the organisation. Lastly, the normative component connotes employees' feelings of obligation to remain with the

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

organisation. In this vein, the three-component model of organisational commitment ties together three separate streams of earlier commitment research (Wiener & Vardi, 1980).

However, common to these three streams is the notion of a "psychological state that links an individual to an organisation (Allen & Meyer, 1990). Till now, the conceptualization of the three-component model of organisational commitment can be considered the dominant model in organisational commitment research (Cohen, 2014). Among these various additional emphases of commitment, employees' occupations are by far the most clearly established, and organisational commitment has been found to follow a similar three-component structure (Meyer, Allen, & Smith, 1993). For this reason, Meyer, Allen and Smith (1993) included a second dimension, affective, continuance, and normative commitment to the organisation, career or profession as a whole making the model a three-by-two model of commitment.

Consequently, Meyer et al (2002) advocated the features of a committed employee as one who stays with the organisation through thick and thin, attends work regularly, protects the company's assets, shares the company's goals, performs effectively, displays organisational citizenship behaviour, and is less likely to leave the organisation. They argued that organisational and employee commitments are distinct constructs, with each contributing to the understanding of, and ability to predict work-related behaviour. Interestingly, this model was perceived to be generalisable to Asian and African countries (Snape et al., 2008). Meyer and Allen's (1991) tripartite model of commitment (McInerney et al., 2015)

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

was used to predict the organisational commitment of teachers in Hong Kong and established that employees are connected to their organisation for several reasons. It then suffices to say that several reasons affect the commitment level of non-teaching senior staff of UHAS.

From the forgoing submission, some non-teaching senior staff may be committed to UHAS because they believe that when they leave the job it will be difficult to find a job or they might lose their retirement benefit. Again, some also share the same values with the organisation and identify with them. Other employees may be attached to the organisation because of feelings of obligation, loyalty, and duty. It will be remarkable to establish why some workers remain committed to their organisation (UHAS) in the Ho Municipality. The three-component model of organisational commitment proposed by Allen and Meyer was found to apply to the present study to predict how the work environment of non-teaching senior staff of the University of Health and Allied Sciences influences their commitment level to the organisation (UHAS). For this impetus and intent of the researcher, the three-component model of commitment by Allan and Mayer (1990) is deemed appropriate for the study.

Conceptual Review

This section of the study revised literature on the two variables considered for the study that is the concept of work environment with special emphasis on nature and dimensionality of the work environment. The researcher proceeded with a review of the concept of organisational commitment, and the dimensions of organisational commitment. The researcher then reviewed extant literature

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

regarding the nexus between work environment and organisational commitment. The ensuing captures in detail what the conceptual review section entails.

The Concept Work Environment

From an organisational behaviour perspective, the concept of work environment can be traced back to Lewin's field observations of work environment in organisational settings (Lewin, 1951), which suggest that behaviour is a function of the environment or some part of the environment. Mathematically, it is expressed as B = f (E). This conceptualization explains the work environment as a behaviour setting or a small-scale social system comprised of people and physical objects, governed by behavioural rules. In other words, this refers to a set of 'routine' activities shaping the behaviour of people who inhabit them (Barker, 1965). The pioneering research on work environment defines work environment as an interaction between an observable set of organizational conditions and the perceptual interpretation of organizational characteristic features by its participants (Hellreigel & Slocum, 1974).

Work has an economic phase as well as a mechanical phase and it has also a psychological aspect (Jain et al., 2022). The work environment plays a vital role in motivating employees to perform their assigned work (Hellreigel & Slocum, 1974). McGuire and McLaren (2009) stated that the concept of work environment is an actual comprehensive one including the physical, psychological, and social aspects that make up the working condition. An effective work environment encourages happier employees with their job ultimately influencing the growth of an organization as well as the growth of an economy. The work environment can

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

be labelled as the setting in which people are working (Hellreigel & Slocum, 1974). To appreciate the critical importance of the work environment in the organisation is to recognize that the human factor and the organisation are synonymous (McGuire & McLaren, 2009). Changing environments provide banks with prospects as well as a myriad of challenges.

One of the competitive challenges faced by banks lies in the management and integration of physical and psychosocial environments (Shrestha & Joyce, 2011). Architectural design affects the way people behave, with designers creating conditions that hinder, discourage, guide, support, or enhance users' behaviour (McGuire & McLaren, 2009). Most universities are beginning to re-examine how their work environment is designed and what facilities they offer to staff has a far-reaching effect on their general satisfaction. An enabling work environment must thus be a key feature to improving satisfaction and subsequently commitment (Hellreigel & Slocum, 1974).

The work environment has been operationalized by analysing the extent to which employees perceive the immediate surroundings as fulfilling their intrinsic, extrinsic, and social needs and their reason for staying with the organisation (Baernholdt & Mark, 2009). They further add that the environment is a key determinant of the quality of their work and their level of commitment. The benefits of creating and upholding a positive work environment are huge. Greater satisfaction, happier people, employee stability, business advantage, higher profit, greater security, and better health (Shrestha & Joyce, 2011). A positive and supportive work environment for banks can be described as an environment that

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

attracts individuals into the professions, encourages them to remain in the workforce, and enables them to perform effectively.

In addition, supportive work environments provide conditions that enable workers to perform effectively, making the best use of their knowledge, skills, and competencies and the available resources to provide high-quality services (Shrestha & Joyce, 2011). Baernholdt and Mark, (2009), highlighted that nowadays most organisations pay attention to employees' commitment to their work environment. They try to provide a positive working environment so the employees will be happy and satisfied. They believe that the happier the employees are, the more delightful the customer will be.

Improving the work environment results in a decrease in the number of complaints, and absenteeism and hence increases satisfaction (Hellreigel & Slocum, 1974). He also highlighted that in the Twenty-First Century, businesses are moving towards a more strategic approach to environmental management to enhance satisfaction through improving and managing the satisfaction level of employees. The modern physical environment is distinguished by technology, computers, machines, general furniture, and furnishings that continually affect the brain and health of employees such as communication and privacy, formality and informality, functionality, and cross-disciplinary (Shrestha & Joyce, 2011). Based on the preceding submissions the study operationalizes the work environment to comprise physical and psychosocial factors that influence the level of commitment within an organisation. The ensuing paragraphs enumerate both the physical and psychosocial factors that influence the work environment of an organisation.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Physical Factors of the Workplace Environment

The ability of the physical work environment to influence behaviours and to create an image is particularly apparent for service businesses. Among the factors influencing workers' behaviour, Physical factors like office building space have also been strongly associated with workers' satisfaction (Leshabari et al., 2008). They again asserted that these environmental factors like spatial layout, level of interaction, and the comfort level of the office have had a significant effect on workers' commitment. Comfort level factors such as temperature, lighting, presence of privacy, and ventilation can have a direct impact on employees' health which in turn makes them dissatisfied; for example, very high heat or high freezing point of air conditioners at the office can lead to some employees feeling very uncomfortable (Mansoor et al., 2011).

According to Haynes (2008), the physical environment with the commitment of its occupants falls into two main categories; office layout (open-plan versus cellular offices) and office comfort (matching the office environment to the work processes), and the behavioural environment represents the two main components namely interaction and distraction (Leshabari et al., 2008). Also, according to Leshabari et al. (2008), spatial layout refers to how machinery, equipment, and furnishings are arranged, the size and shape of those items, and the spatial relationships among them. The spatial layout of furniture was found to influence the amount and nature of the conversation between individuals (Leblebici, 2012). Functionality refers to the ability of the same items to facilitate performance and the accomplishment of goals. How satisfaction is achieved will

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

be affected by how well people fit into their physical workspace and physical work environment (Mansoor et al., 2011).

It is generally understood that the physical design of offices and the environmental conditions at workplaces are important factors in organisational satisfaction (Haynes, 2008). In a broader perspective, the physical work environment; includes but is not limited to the comfort level, ventilation, heating, natural lighting, and artificial lighting. According to Temessek and Touzani (2009), the above features assist on the functional and aesthetic side, the decoration, and design of the work environment that ultimately helps improve the employees' experience and necessitate better performance. He emphasizes that organisation services must insist on the utility and the role of environmental information, facilitating employees' engagement with better space management, and the automation of certain tasks. Similarly, if the tasks to be performed are very complex, the efficiency of layout and functionality will be more important than when the tasks are mundane or simple (Mansoor et al., 2011).

Office layout and design impressions suggest that certain dimension serves a symbolic function by connoting meanings and images about organizations and further how their employees are to be satisfied (Temessek & Touzani, 2009). Based on these affordances, it is suggested that employees will tend to identify more with these features which enhance satisfaction. Informal seating arrangements, such as chairs placed at a right angle facilitate social interaction, whereas formal seating arrangements, such as chairs placed back-to-back discourage social interaction (Mansoor et al., 2011). This also helps explain how the style of furnishings and

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

other physical setting of an organisation serves as a symbolic function of the employee's level of commitment.

Psychosocial Factors Affecting Workplace Environment

The work environment too has both positive and negative effects on the psychological and welfare of employees (Gitahi, 2014). The work environment is widely categorised to include the physical scenery (e.g., noise, equipment), fundamentals of the job itself (e.g., workload, task, complexity) extensive business features (e.g., culture, history), and even extra business background (e.g., industry setting, workers relation). However, all the aspects of the work environment are correspondingly significant or indeed appropriate when considered for job satisfaction and also affect the welfare of employees (Gitahi, 2014).

The psychosocial factor of the work environment is generally considered to be one of the most important issues in contemporary and future societies. They refer to the interactions between the environment and working conditions, organisational conditions, functions, and content of the work, effort, workers' characteristics, and those of members of their families (Temessek & Touzani, 2009). Therefore, the nature of the psychosocial factors is complex, covering issues relating to the workers, the general environment, and work. Twenge and Campbell (2008) define employee workplace welfare in terms of six key areas: a manageable workload; some personal control over the job; support from colleagues and supervisors; positive relationships at work; a reasonably clear role; and a sense of control or involvement in changes at the work.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

In this light, Twenge and Campbell (2008), posit that supervisors' and colleagues' interpersonal role is important to encourage positive relations and increase the self-confidence of the employees and in return improve employee satisfaction. Skilled and respected people are available to employees to help them perform better in their current roles and to assist them in developing further in future roles (Gitahi, 2014). Immediate supervisors act as advocates for employees, gathering and distributing the resources needed by the employees for them to be able to do a good job and providing positive encouragement for a job well done (Mansoor et al., 2011). Raziq and Maulabakhsh (2015) postulate that supervisors' availability at times of need, ability to interlink employees, stimulation of creative thinking and knowledge of the worth of open-mindedness because of workers, and ability to communicate with employees, are the basic supervision traits. Results revealed that with good and effective supervision, employees' satisfaction level was high whereas, with poorer communication ability, the dissatisfaction level among employees was high (Gitahi, 2014).

Individual friendship with the work environment is important as they impact the ability of the individual to take control of their work and the level of anxiety they experience within the workplace (Raziq & Maulabakhsh, 2015). The behavioural factors that may affect the satisfaction of employees at the workplace are the workers' perception of the reward system, off-the-job activities of the employee, work culture, effective communication, relationships at work, etc (Twenge & Campbell, 2008). There are lots of other aspects that may enhance or lower the employees' satisfaction some of which include role congruity, supervisor

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

support and leadership styles are among the factors that may individually and collectively affect organisational commitment (Mansoor et al., 2011).

The Concept of Organisational Commitment

It is widely established that organisational commitment as a critical employee attitude is regarded as a key component in human resource management (Mansoor et al., 2011). It is undeniably essential for organisations to develop organisational commitment since employees are the vital basis of sustainable success and efficiency. Organisational commitment is described as a psychological approach that binds employees to their organisation and decreases turnover intent (Farrukh et al., 2016). A generally accepted definition of organisational commitment was proposed by Zaraket (2017) as the degree to which an individual participates in their organisation. An organisational commitment connotes the individual's ability and willingness to align behaviour with the needs, priorities, and goals of the organization, as well as the act for the purpose or needs of the organisation (Geisler et al., 2019).

According to Sutrisno (2016), organisational commitment has to do with the extent of the relationship with which an employee looks at himself with the work in the organisation. Meanwhile, Geisler et al. (2019) defined organizational commitment as the levels where the work identifies with the organisation and has the desire to continue actively participating in it. According to Kesumayani et al (2020), an organisational commitment is said to have been demonstrated when an employee successfully works in an organisation and desires to sustain the working relationship without attempting to leave for another organisation (Zaraket, 2017).

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

The significance of organisational commitment has been recorded in the literature. Organisations appear to be concerned with having very committed personnel. Furthermore, Allen and Mayer as cited in Geisler et al. (2019) argue multidimensional concept comprises three component indicators namely; affective commitment; continuance commitment, and normative commitment. However, based on the forgoing conceptualisation and for this study, the researcher operationalizes organisational commitment as the affective, continuance as well and normative forces that bind employees to a course of action relevant to their organisation.

Dimensions of Organisational Commitment

An organisational commitment entails active association with the organisation (affective), the predictable costs of leaving the organisation (continuance) as well and the obligation to remain in the organisation (normative) (Farrukh et al., 2016). Organisational commitment is one of the major activities undertaken by a company and is included in its strategic plan as a means of motivating employees for better productivity and used as an initiative to reduce attrition. Common to these three dimensions is the attitude that commitment is a psychological state characterized by the relationship of employees to the organisation and implies a decision to continue the work in the organisation (Kesumayani et al, 2020). According to Geisler et al., (2019), these psychological states have different implications for the behaviour related to the work environment. The ensuing paragraphs elaborate on the tripartite dimension of organisation commitment as espoused by Allen and Mayer (1990).

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Affective commitment

An effective commitment hinges on intrinsic personal desire, which entails an employee's emotional attachment to the organisation, its identification with the organisation, and involvement in its operation, namely, the agreement of objectives of the organisation and the individual (Odoardi et al., 2019). Employees who are very effectively dedicated to the organisation remain in it because they want to be. Members who are committed on an affective level stay with the organisation because they view their employment relationship as congruent with the goals and values of the organisation (Yukongdi & Shrestha, 2020). Zaraket (2017) defines it as the attachment of an individual's fund of affectivity and emotion to the group.

Accordingly, affective commitment is an attitude or an orientation toward the organisation, which links or attaches the identity of the person to the organisation. Gao-Urhahn et al., (2016) define the affective component as the process by which the goals of the organisation and those of the individual become increasingly congruent. It is also viewed as a partisan, affective commitment to the goals and values of the organization, to one's role in goals and values, and to the organisation for its own sake, apart from its purely instrumental worth (Fazio et al., 2017). Odoardi et al (2019) observed that some employees put effort into their work beyond what appears to be instrumentally required for the expected reward and attributed this to the affective component of organisational commitment. The causes of affective commitment are narrowed down to four categories; personal characteristics, structural characteristics (organisational), the characteristics related

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

to the type of work being performed, and the work experience (Fernandez-Lores et al., 2016).

Yukongdi and Shrestham (2020) posit that variables of work experience that are correlated with affective commitment include equality in the distribution of rewards, clarity of roles and freedom from conflict, caution of supervisors, justice of rewarding versus performance, and challenges of the work itself, the opportunity for advancement and participation in decision-making. An affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability (Fernandez-Lores et al., 2016). The development of affective commitment involves identification with the organisation and internalisation of organisational values (Zaraket, 2017).

Continuance Commitment

Continuance commitment connotes an awareness of the costs associated with leaving the organisation. The potential costs of leaving the organisation involve the threat of wasting time and effort spent on the acquisition of non-communicable skills, loss of attractive benefits, waiver of privilege that brings long years of service, and the collapse of family and personal partnerships (Khan, Naseem & Masood, 2016). In addition to costs related to leaving the organisation, continual commitment will also develop in the absence of alternative employment opportunities (Khan et al., 2021). Employees stay in the organisation because of the continued commitment to remain in them because they have to. Continuance commitment can be regarded as an instrumental attachment to the organization,

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

where the individual's association with the organisation is based on an assessment of economic benefits gained (Zaraket, 2017).

Another view of continuance commitment is that it is a structural phenomenon, which occurs because of individual-organizational transactions and alterations in side bets or investments over time (Khan et al., 2021). Again, the accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to (San-Martín et al., 2020). Employees stay in the organisation because of the investments they accumulate due to the time spent in the organisation, not because they want to. This is different from affective commitment wherein individuals stay in the organisation because they want to, and they identify with the organisation and its values (Khan et al., 2021).

Normative commitment

The sense of obligation to remain in the organisation can be realized from the internalization of normative pressures on the individual primarily to approach the organisation itself (family or cultural reasons) or from the organisational orientation when influential individuals in the employee environment can exercise intense pressure on the employee to feel a moral responsibility towards the organisation (Ross & Ali, 2017). However, normative commitment can also develop when the organisation allows employees to be awarded in advance. Identifying these investments causes employees to feel obliged to commit to the organisation until payment of the debt.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

According to San-Martín et al (2020), commitment behaviours are socially accepted behaviours that exceed formal and/or normative expectations relevant to the object of commitment. Rasdi and Tangaraja (2022) viewed normative commitment as the totality of internalized normative pressures to act in a way that meets organisational goals and interests. The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligations between the organisation and its members (Ennis, Gong & Okpozo, 2018). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit. Muthukumaran (2017) argues that this moral obligation arises either through a process of socialization within the organisation. By this, employees consequently feel obliged to repay the benefits from the organisation by remaining as part of the workforce (Rasdi & Tangaraja, 2022).

Relationship between Work Environment and Organisational Commitment

Commitment to the organisation, profession, and role has received wide attention in recent organisational behaviour literature (Jernigan et al., 2016). Work environment as an outcome variable has been linked to organizational commitment variables (Maqsood, 2011). Commitment involves consistent lines of activity in behaviours that are produced by exchange considerations. A handful of empirical evidence suggests that organisational commitment fosters a positive organisation climate (Pitaloka & Sofia, 2014). The work environment of organizations influences employees' attitudes, particularly their level of commitment to the organisation (Maqsood, 2011).

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

In a work setting, quality improvement efforts enhance employees' intrinsic and extrinsic job satisfaction and manage their intention to leave the job to boost their commitment level to the organisation (San-Martín et al., 2020). Similarly, an organisation that considers how high task orientation, clarity, innovation, and less work pressure have potential relation in building employees' strong identification with their organisation (Khan et al., 2021). A work environment characterized by high involvement, cohesion, clarity, openness to change and less work pressure contributes to developing a high level of organisational commitment.

The discrepancy between employees' actual and preferred work environment needs to be considered to manage their commitment to the organization as found to be linked with their commitment, especially in case of those work settings where extensive contact with one's recipients of services is involved (Khan et al., 2021). Aspects of the work environment that enhance employees' satisfaction contribute most to the development of affective commitment and variation in psychosocial characteristics of the environment affects emotional attachment to the organisation (Maqsood, 2011). Jernigan et al (2016) established that the task-oriented dimension of organisational support was a significant predictor of affective commitment whereas the relationship-oriented dimension of workplace recognition was a significant predictor of continuance commitment of employees.

Relatedly, the perception of positive organisational justice strongly influences organisational commitment, career commitment, career planning, job

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

satisfaction and satisfaction with supervisors, careers, and career future satisfaction (Vanaki & Vagharseyyedin (2009)). The psychosocial work environment exerts an impact on affective commitment. Contrastingly, Mayowa-Adebara and Aina (2016) conceptualized organisational commitment as a single domain assessing the overall commitment of employees and established a non-significant relationship between work environment and organisational commitment. In the Ghanaian context, research evidence exploring the nexus between work environment and organisational commitment is rare, particularly within tertiary institutions. A recent study by Abdul-Samad, Grisham, and Mohammed (2020) which focused on the work environment in higher educational settings is not sufficient for generalization. The succeeding paragraphs review some empirical revelations on the work environment and organisational commitment.

Empirical Review

This section of the study undertakes a thorough review of the extant literature on the work environment and organisational commitment. The review took into consideration the methodological approach, the analytical tools, and the software employed as well as the findings that emerged and the conclusion drawn from each study. This was done to enable the researcher to identify relevant gaps in the extant literature and inform the selection of an appropriate methodological approach that best suits the present study. The researcher prioritized recency order in the review of the relevant related literature as it ensues.

Vanaki and Vagharseyyedin (2009) investigated the relationship between nurses' work environment conditions and organisational commitment. The study

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

employed a cross-sectional design. Primary data for this study was gathered from all the staff nurses who had permanent employment (with at least 2 years of experience in nursing) in the five hospitals affiliated with Birjand Medical Sciences University using structured questionnaires. A total of two hundred and fifty (250) participants returned completed questionnaires which led to the attainment of a 100% response rate for the study. The study established a significant and positive relationship between nurses' work environment conditions and affective organisational commitment. The study recommended that the implementation of a comprehensive programme to improve the work conditions and life satisfaction of nurses could enhance their organisational commitment.

Mayowa-Adebara and Aina (2016) conducted a study to ascertain the extent to which work environment correlates with organisational commitment among staff in academic libraries in Lagos state, Nigeria. The study adopted a survey design with a population of 272 library staff from ten (10) tertiary institutions in Lagos state. The study engaged all 272-library staff implying that a total enumeration technique was employed. An instrument titled the Work Environment, Organisational Commitment (WEOC) questionnaire was used to gather data from the targeted respondents. In all, a total of two hundred and seventy-two (272) questionnaires were distributed to the staff of the academic library in Lagos State. Only two hundred and twenty (230) questionnaires were retrieved and correctly answered resulting in the attainment of 81.48% return rate.

In analysing the stipulated objectives, the study employed descriptive statistics such as mean and standard deviation as well as other inferential statistics

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

like correlation coefficient. The study found that the existing work environment features in academic libraries were the fact that people in the library pay a lot of attention to getting the work done and they follow set rules in doing their work. The study further established that among the work environment indicators, the prevailing work environment feature in academic libraries was task-orientated. The study also found that there is a significant relationship between work environment and organisational commitment ($r = 0.21$, $P < 0.05$) (Mayowa-Adebara & Aina, 2016).

Cheng and Kadir (2018) assessed the relationship between work environment and organisational commitment among private school teachers in Klang Valley. The study gathered data from one hundred and ten (110) private school teachers using survey questionnaires. The gathered data regarding organisational commitment and work environment were analysed using IBM SPSS Software version 22.0. In addressing the stipulated study objectives, descriptive statistics were employed to identify the level of teachers' work environment and organisational commitment.

The Pearson Product Moment correlation was used to analyse the relationship between work environment and organisational commitment among private school teachers. To identify the difference in private school teachers' organisational commitment based on gender an independent sample T-test was employed. The study found a moderate relationship between teachers' work environment and teachers' organisational commitment. The study further found no

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

significant difference between female and male private school teachers in organisational commitment (Cheng and Kadir, 2018).

In a related study, Nyongesa (2018) examined the perceived influence of work environment factors on employee commitment among the Millennials in the banking industry in Kisumu city-Kenya. A cross-sectional coupled with a descriptive survey study design of employees in branches of commercial banks in Kisumu City, Kenya was employed. The target population for this study was all Millennial employees working in commercial banks in Kisumu City. This implies that Nyongesa (2018) also employed the total enumeration method as in the case of (Mayowa-Adebara and Aina, 2016). Primary data for this study was gathered using a closed-ended questionnaire measured based on a five-point Likert scale. With regards to the demographic characteristics of respondents, the study found that the industry in the city had 53.2% males and 46.8% females respectively. And the relationship between work environment and organisational commitment.

The study found that supervisor support has an 11.3% positive and statistically significant influence on commitment while decision-making and co-worker support had a 19.4% and 2.1% positive significance relationship respectively. On the contrary, they revealed that employee job autonomy had a 3.5% weak positive relationship with organisational commitment. The findings indicated that employee direct participation in decision-making and supervisor support related significantly and positively to organisational commitment while employee co-worker support and job autonomy on organisation commitment had a

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

weak positive and statistically insignificant effect on organisational commitment (Nyongesa, 2018).

Dagne (2018) investigated the effect of the working environment on organisational commitment at the Development Bank of Ethiopia. The study employed both explanatory and descriptive research designs to evaluate the relationship between working environment and organisational commitment. Dagne's (2018) study unlike that of (Nyongesa, 2018) and Mayowa-Adebara & Aina, 2016) used both qualitative and quantitative approaches to gather data through the utilization of a structured questionnaire and interview guides respectively. A total of 238 respondents were purposively sampled from six working units of the bank to participate in the study.

IBM-SPSS version 20.0 was employed as analytical software to analyse the study objectives using both descriptive and inferential statistics. The study found that all the working environment dimensions physical working environment, psychosocial working environment, and work-life balance had a significant and positive effect on organisational commitment. Based on the foregoing findings the study recommended that Bank should proactively work towards participating employees, creating positive employee perception by establishing a convenient working environment (Dagne, 2018).

Ahmed Ashraf and Mangi (2020) explored the influence of the working environment on organisational commitment among employees working in business schools in Karachi, Pakistan. The study argued that developing an environment that promotes organisational commitment among employees is one of the most essential

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

factors for sustainable organisational development. The study gathered primary data from 346 employees both faculty and administrative staff using a close-ended questionnaire. The respondents for the study were drawn using a convenient sampling technique. The collected data was analysed using Structural Equation Modeling (SEM). The results of the study indicate that all the factors significantly influence organisational commitment. The results of this study are anticipated to be a value addition to higher education policies.

Ogunbanjo et al. (2022) investigated the impact of the work environment on the affective, normative, and long-term commitments of library staff in the South-West area of Nigeria. The study engaged a total population of 427 library staff in the South-West area, of Nigeria. The study employed a quantitative approach coupled with an explanatory research design to address the study objectives. The stipulated objectives of the study were analysed using inferential statistics such as correlation. The findings revealed that the work environment is related to affective commitment (R2 =.014; p.05), normative commitment (R2 =.004; p.05), continuance commitment (R2 =.033; p.05), and the entirety of organisational commitment (R2 =.021; p.05) of library personnel in government-owned university libraries in South West area of Nigeria. Based on the findings, the study concluded that the work environment is critical in ensuring and maintaining library dedication of personnel to their respective university libraries. The study recommended that the management of libraries offer a pleasant working environment for library employees since it has the potency of improving organisational commitment (Ogunbanjo et al., 2022).

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Similarly, Irawan and Ie (2022) examined the effect of the work environment on employee organizational commitment at PT XYZ in North Jakarta. Irawan and Ie (2022) gathered primary data for the study by distributing questionnaires to 60 field workers in a company. The study drew the unit of analysis using purposive sampling. The data analysis method in this study is a quantitative method using SEM, which is processed with the help of SmartPLS software version 3.3.3. The study found that the work environment has a positive and significant effect on employee organizational commitment at PT XYZ in North Jakarta (Irawan & Ie, 2022).

Based on the foregoing findings the study recommended providing tangible benefits for field workers at PT XYZ because it can solve various kinds of problems related to the work environment with organizational commitment. Organizational commitment can grow from a comfortable and conducive work environment and job satisfaction received and felt by employees while working in the company. The study further recommends that organizations devote efforts towards conditions of the work environment around the company and can increase job satisfaction for employees, both in terms of work, salary, promotion, and co-workers. This has the potency of making employees more enthusiastic, satisfied, and comfortable at work, to increase employee organisational commitment at PT XYZ (Irawan & Ie, 2022).

Lessons Learnt from the Empirical Review

It is striking that most extant literature reviewed on work environment and organisational commitment adopted varied numbers of the construct (indicators) to

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

measure both work environment and organisational commitment. There was a total absence of homogeneity in the indicators of work environment and organisational commitment. This implies that researchers have not converged on what a work environment is conceptual. Although work environment factors differ from one organisation to the other, however, proper conceptualisation and operationalisation of what the work environment constitutes would help end the conceptual debate and inconsistencies in the literature.

Methodologically, most of the studies employed a quantitative lens with varied statistical tools to examine the relationship between work environment and organisational commitment. There the decision to approach the study quantitatively is hugely premised on the works of prior researchers. The forgoing lessons provide the theoretical stance for conducting the present study as an effort to examine the influence of the work environment on the non-teaching senior staff of the University of Health and Allied Sciences in the Ho Municipality.

Conceptual Framework

Based on the review and objectives of this study, Figure 1 illustrates the proposed conceptual framework of the study. The conceptual framework illustrates the relationship between the dependent and independent variables. The independent variables are the physical factors and psychosocial factors. These variables are expected to influence the dependent variable which is the commitment of the non-teaching senior staff of the University of Health and Allied Sciences in the Ho Municipality. From the conceptual framework, the physical and psychosocial factors are variables work environment. The items under each variable may

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

influence the level of organisational commitment of non-teaching senior staff of the University of Health and Allied Sciences (UHAS).

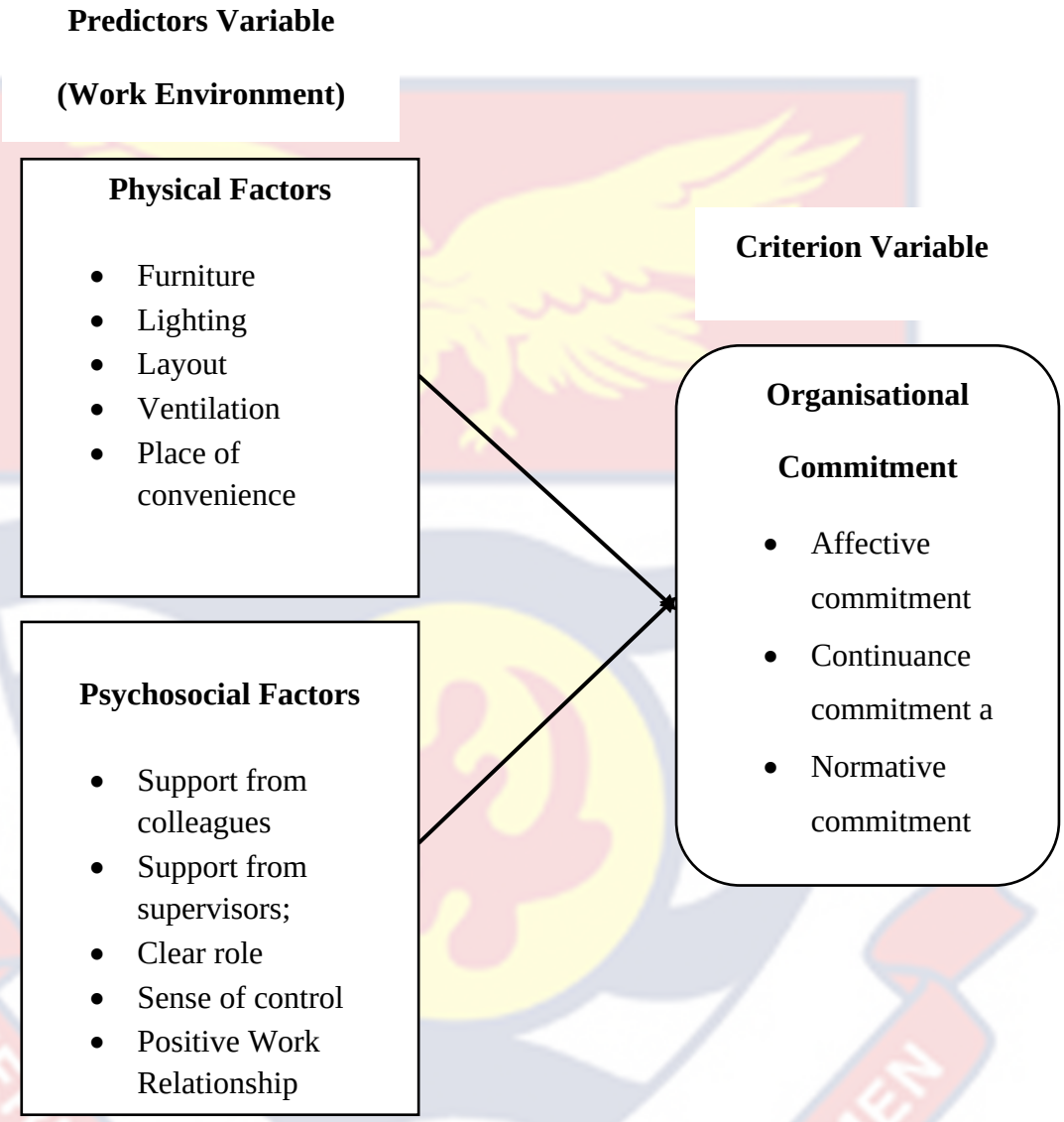

Figure 1: Conceptual Framework depicting the nexus between Work Environment and Organisational Commitment

Source: Author's Own Construct (2022)

Chapter Summary

Extant literature has alluded that the work environment of an organisation influences the commitment level of employees within that same organisation. The

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

examination of the literature revealed the key elements influencing the work environment in any organisation are predominantly physical and psychosocial factors. Although various scholars have varied perspectives on the elements that make up the work environment, those of particular relevance in this study are physical and psychosocial factors. The chapter discussed the theoretical underpinning of the study and carried out an empirical review of related literature on the theme to enable the researcher to identify relevant gaps in the extant literature. This would also inform the selection of an appropriate methodology that best fits the study. Finally, a conceptual framework was developed to offer a pictorial explanation of the relationship that exists between the work environment and organisational commitment and their respective indicators.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER THREE

RESEARCH METHODS

Introduction

This section of the study dealt with the methodological approach to the primary data collection, analysis and presentation. Research methodology is the general approach the researcher takes in carrying out the research project (Sekaran & Bougie, 2016). Research methods describe the analytical procedure, throw more light on their limitations and resources, clarify their pre-suppositions and consequences, and relate their potentialities to knowledge production (Pallant, 2020). The Chapter deals with key issues such as the research design, population, sample and sampling techniques, research approach, research area, instrument, data collection procedure, and data analysis as well as the ethical considerations.

Research Philosophy

The study is grounded in the positivist approach, which relates to the philosophical system that embraces issues that can be scientifically verified and hence provide a basis for generalisation. This means that positivists focus on procedures that lead to the generation of facts uninfluenced by human interpretation (Saunders & Bezzina, 2015). Positivists believe that it is through scientific research that researchers can unravel the objective truth existing in the world. In addition, Sekaran and Bougie (2016) advanced that positivists usually believe in the thoroughness and replicability of research work, the reliability of observations and the generalisability of research observations. In respect of the preceding, the

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

positivists usually rely on large samples and quantitative techniques for data analysis.

The proponents of positivism rely on deductive reasoning to state theories that they can examine through fixed, predetermined research design and objective measures (Sekaran & Bougie, 2016). Saunders et al. (2007) advanced that the positivist paradigm supports quantitative studies. The assumption behind the positivist paradigm is that there is an objective truth existing in the world that can be measured and explained scientifically. The paradigm is appropriate in the study because of the hypotheses that were tested through theories of Social Exchange (Blau, 1964), the Work Environment Model proposed by Stern (1970), and the Three-Component Model of Commitment (Allen, 1990) respectively.

Research Approach

The epistemology that underpins a quantitative motif holds that there exist definable and quantifiable social facts as stated by Sekaran and Bougie (2016). Yates (2004) also stated that there are two main approaches to conducting research namely, quantitative and qualitative approaches. This study in general was based quantitative approach. The reason for this study adopting quantitative research is because of the nature of the purpose under consideration, specific objectives, hypotheses and the nature of the primary data to be collected and analysed. Burns and Grove (2009) as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables.

Creswell (2014) also stated that the quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

mathematically based methods (in particular statistics). A quantitative approach is a logical and linear structure in which hypotheses take the form of expectations about likely causal links between the constituent variables stated in the hypotheses, therefore leading to the rejection or acceptance of the theoretical proposition (Eldabi et al., 2002). Quantitative methods are also frequently characterized as assuming that there is a single truth that is predictive, explanatory, confirming and exists independent of human perception (Lincoln et al., 2011).

Research Design

According to Singh (2006), the research design is an essential statement of the objective that is to be inquired and the strategies for collecting the evidence, analysing the evidence and reporting the findings. A study or research design is a plan or a guide that specifies how data relating to a given research should be collected, measured and analysed (Sekaran & Bougie, 2016). Descriptive design is often employed by researchers to allow them to describe and understand the characteristics of the study variables (Sekaran & Bougie, 2016). According to Lincoln et. al (2011), descriptive survey design involves the collection of data to answer questions concerning the current status of the subject of the study.

Creswell (2014) identified two difficulties associated with the design. They include the difficulties of ensuring that the items to be responded to are very clear, getting respondents to respond to the items thoughtfully and honestly; and the difficulty in getting a sufficient number of questionnaires completed and returned. This design was important for use in the study because it offered the researcher the opportunity to describe and analyse the study variable for the work environment

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

and organisational commitment of non-teaching senior staff of the University of Health and Allied Sciences. That is, the design reports the way things are. This design is deemed appropriate as an attempt was made to describe the existing situation by asking respondents to complete questionnaires to obtain data to draw meaningful conclusions.

Study Unit

The study was conducted at the University of Energy and Allied Sciences (UHAS) in the Ho Municipality. The University of Energy and Allied Sciences (UHAS) is a public University located at Ho in the Volta region of Ghana. UHAS is one of the youngest public Universities in Ghana. UHAS was established by an Act of Parliament (Act 828) and received presidential approval in December 2011. However, UHAS started in September 2012 with one hundred and fifty-four students. The University offers courses in varied areas of health and allied health fields. The University's staff strength can be categorized into teaching and non-teaching. This study however sought to examine how the work environment of the non-teaching staff affects their commitment to the University.

Population

The target population of a study connotes the entire aggregation of cases that meet a designed set of criteria (Rahman, 2020). According to Leedy and Ormrod (2005), population is seen as a set of elements, events, people, or groups of items under a research-based investigation. The population of a study can be seen as the target group about which the researcher is interested in acquiring information and drawing conclusions (Mutepfa & Tapera, 2019). The target population of the

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

study include all the non-teaching senior staff of the University of Health and Allied Sciences regardless of their religion, language and other socio-demographic background. For this study, both male and female employees with permanent employment at the University of Health and Allied Sciences (UHAS) were included. The total number of non-teaching senior staff at the University of Health and Allied Sciences (UHAS) according to the DHRM-UHAS staff records stood at five hundred and fifty (550). However, a sample size of two hundred and twenty-six (226) non-teaching senior staff were engaged in the study.

Sample and Sampling Procedure

Sampling means selecting several elements in a population to give conclusions that can be made concerning the complete population (Rahman, 2020). In the same vein, Ghauri, Grønhaug, and Strange (2020) define sampling as a procedure that uses a small number of units of a given population as a basis for concluding the whole population. Sampling is an important method for increasing the validity of the collected data, as well as ensuring the sample is representative of a population. According to the Directorate of Human Resource Staff Records (DHR-UHAS), the population of non-teaching senior staff at the university stood at 550. Out of this, a sample size of 226 was drawn from a total population of 550 using Krejcie and Morgan's (1970) sample size determination table. Thereafter, a simple random sampling technique was used to select respondents from the sampling frame to participate in the study. Random numbers were employed to generate all elements in the population and a computer program was used to randomly select the participants from the respective departments of the University

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

of Energy and Allied Sciences (UHAS). A simple random sampling technique was employed because it provides all the elements in the sampling frame equal chance of being selected (Ghauri, Grønhaug & Strange, 2020). According to Creswell (2014), simple random sampling is a prerequisite for predictive studies.

Data Collection Instrument

A structured questionnaire was employed as the primary data collection instrument in this study. The questionnaire contains close-ended questions. Causal studies are very structured by nature (Creswell, 2014) thereby demanding structured means of primary data collection. The questionnaire is a formalized set of questions for obtaining information from respondents (Singer & Couper, 2017). Young and Javalgi (2007) provided that surveys using questionnaires are perhaps the most widely-used data-gathering technique in research and are used to measure issues that are crucial to the management and development of businesses (Malhotra & Birks, 2007). Though there are several methods by which data can be collected from respondents, a structured, self-administered questionnaire was the only instrument to be used for collecting data because of the nature and purpose of the study.

The closed-ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independently of the other choice. The close-ended items employed a checklist (a list of behaviour, characteristics or other entities that the researcher is investigating), Likert scale (which is more useful when behaviour, attitude or other phenomenon of interest needs to be evaluated in a continuum) dichotomous

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

questions and multiple-choice questions (Leedy & Ormrod, 2005) were used. There are distinct advantages to using questionnaires over the use of interviews. Data analysis is made easier and straightforward when structured questions are used for primary data gathering.

Besides, an easy-to-use questionnaire reduces measurement error and the potential for non-response error in the research participants (Mutepfa & Tapera, 2019). The questionnaire for the study was segregated into three parts (Sections A, B, and C). Section A of the instrument comprised the background characteristics of the respondents, Section B captured information about the dimensions of the work environment construct of the study while the final Section C collected information on organisational commitment dimensions. The researcher relied on validated questionnaire items in extant literature as time did not allow the researcher to develop new measurement indicators (Saunders et al., 2016). The Dimensions of the Work Environment questionnaire was adapted from George Stern (1970) while organisational commitment indicators were adapted from Allen and Meyer (1990).

Reliability and Validity

Reliability is a key component to be considered when evaluating a particular instrument. According to Bless and Higson-Smith (2000), reliability is concerned with the consistency of the instrument. An instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. Reliability means dependability or consistency (Creswell, 2014). It indicates the likelihood that a given measurement technique will repeatedly yield the same description of a given phenomenon. Saunders et al (2016) explained that internal

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

consistency involves correlating the responses to each question in the questionnaire with those to other questions in the questionnaire.

The role of reliability is to minimise the errors and biases in a study (Fitzner, 2007). In line with the foregoing, Cronbach's Alpha coefficient, as depicted in Table 1, was generated on the pre-test data to validate the internal consistency of the study using 10 non-teaching staff from the University of Cape Coast. The choice of the University of Cape Coast was informed by the fact that both fall in the higher educational institutions. It has been revealed in earlier research that reliable scales are those with Cronbach's Alpha coefficient of 0.70 or more (Pallant, 2020). Based on this threshold, it can be concluded that all the study's constructs have good internal consistency. The ensuing table summarizes the result of the reliability test.

Table 1: Reliability Coefficients for Each Variable

Variable	No. of items	Cronbach Alpha	Decision
Work Environment	16	0.884	Reliable
Organisational Commitment	18	0.808	Reliable

Source: Field Survey (2023)

The validity of an instrument, on the other hand, refers to how well an instrument measures the particular concept it is supposed to measure (Pallant, 2020). Pallant (2020) further argues that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be. To ensure the validity of the questionnaires, the researcher reviewed other relevant literature that served as evidence and supported

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

the answers found using the questionnaire, relevance being determined by the nature of their research question and their judgement (Saunders, et al., 2016). Further, the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents.

Data Collection Procedure

Permission for the data collection exercise at the University of Energy and Allied Sciences (UHAS) was sought from the authority of the institution when a letter, issued by the Department of Human Resource Management School of Business, University of Cape Coast was sent to that University authorities. The letter of introduction was presented to the respective department of the University to allow for data collection as part of a measure to ensure ethical standards are fulfilled. The designed questionnaires were administered to the senior staff in each department of the University of Energy and Allied Sciences (UHAS) to collect the data. The distribution and collection of the questionnaire were done personally by the researcher and collected from the respondents within three weeks. Drop and pick technique was employed to improve the response rate. The administration of the survey commenced on 1st March 2023 and lasted for two weeks. In all two hundred and twenty questionnaires were distributed and retrieved from respondents

Data Processing and Analysis

Analysis of data is a process of editing, cleaning, transforming, and modelling data to highlight useful information, suggestions, conclusions, and supporting decision-making (Bihani & Patil, 2014). The use of analytics requires reducing complex data into meaningful and actionable information (Johnson, Levine, Smith

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

& Stone, 2010). The responses from the questionnaires were edited, coded and entered into Statistical Package for Social Science (SPSS version 26.0) for the analysis. This statistical software is recommended for use in studies in social sciences (Saunders & Bezzina, 2015). Composite variables were formed for each of the constructs and this enhanced a holistic approach to data analysis. The data were analysed and interpreted with descriptive statistical techniques such as mean, standard deviation, frequency count and percentage.

The demographic information, objectives 1 and 2 were analysed with descriptive statistics such as frequencies, percentages, mean and standard deviation among others. The use of any of these descriptive statistics is influenced by the nature of the objective the study sought to unpack. Inferential statistical (correlation) was employed to find the relationship between the dependent variable (organisational commitment) and independent variables (work environment). The findings were chronologically presented in Tables to make the interpretation and discussion of the findings more straightforward.

Ethical Considerations

Some of the ethical issues considered in the study include observing institutional protocol before carrying out the data collection exercise at the various departments, directorates and units of the UHAS. An introductory letter was obtained from the Department of Human Resource Management, School of Business to introduce the researcher to the University of Health and Allied Sciences. The introductory letter was presented to the heads of the respective department indicating the purpose of the study. This was done to seek permission

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

to elicit data from the employees. The employees of these various departments were contacted with the help of the department heads of UHAS. The respondents were informed about the purpose of the research and what objective it sought to achieve.

Again, the respondents were encouraged to be objective in answering the items on the questionnaire. Respondents were also assured of their anonymity and confidentiality of information provided through management. According to Malhotra and Birks (2007), research is expected to be free from any bias and it must be scientifically sound and reported honestly, thoroughly and completely. The data gathered were processed as dully collected. Thus, no data manipulation was done afterwards. Similarly, the results were presented as were found after the data analysis.

Chapter Summary

The study adopted the quantitative research design. A total of 226 respondents were randomly sampled from a population of 550. The study used a questionnaire as an instrument for gathering primary data from the respondents. The gathered data were processed with SPSS and analysed with statistical tools. Descriptive statistics such as frequencies, percentages, mean and standard deviation were used to analyse the demographic and objective 1 and 2 results while inferential statistics such as correlation were employed to address the third objective of the study. The succeeding section presents the results and discusses the findings of the study.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter presented and discussed the results of the study. The study was conducted among non-teaching senior staff of the University of Health and Allied Sciences in the Ho municipality, to analyse the effect of work environment on organisational commitment. All the sampled non-teaching senior staff of the University of Health and Allied Sciences were regarded respondents where questionnaire was distributed to them to assess how the work environment affects their commitment to the University. The analysis was done in three sections. The first section focused on the demographic variables, the second section looked at the nature of the work environment at the University of Health and Allied Sciences in Ho, the third section analysed the level of organisational commitment among the non-teaching staff of the University of Health and Allied Sciences whiles the fourth section was on the relationship between work environment and organisational commitment among non-teaching senior staff in University of Health and Allied Sciences.

Response Rate

A total of 226 questionnaires were distributed to the targeted respondents (non-teaching staff of the University of Health and Allied Sciences). At the end of the data collection exercise, a total of 220 questionnaires were retrieved fully answered resulting in the attainment of 97.35% response rate. According to the criteria set by Mugenda and Mugenda (2003), a survey with such a response rate is

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

excellent and appropriate for further analysis and helps to ensure that the survey results are representative of the target population. A survey must have a good response rate to produce accurate, useful results. According to Punch (2003) if the medium used for the data collection exercise was face-to-face and gave out a response rate of 80% to 85% is rated as excellent. The remaining six (6) questionnaires were a result of complete non-response or incompleteness of the questionnaire from the participants. Based on the criterion of the aforesaid researchers, the obtained response rate was appropriate and applicable to the study.

Demographic Characteristics of Respondents

Before reporting on the main objectives of the study, the demographic characteristics of the respondents comprising gender, age groups and level of education were solicited to know the general characteristics of the survey respondents for the study. The results obtained were presented as shown in Table 2

Table 2: Demographic Characteristics of Respondents

Characteristics	Category	Frequency (N=220)	Percent (100%)
Gender	Male	120	54.55
	Female	100	45.45
Age Bracket	18-25years	10	4.54
	26-35years	100	45.45
	36-45years	60	27.27

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

	46-55years	40	18.18
	56 years & above	10	4.54
Educational Qualification	Diploma/ HND	30	13.64
	Bachelors 'degree	100	45.45
	Postgraduate degree	90	40.91
Work Experience	1 – 5 years	60	27.27
	6 - 10 years	80	36.36
	11 – and above	80	36.36
Totals		**220**	**100**

Source: Field Data (2023)

From the results in Table 2, out of 220 sampled respondents, 54.55% representing the majority were males as compared to the female counterpart of 45.45%. The disparity between males and females may be attributed to the fact that there are more male non-teaching senior staff compared to their female counterparts at the University of Health and Allied Sciences. It also suggests that there is a lack of affirmative action policy in the recruitment of appointment of non-teaching senior staff at the University of Health and Allied Sciences. However, the disparities did not affect the respondents' knowledge of the effect of the work environment on the organizational commitment of non-teaching senior staff of the University of Health and Allied Sciences.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Concerning the age distribution of the respondents, the results indicate that the highly represented age group was those in the 26-35 age brackets 45.45%. This was followed by those in the brackets of 36-45 years, 27.27%. The third represented age group were those between 46- and 55 years, 18.18%. The last group was those between 18-25 years, 4.54% and 56 years & above, 4.54 %respectively. The age distribution showed that non-teaching senior staff of the University of Health and Allied Sciences are relatively in their active working years which is good for the development of the educational sector and Ghana at large.

The highest represented academic qualification of non-teaching senior staff of the University of Health and Allied Sciences was a bachelor's degree (45.45%); this is followed by those holding postgraduate degrees 40.91%. Those holding a higher national diploma (HND) or diploma constituted 13.64%. Implying that all the sampled respondents were capable of understanding and answering the questions. Regarding the number of years, the respondents have served at the University of Health and Allied Sciences, the majority of the respondents worked between 6-10 years and 11– and above years constituted 36.36% respectively. Followed by those within 1–5 years, 27.27%. This suggests that all the sampled respondents have gained substantive job and institutional knowledge which can be transferred into the performance of their work in their respective offices.

Feature of Work Environment

The first research objective examined the nature of the work environment at the University of Health and Allied Sciences in Ho. Physical and psychosocial work environment variables were also made up of eight (8) itemised questions. The

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

responses to the items were measured with a five-point numerical scale such that one (1) represents the least satisfaction with the issues while five (5) represents the strongest satisfaction with the issues. The main variables were evaluated in terms of descriptive statistics such as mean and standard deviation. The results are presented in Table 3. The relevant mean values presented in Table 3 were interpreted using mean values obtained from five-point Likert scale items. The mid-point for the scale of agreement or disagreement to a statement was 3.00. Thus, any mean score below 3.00 indicated a dissatisfaction to a statement while any mean score equal to or above 3.00 indicated satisfaction to a statement measuring a variable. Table 3 therefore presents the respondent's view about the nature of work environment factors prevalent at the University of Health and Allied Sciences.

Table 3: Features of Work Environment

Statement	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Physical Work Environment	**3.5806**	**1.02908**	**-.502**	**.130**	**-.302**	**.260**
The furniture I use is comfortable, flexible to adjust; easy to rearrange or reorganize	3.8951	.95624	-.608	.130	-.128	.260
The office is devoid of unnecessary noise	3.3889	1.18085	-.246	.130	-.756	.260
The working space area is sufficient and roomy enough	3.5617	1.05702	-.548	.130	-.219	.260
Arrangement of furniture, machines and computers presents privacy	3.7531	1.03397	-.615	.130	-.080	.260
The room or office I operate from is well-illuminated	3.5741	1.14102	-.223	.130	-1.00	.260

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

The temperature in the room or office I operate from is appropriate	3.3988	.62911	-.517	.130	.588	.260
I complain about my workplace environment	3.5494	1.08664	-.496	.130	-.419	.260
Psychosocial Work Environment	**3.6113**	**1.0806**	**-.189**	**.130**	**-.459**	**.260**
I frequently meet with my supervisor about my personal development	3.3827	1.12640	.072	.130	-1.00	.260
I am satisfied with my job security	3.2037	1.01626	-.276	.130	-.151	.260
My workload is manageable	3.7667	.40815	-.020	.130	-.240	.260
I am satisfied with my roles and responsibilities	3.6852	.90184	-.620	.130	.106	.260
My job requires the performance of a wide range of tasks	3.7469	.82139	-.112	.130	-.584	.260
I can rely on my supervisor/co-worker to help me out with a work problem	3.7531	1.01579	-.423	.130	-.314	.260
I am satisfied with the leadership style exhibited at the workplace	4.0185	.57345	.002	.130	.096	.260
Work Environments	**3.5960**	**.28631**	**-.852**	**.130**	**-.883**	**.260**

Source: Field Data (2023)

It is evident from Table 3 that the respondents relatively agreed with all items used in eliciting their views on how physical workplace factors affect the work environment. By implication, respondents established that the furniture they use is comfortable, flexible to adjust, and easy to rearrange or organise (*Mean = 3.8951; Std. Dev. =.95624*). In that order, they revealed their office is devoid of unnecessary noise (*Mean = 3.3889; Std Dev = 1.18085*). In addition, the respondents agreed that the working space is sufficient and roomy (*Mean = 3.5617;*

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Std Dev = 1.05702). Concerning privacy, the respondents stated that the arrangement of furniture, machines and computers presents them with privacy (*Mean = 3.7531; Std Dev = 1.03397)*. Further, it was revealed that respondents agree their room or office is well illuminated enough *(Mean* = 3.*5741; Std Dev =1.14102)*. The respondents asserted that the temperature in their room or office is appropriate *(Mean = 3.3988; Std Dev = .62911)* and that they do not complain about their physical workplace environment *(Mean = 3.5494; Std Dev = 1.08664*). Overall, they are satisfied with the physical workplace factors (Mean = 3.5806; Std Dev = 1.02908).

The results according to Mayowa-Adebara and Aina (2016) imply that privacy, furniture adjustment and spatial layout will have a significant effect on worker satisfaction. Also, a good physical workplace environment aids in the prevention of common types of accidents such as tripping or striking objects (Cheng & Kadir (2018)). According to Ahmed Ashraf and Mangi (2020), the above features assist on the functional and aesthetic side, the decoration, and design of the workplace environment that ultimately helps improve the employee's experience and necessitate better performance. They emphasise that banking services must insist on the utility and the role of environmental information, facilitating employees' engagement with better space management, and the automation of certain tasks. Similarly, if the tasks to be performed are very complex, the efficiency of layout and functionality will be more important than when the tasks are mundane or simple (Irawan & Ie, 2022)

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

As presented in Table 3, respondents proclaimed that they were satisfied with their job security *(Mean = 3.3827; Std. Dev. = 1.12640).* Further, the respondents asserted that their workload is manageable *(Mean = 3.7667; Std Dev = .40815).* In addition, the respondents established that they are satisfied with their roles and responsibilities *(Mean = 3.6852; Std Dev = .90184).* Results from Table 3 demonstrated that respondents can count on their supervisor/co-worker to help them out with a work problem *(Mean = 3.7531; Std Dev = 1.01579).* More so, it was revealed that respondents established they are satisfied with the leadership style exhibited at the workplace *(Mean = 4.0185; Std Dev = .57345).* Lastly, they asserted that they are satisfied with the overall psychosocial workplace factors *(Mean = 3.6113; Std Dev = 1.0806).* In line with Ogunbanjo, Awonusi, and Olaniyi (2022) positive supervisors' and colleagues' interpersonal roles will encourage positive relations and increase the self-confidence of the employees and in return improve employee satisfaction. Also, according to Vanaki and Vagharseyyedin (2009), role congruity and leadership may enhance employees' satisfaction.

Level of Organisational Commitment

This section of the study provided an analysis of the second objective of the study which sought to descriptively assess the level of organisational commitment among non-teaching senior staff of the University of Health and Allied Sciences. The analysis was done using Mean(M) and standard deviation (SD) scores. The cut-off points for the mean are given as follows: 0.1-1.49=Strongly disagree 1.5-2.49=Disagree; 2.5-3.49=Neutral; 3.5-4.49=Agree; 4.5-5.0=Strongly agree. This made it easy for appropriate conclusions to be made regarding the state of

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

respondents' agreement or disagreement on the various indicators measuring the level of organisational commitment among non-teaching staff of the University of Health and Allied Sciences.

A preliminary assessment of the normality of the constructs adapted to measure the level of organisational commitment was conducted. Given Pallant (2020), normality assessment is done to ensure that the data collected for further analysis is normal and that the distribution is not clustered at one side. According to the author, the Skewness and Kurtosis values for the normality test should not exceed ±1 and ±1.5 respectively. The result as reported in Table 4 showed that the normality assumption was not violated.

Table 4: Level of Organisational Commitment

Statement	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Affective Commitment	**4.4686**	**.27770**	**.034**	**.130**	**-.533**	**.260**
I would be very happy to spend the rest of my career with this organisation	4.4857	.50051	.057	.130	-1.008	.260
I feel as if this organisation's problems are my own	4.4514	.49835	.196	.130	-1.073	.260
I do not feel a strong sense of "belonging" to my organisation.	2.2514	.43446	.511	.130	-.679	.260
I do not feel "emotionally attached" to this organisation	2.6400	.48069	-.586	.130	-.666	.260
I do not feel like "part of the family" at my organisation	2.5143	.50051	-.057	.130	-1.008	.260

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

This organisation has a great deal of personal meaning for me	3.6800	.96968	-.896	.130	.772	.260
Continuance Commitment	**3.9171**	**.42856**	**-.471**	**.130**	**.583**	**.260**
I owe a great deal to this organisation	4.1314	.89243	-.404	.130	.457	.260
I do not feel any obligation to remain with my current employer	2.8971	.60157	-.385	.130	.675	.260
Even if it were to my advantage, I do not feel it would be right to leave my organisation now	4.0371	.99067	-.715	.130	-.435	.260
I would feel guilty if I left my organisation now	3.6029	.90493	-.391	.130	-.218	.260
This organisation deserves my loyalty	3.6800	.96968	-.896	.130	.772	.260
I would not leave my organisation right now because of my sense of obligation to it	4.0514	1.1618	-.082	.130	.273	.260
Normative Commitment	**3.7497**	**.50758**	**.239**	**.130**	**-.179**	**.260**
Right now, staying with my organisation is a matter of necessity as much as desire	4.1943	.88410	-.241	.130	1.050	.260
It would be very hard for me to leave my organisation right now, even if I wanted to	3.6771	1.1412	-.134	.130	-1.222	.260

Digitized by Sam Jonah Library

Too much of my life would be disrupted if I decided I wanted to leave my organisation now	3.7657	1.1033	-.530	.130	-.571	.260
I feel that I have too few options to consider leaving this organisation	3.7171	.99425	-.306	.130	-.654	.260
One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice	3.3943	1.0402	-.369	.130	-.519	.260
One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives elsewhere	3.7029	1.0932	-.726	.130	-.109	.260
Organisational Commitment	**4.0451**	**.28631**	**-.016**	**.130**	**-.111**	**.260**

Source: Field Data (2023)

Results from Table 4 showed that non-teaching senior staff are very committed to the University of Health and Allied Sciences *(M=4.0451, SD=.28631)*. The majority of the respondents disclosed that they would be very happy to spend the rest of their career with the University of Health and Allied Sciences *(M=4.4857, SD= .50051)*. Again, the majority of the respondents averred that they feel as if the University of Health and Allied Sciences problems are their own *(M=4.4514, SD=.49835)*. Relatedly, respondents declined that they do not feel a strong sense of "belonging" to the University of Health and Allied

Digitized by Sam Jonah Library

Sciences (*M*=2.2514, *SD*=.43446). It can be inferred from Table 4 that the majority of the respondents disclosed that they feel emotionally attached to this organisation (*M*=2.5143, *SD*=.50051). The majority of respondents alluded that they feel part of the University of Health and Allied Sciences family (*M*=4.1314, *SD*=.89243) and that the University of Health and Allied Sciences has a great deal of personal meaning to them (*M*=3.6800, *SD*=.96968). Holistically, non-teaching senior staff felt affectively attached to the University of Health and Allied Sciences (*M*=4.4686, *SD*=.27770).

The forgoing finding concurs with Odoardi et al (2019) observed that some employees put effort into their work beyond what appears to be instrumentally required for the expected reward and attributed this to the affective component of organisational commitment. According to Fernandez-Lores et al (2016), causes of affective commitment entail personal characteristics, structural characteristics (organisational), the type of work being performed as well and the work experience of those performing the task. Internalization of organisational values enhances the affective commitment of employees (Mercurio, 2015).

Further on this respondent unveiled that they owe a great deal to the University of Health and Allied Sciences *(M=4.1314, SD=.89243*) and that they feel obligatory to remain with their current employer *(M*=2.8971, *SD*= .601573*)*. Respondents further unveiled that even if it were to their advantage, they do not feel it would be right to leave their organisation now (*M*=4.0371, *SD*=.99067) and that they would feel guilty if they leave the organisation now (*M*=3.6800, *SD=.90493*). Respondents felt that the University of Health and Allied Sciences

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

deserves their loyalty (*M*=3.6800, *SD*=.96968) and that they would not leave the University of Health and Allied Sciences right now because of their sense of obligation to the institution (*M*= 4.*0514, SD=1.1618*). Continually, the non-teaching senior staff of the university of the University of Health and Allied Sciences feel committed and owe a sense of loyalty to the organisation. (*M*= 3.*7497, SD=.50758*).

De Clercq et al., (2021) pointed out that the accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to Employees stay in the organisation because of the investments they accumulate due to the time spent in the organisation, not because they want to (San-Martín et al., 2020). This is different from affective commitment wherein individuals stay in the organisation because they want to, and they identify with the organisation and its values (Odoardi et al., 2019).

Relatedly, respondents disclosed that staying with the University of Health and Allied Sciences is a matter of necessity as much as desire *(M=4.1943, SD=.88410*). They also disclosed that it would be very hard for them to leave my organisation right now, even if they wanted to *(M=3.6771, SD=1.1412)*, and submitted further that much of their working life would be disrupted if they decided they wanted to leave the organisation now *(M=3.7657, SD=1.1033)*, and that they feel that they have too few options to consider leaving this University of Health and Allied Sciences right now *(M=3.7171, SD=.99425).* Respondents opened that the major reason they continue to work for the University of Health

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

and Allied Sciences is that, leaving would require considerable personal sacrifice *(M=3.3943, SD=1.0402)* The few negative consequences of leaving the University of Health and Allied Sciences would be the scarcity of available alternatives elsewhere *(M=3.7029, SD=1.0932).*

From the findings in Table 4, the reciprocal obligation in any organisation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit. Muthukumaran (2017) argues that this moral obligation arises either through a process of socialization within the organisation. Rasdi and Tangaraja (2020) viewed normative commitment as the totality of internalized normative pressures to act in a way that meets organisational goals and interests. The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligations between the organisation and its members (Ennis, Gong & Okpozo, 2018).

Relationship between Work Environment and Organisational Commitment

The study sought to determine the relationship between work environment and organisational commitment among staff at the University of Health and Allied Sciences. To establish the relations, Pearson product-moment correlations analysis was carried out to address the objective. Again, a preliminary analysis was performed to ensure that assumptions of normality, linearity and homoscedasticity were not violated. The interpretation of the correlation results was based on the following cut-off points proposed by Cohen (1988) in that respect: r = 0.10 to 0.29 (very weak positive relationship) or r = -0.10 to -0.29 (very weak negative

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

relationship); r = 0.30 to 0.49 (weak positive relationship)or r = -0.30 to -0.49 (weak negative relationship); r = 0.50 to 0.69 (moderate positive relationship) or r = - 0.50 to -0.69 (moderate positive relationship); r = 0.70 to 0.99 (strong positive relationship) or r = -0.70 to -0.99 (strong negative relationship). The findings of the relationship between work environment and organisational commitment are presented in Table 5 that ensues.

Table 5: Work Environment and Organisational Commitment Nexus

Variable		WE	OC
Work Environment (WE)	Pearson Correlation	1	.630**
	Sig. (2-tailed)		.000
	N	220	220
Organisational Commitment (OC)	Pearson Correlation	.630**	1
	Sig. (2-tailed)	.000	
	N	220	220

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2023)

It was revealed that there was a statistically significant and moderate positive correlation between work environment and organisational commitment (r = 0.630; p<0.05). This means that an improved work environment in turn boosts the commitment to non-teaching senior staff of the University of Health and Allied Sciences. On the other hand, it can be deduced that an unconducive or poor work environment is associated with a low level of organisational commitment among non-teaching senior staff of the University of Health and Allied Sciences. Thus, the

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

more management creates a good work environment characterised by both physical and psychosocial factors, the higher the commitment level of non-teaching senior staff to the University.

It must be stressed that reverse assertion also holds in this finding. It must, however, be noted that forgoing findings does not suggest causality. The finding supports the claims from Ogunbanjo, Awonusi, and Olaniyi (2022) who found a moderately positive relationship between work environment and organisational commitment; (r=0.266 p=0.016 n=350). The relationship is statistically significant at a 95% confidence level since the p-value (Sig.) is less than 0.050 (=0.000). Again, the findings from the descriptive statistics indicated that on average the respondents agreed with the statement that the work environment at the University of Health and Allied Sciences affects the commitment of non-teaching senior staff of the University. The findings of this study are also in consonance with those of Ahmed Ashraf and Mangi (2020) whose study results showed that the work environment has a significant nexus with organisational commitment. Also, the determinants of the work environment (physical environment and psychosocial environment) were found to have significant relationships among employees working in business schools in Karachi, Pakistan (Cheng & Kadir, 2018).

Chapter Summary

This chapter presented the results from the analysis of the data by the specific objectives of this study. Data was analysed by using descriptive analysis of frequency, percentages, means and standard deviations of the study variables. For this study, objectives one and two were analysed using descriptive statistics

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

such as mean and standard deviation, while objective three was analysed using Pearson Product Moment Correlation to establish the work environment and organisational commitment nexus. A detailed discussion was also provided for each key finding. Findings from the study showed that there were more male non-teaching senior staff at the University of Health and Allied Sciences compared with female counterparts.

Most of the sampled non-teaching senior staff were within their active working years with the majority holding a bachelor's degree as the highest educational qualification. The study also revealed that the work environment of the University of Health and Allied Sciences was characterised by both physical and psychosocial factors. The non-teaching senior staff of the University of Health and Allied Sciences possessed the ability and align behaviour with the needs, priorities, and goals of the organization and acted for the purpose or needs of the organisation. Finally, the study found a moderate positive nexus between the work environment of the University of Health and Allied Sciences and the organisation's national commitment to the non-teaching staff of the University.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents an overview of the findings of the study. This was preceded by a summary of the research methods employed in the study. In addition to that, the chapter presents an overview of the analytical software and statistical tools employed in this study and the results based on the objectives of this study. Recommendations based on the key findings of the study and suggestions for further research are also presented. The study employed the descriptive design to meet the methodological underpinning of the research design. A sample size of 220 was drawn from a total population of 550 non-teaching senior staff of the University of Health and Allied Sciences employees. The study employed a 5-Likert typed questionnaire to gather data from the sampled respondents.

To analyse the specific objectives of the study, different statistical techniques were employed. Whereas descriptive statistics such as mean and standard deviation were utilised to address the first and second objectives, inferential statistics (Pearson Product Moment correlation) was adopted for analysis of the third objective. Moreover, the study conducted a preliminary assessment of the normality of the data collected for constructs of the study after running commentary on the demographic characteristics of the surveyed respondents. The assessment showed that the data was normal and was further applied for advanced analysis of the objectives of the study.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Summary of Findings

The study was primarily designed to analyse the effect of the work environment on the organizational commitment of non-teaching senior staff of the University of Health and Allied Sciences, in the Ho municipality. To achieve the overall purpose of the study, the study pursued the following specific objectives;

1. Examine the nature of the work environment at the University of Health and Allied Sciences in the Ho municipality
2. Assess the level of organisational commitment among staff at the University of Health and Allied Sciences in the Ho municipality
3. Determine the relationship between the work environment and organisational commitment among the staff of the University of Health and Allied Sciences in the Ho municipality.

Concerning the first objective of the study which examined the nature of the work environment at the University of Health and Allied Sciences in the Ho municipality, the findings indicated that, wholistically the work environment of the non-teaching senior staff was characterised by both physical and psychosocial factors. The employees indicated higher levels of agreement with all the constructs measuring both physical and psychosocial factors that were adapted to the work environment in the study.

For the second objective which assessed the level of organisational commitment among staff in the University of Health and Allied Sciences in the Ho municipality, it was found that the employees indicated a high level of agreement measuring their commitment to the UHAS. The majority of the respondents

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

indicated that they are not going to leave the organisation for any reason, and the accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to. Others alluded that because of accepted rules about reciprocal obligations between the organisation and themselves, they were not willing to leave UHAS. It was concluded therefore that the employee had a high level of organisational commitment among non-teaching senior staff of the University of Health and Allied Sciences in the Ho municipality.

The final objective addressed the relationship between the work environment and organisational commitment among the staff of the University of Health and Allied Sciences in the Ho municipality. The study found a moderate and statistically significant nexus between the work environment of non-teaching senior staff and employee commitment to the Health and Allied Sciences in the Ho municipality.

Conclusion

The study was aimed at analysing the effect of the work environment on the organisational commitment of non-teaching staff of the University of Health and Allied Sciences in the Ho municipality. Based on the key findings and implications drawn, the study made the following conclusions.

Concerning the first objective, the study's result revealed that the nature of the work environment of non-teaching senior staff of the University of Health and Allied Sciences was characterised by both physical and psychosocial factors. The study implied that when the management of organisations especially the UHAS ensures adequate provision of all the physical and psychosocial factors, the work

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

environment of the non-teaching staff will be conducive enough the for execution of work. Therefore, the study concluded that the work environment of the University of Health and Allied Sciences (UHAS) is characterised by both physical and psychosocial factors.

For the second objective of the study, it was concluded that the employees of the Assembly have a high commitment level to the University of Health and Allied Sciences (UHAS). The results had been largely supported by previous studies that, under some settings, they are not going to leave the organisation for any reason, and for others, it is the accrued investments and poor employment alternatives that tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to. Others are committed to their organisations because of the internalised rules about reciprocal obligations between the organisation and themselves. The implication drawn from the study suggests when the management of the University of Health and Allied Sciences (UHAS) creates a work environment characterised by a sense of belongingness, respect, and proper investment in the workforce it keeps them perpetually attached to the organisation even when lured with better offer elsewhere.

Finally, in the third objective, a moderate positive and statistically significant nexus was established between work environment and organisational commitment. This led to the conclusion that there is a linear relationship between the indicators of work environment that were considered to predict organisational commitment among non-teaching staff of the University of Health and Allied Sciences (UHAS).

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Recommendation

Based on the findings and conclusions drawn from this study, several policy measures could be adopted to ensure that, best workplace environment practices are followed to gain the commitment of non-teaching senior staff who can help the University of Health and Allied Sciences (UHAS) achieve their strategic goals. The following recommendations are made to the management of the University of Health and Allied Sciences (UHAS). The study recommends that management of the University of Health and Allied Sciences (UHAS) should maintain credibility in the implementation of the various workplace environment practices to enhance employee commitment level to the organisation. These may include providing job security for staff and supporting them with work problems.

The management of the University of Health and Allied Sciences (UHAS) should continue to exhibit a good leadership style to further increase staff commitment. The study further recommends that the management of the University of Health and Allied Sciences (UHAS) through its research department should conduct periodic research into the workplace environment factors of employees. This will help management to always increase job satisfaction as it is significantly affected by the workplace environment.

The study also recommends that measures be taken to sustain the commitment of the non-teaching senior staff of the University of Health and Allied Sciences (UHAS). To achieve this job evaluation and constant feedback mechanisms should be put in place to help identify the issues the employees face and address them. More so, the management of the University of Health and Allied

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Sciences (UHAS) should occasionally hold dialogues with the employees to discuss issues of prominence among the employees so collaboratively the employees will feel part of the organisation collaboratively.

Suggestion for Further Study

The study was conducted using only two indicators of work environment which were adapted proposed by (Lewin, 1951) and the organisational commitment dimension developed by (Allen & Meyer, 1990) which was not conclusive in capturing what the study sought to unpack. Further researchers, therefore, should explore more work environment factors such as career advancement policies, and lines of communication" as applied by other researchers to determine the extent of the work environment. Finally, future researchers should consider a mixed method for investigating a phenomenon like this. This will provide a clearer understanding of the issues on the ground as the researchers through qualitative studies will uncover the explicit views of the relationship that exists between the work environment and employee commitment level to an organisation.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

REFERENCES

Abdelmoula, L. (2020). The impact of extrinsic job satisfaction factors on the organizational commitment of accounting professionals in Tunisia. *Management Science Letters*, *10*(13), 3003-3008.

Abdul-Samad, S., Grisham, T., & Mohammed, N. (2020). Organizational citizen behaviour and commitment: A study on public universities' employees in Ghana.

Abdul-Samad, S., Grisham, T., & Mohammed, N. (2020). Organizational citizen behaviour and commitment: A study on public universities' employees in Ghana.

Agbozo, G. K., Owusu, I. S., Hoedoafia, M. A., & Atakorah, Y. B. (2017). The effect of work environment on job satisfaction: Evidence from the banking sector in Ghana. *Journal of Human Resource Management*, *5*(1), 12-18.

Agyemang, C. B., & Ofei, S. B. (2013). Employee work engagement and organizational commitment: A comparative study of private and public sector organizations in Ghana. *European Journal of Business and Innovation Research*, *1*(4), 20-33.

Ahakwa, I., Yang, J., Agba Tackie, E., Afotey Odai, L., & Dartey, S. (2021). The effects of job autonomy, organizational learning, and work environment on organizational commitment of public sector employees in the Ashanti Region of Ghana. *International Journal of Scientific Research and Management*, *9*(1), 2099-2110.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Ahmed, N., Ashraf, M., & Mangi, R. A. (2020). Relationship of working environment, employee empowerment, training & development and organizational commitment. *Pakistan Business Review*, *21*(3), 651-660.

Al-Kilani, M. H. (2017). The influence of organizational justice on intention to leave: examining the mediating role of organizational commitment and job satisfaction. *Journal of Management and Strategy*, *8*(1), 18-27.

Allen, N. J., & Meyer, J. P. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *Academy of Management Journal*, *33*(4), 847-858.

Amdan, S., Rahman, R. A., Shahid, S. A. M., Bakar, S. A., Khir, M. M., & Demong, N. A. R. (2016). The role of extrinsic motivation on the relationship between office environment and organisational commitment. *Procedia Economics and Finance*, *37*, 164-169.

Baernholdt, M., & Mark, B. A. (2009). The nurse work environment, job satisfaction and turnover rates in rural and urban nursing units. *Journal of Nursing Management*, *17*(8), 994-1001.

Baher, R. K., & Ziabari, S. Z. M. (2014). The Survey of organizational commitment and its relation to individual factors in the staff of university libraries in Guilan province. *Academic Journal of Research in Economics and Management*, *2*(9), 49-57.

Bambacas, M., & Kulik, T. C. (2013). Job embeddedness in China: How HR practices impact turnover intentions. *The International Journal of Human Resource Management*, *24*(10), 1933-1952.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Barker, F. (1965). Trondhjemite: definition, environment and hypotheses of origin. In *Developments in petrology* (Vol. 6, pp. 1-12). Elsevier.

Bihani, P., & Patil, S. T. (2014). A comparative study of data analysis techniques. *International journal of emerging trends & technology in computer science*, *3*(2), 95-101.

Blau, P. M. (1964). Justice in social exchange. *Sociological Inquiry*, *34*(2), 193-206.

Blau, P. M. (1968). Social exchange. *International encyclopedia of the social sciences*, *7*(4), 452-457.

Bless, C., & Higson-Smith, C. (2000). Social research methods. *An African Perspective. Cape*.

Bless, C., Higson-Smith, C., & Kagee, A. (2006). *Fundamentals of social research methods: An African perspective*. Juta and Company Ltd.

Boontantrapiwat, T., & Kitcharoen, P. (2022). Strategies for the Development of the Organizational Commitment of Private School Teachers: A Mixed Methods Research. *The International Journal of Educational Organization and Leadership*, *29*(1), 81.

Bosiok, D. (2013). Leadership styles and creativity. *Online Journal of Applied Knowledge Management (OJAKM)*, *1*(2), 64-77.

Bosiok, D. (2013). Leadership styles and creativity. *Online Journal of Applied Knowledge Management (OJAKM)*, *1*(2), 64-77.

Burns, N., & Grove, S. K. (2009). The concepts of measurement. *Burns N, Grove SK.(Eds). The practice of nursing research*, *3*, 319-41.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Burns, N., & Grove, S. K. (2010). *Understanding nursing research-eBook: Building an evidence-based practice*. Elsevier Health Sciences.

Cheng, N. P., & Kadir, S. A. (2018). Relationship between work environment and organizational commitment among private school teachers in Klang Valley. *International Journal of Academic Research in Business and Social Sciences*, *8*(7), 781-793.

Cherian, J., Gaikar, V., Paul, R., & Pech, R. (2021). Corporate culture and its impact on employees' attitude, performance, productivity, and behaviour: An investigative analysis from selected organizations of the United Arab Emirates (UAE). *Journal of Open Innovation: Technology, Market, and Complexity*, *7*(1), 45.

Cohen, M. X. (2014). *Analyzing neural time series data: theory and practice*. MIT Press.

Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: a meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, *98*(2), 199.

Creswell, J. W. (2014). *A concise introduction to mixed methods research*. SAGE publications.

Dagne, A. (2018). *The effect of working environment on employees 'commitment at Development Bank of Ethiopia* (Doctoral dissertation, St. Mary's University).

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Damayanti, N., Yahya, K. K., & Yean, T. F. (2019). Work values, emotional intelligence, work environment and career commitment among generation Y: a proposed framework. *Sains Humanika*, *11*(2-2).

Danish, R. Q., Ramzan, S., & Ahmad, F. (2013). Effect of perceived organizational support and work environment on organizational commitment; the mediating role of self-monitoring. *Advances in Economics and Business*, *1*(4), 312-317.

De Clercq, D., Suhail, A., Azeem, M. U., & Haq, I. U. (2021). Citizenship pressure and job performance: roles of citizenship fatigue and continuance commitment. *Asia Pacific Journal of Human Resources*, *59*(3), 482-505.

Donkor, F., Appienti, W. A., & Achiaah, E. (2021). The impact of transformational leadership style on employee turnover intention in state-owned enterprises in Ghana. The mediating role of organisational commitment. *Public Organization Review*, 1-17.

Eldabi, T., Irani, Z., Paul, R. J., & Love, P. E. (2002). Quantitative and qualitative decision-making methods in simulation modelling. *Management Decision*, *40*(1), 64-73.

El-Kassar, A. N., Messarra, L. C., & El-Khalil, R. (2017). CSR, organizational identification, normative commitment, and the moderating effect of the importance of CSR. *The Journal of Developing Areas*, *51*(3), 409-424.

Ennis, M. C., Gong, T., & Okpozo, A. Z. (2018). Examining the mediating roles of affective and normative commitment in the relationship between

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

transformational leadership practices and turnover intention of government employees. *International Journal of Public Administration*, *41*(3), 203-215.

Ennis, M. C., Gong, T., & Okpozo, A. Z. (2018). Examining the mediating roles of affective and normative commitment in the relationship between transformational leadership practices and turnover intention of government employees. *International Journal of Public Administration*, *41*(3), 203-215.

Farrukh, M., Wei Ying, C., & Abdallah Ahmed, N. O. (2016). Organizational commitment: Does religiosity matter? *Cogent Business & Management*, *3*(1), 1239300.

Fazio, J., Gong, B., Sims, R., & Yurova, Y. (2017). The role of affective commitment in the relationship between social support and turnover intention. *Management Decision*.

Fernandez-Lores, S., Gavilan, D., Avello, M., & Blasco, F. (2016). Affective commitment to the employer brand: Development and validation of a scale. *BRQ Business Research Quarterly*, *19*(1), 40-54.

Fitzner, K. (2007). Reliability and validity a quick review. *The Diabetes Educator*, *33*(5), 775-780.

Funminiyi, A. K. (2018). Impact of workplace environmental factors on employee commitment: Evidence from North East Nigeria. *International Journal of Scientific Research and Management*, *6*(07), 575-585.

Galanaki, E. (2019). Effects of employee benefits on affective and continuance commitment during times of crisis. *International Journal of Manpower*.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Gao-Urhahn, X., Biemann, T., & Jaros, S. J. (2016). What an affective commitment to the organization changes over time: A longitudinal analysis of the reciprocal relationships between affective organizational commitment and income. *Journal of Organizational Behavior*, *37*(4), 515-536.

Geisler, M., Berthelsen, H., & Muhonen, T. (2019). Retaining social workers: The role of quality of work and psychosocial safety climate for work engagement, job satisfaction, and organizational commitment. *Human Service Organizations: Management, Leadership & Governance*, *43*(1), 1-15.

Ghauri, P., Grønhaug, K., & Strange, R. (2020). *Research methods in business studies*. Cambridge University Press.

Gitahi, N. S. (2014). *Effect of workplace environment on the performance of commercial bank employees in Nakuru town* (Doctoral dissertation, Kabarak University).

Gong, Y., Chang, S., & Cheung, S. Y. (2010). High-performance work system and collective OCB: A collective social exchange perspective. *Human Resource Management Journal*, *20*(2), 119-137.

Han, H., Kiatkawsin, K., & Kim, W. (2018). Traveller loyalty and its antecedents in the hotel industry: Impact of continuance commitment. *International Journal of Contemporary Hospitality Management*.

Hanaysha, J. (2016). Examining the effects of employee empowerment, teamwork, and employee training on organizational commitment. *Procedia-Social and Behavioral Sciences*, *229*, 298-306.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Haynes, B. P. (2008). An evaluation of the impact of the office environment on productivity. *Facilities*.

Hellriegel, D., & Slocum Jr, J. W. (1974). Organizational climate: Measures, research and contingencies. *Academy of Management Journal*, *17*(2), 255-280.

Héyou, B. E. N., Pazambadi, K., & Paboussoum, P. (2021). Relations et conditions de travail et engagement organisational dans les entreprises industrielles du togo/labour relations and working conditions and organizational commitment in Togo's industrial companies. *European Journal of Economic and Financial Research*, *5*(2).

Holland, J. L. (1992). A theory of personality types and work environments.

Iqbal, Z. A., Ali, M., Zafar, R., Hassan, Q., & Rukh, L. (2020). Authentic leadership effects on job satisfaction and organizational commitment: Mediating role of leader-member exchange. *International Journal of Information, Business and Management*, *12*(4), 185-199.

Irawan, F., & Ie, M. (2022, April). The effect of work environment and job satisfaction on employee organizational commitment.In *3rd Tarumanagara International Conference on the Applications of Social Sciences and Humanities (TICASH 2021)* (pp. 1452-1457). Atlantis Press.

Jain, A., Torres, L. D., Teoh, K., & Leka, S. (2022). The impact of national legislation on psychosocial risks on organisational action plans, psychosocial working conditions, and employee work-related stress in Europe. *Social Science & Medicine*, *302*, 114987.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Jaros, S. (2017). A critique of normative commitment in management research. *Management Research Review*.

Jernigan, E., Beggs, J. M., & Kohut, G. F. (2016). An examination of nurses 'work environment and organizational commitment. *Academy of Educational Leadership Journal*, *20*(1), 112.

Jernigan, E., Beggs, J. M., & Kohut, G. F. (2016). An examination of nurses' environment and organizational commitment. *Academy of Educational Leadership Journal*, *20*(1), 112.

Johnson, L., Levine, A., Smith, R., & Stone, S. (2010). Simple augmented reality. *The 2010 Horizon Report*, *1*.

Karasek Jr, R. A. (1979). Job demands, job decision latitude, and mental strain: Implications for job redesign. *Administrative Science Quarterly*, 285-308.

Karatepe, O. M., & Ngeche, R. N. (2012). Does job embeddedness mediate the effect of work engagement on job outcomes? A study of hotel employees in Cameroon. *Journal of Hospitality Marketing & Management*, *21*(4), 440-461.

Karsh, B., Booske, B. C., & Sainfort, F. (2005). Job and organizational determinants of nursing home employee commitment, job satisfaction and intent to turnover. *Ergonomics*, *48*(10), 1260-1281.

Kehoe, R. R., & Wright, P. M. (2013). The impact of high-performance human resource practices on employees' attitudes and behaviours. *Journal of Management*, *39*(2), 366-391.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Kesumayani, H., Eliyana, A., Hamidah, A. M., & Sebayang, K. D. (2020). Boosting Organizational Commitment Through Visionary Leadership and Work-Life Balance. *Systematic Reviews in Pharmacy*, *11*(9), 312-322.

Khan, A. J., Bashir, F., Nasim, I., & Ahmad, R. (2021). Understanding Affective, Normative & Continuance Commitment through the Lens of Training & Development. *iRASD Journal of Management*, *3*(2), 105-113.

Khan, R., Naseem, A., & Masood, S. A. (2016). Effect of continuance commitment and organizational cynicism on employee satisfaction in engineering organizations. *International Journal of Innovation, Management and Technology*, *7*(4), 141.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, *30*(3), 607-610.

Lambert, E., & Hogan, N. (2009). The importance of job satisfaction and organizational commitment in shaping turnover intent: A test of a causal model. *Criminal Justice Review*, *34*(1), 96-118.

Lee, E. J., & Cha, P. (2015). Effects of work environment and resilience on job satisfaction and organisational commitment of social workers in juvenile reformatory schools. *Indian Journal of Science and Technology*, *8*(1), 360-366.

Leedy, P. D., & Ormrod, J. E. (2005). *Practical research* (Vol. 108). Saddle River, NJ, USA: Pearson Custom.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Leshabari, M. T., Muhondwa, E. P., Mwangu, M. A., & Mbembati, N. A. (2008). Motivation of health care workers in Tanzania: a case study of Muhimbili National Hospital. *East Afr J Public Health*, *5*(1), 32-37.

Leshabari, M. T., Muhondwa, E. P., Mwangu, M. A., & Mbembati, N. A. (2008). Motivation of health care workers in Tanzania: a case study of Muhimbili National Hospital. *East Afr J Public Health*, *5*(1), 32-37.

Lewin, K. (1951). Intention, will and need.

Leybman, M. J., Zuroff, D. C., Fournier, M. A., Kelly, A. C., & Martin, A. (2011). Social exchange styles: measurement, validation, and application. *European Journal of Personality*, *25*(3), 198-210.

Lincoln, Y. S., Lynham, S. A., & Guba, E. G. (2011). Paradigmatic controversies, contradictions, and emerging confluences revisited. *The Sage handbook of qualitative research*, *4*(2), 97-128.

Malhotra, N., & Birks, D. F. (2007). An applied approach. *Marketing research. London: Prentice Hall*.

Mansoor, M., Fida, S., Nasir, S., & Ahmad, Z. (2011). The impact of job stress on employee job satisfaction a study on the telecommunication sector of Pakistan. *Journal of Business Studies Quarterly*, *2*(3), 50.

Maqsood, A. (2011). *Work environment, burnout, organizational commitment, and role of personal variables as moderators* (Doctoral dissertation, Quaid-i-Azam University, Islamabad).

Mayer, C. (1990). Financial systems, corporate finance, and economic development. In *Asymmetric information, corporate finance, and investment* (pp. 307-332). University of Chicago Press.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Mayowa-Adebara, O., & Aina, R. F. (2016). Work environment and organizational commitment of staff in academic libraries in Lagos State, Nigeria. *Journal of Applied Information Science and Technology*, *9*(1), 39-48.

McGuire, D., & McLaren, L. (2009). The impact of physical environment on employee commitment in call centres: The mediating role of employee well-being. *Team Performance Management: An International Journal*, *15*(1/2), 35-48.

McInerney, D. M., Ganotice Jr., F. A., King, R. B., Marsh, H. W., & Morin, A. J. (2015). Exploring commitment and turnover intentions among teachers: What we can learn from Hong Kong teachers. *Teaching and Teacher Education*, *52*, 11-23.

Mercurio, Z. A. (2015). Affective commitment as an essence of organizational commitment: An integrative literature review. *Human Resource Development Review*, *14*(4), 389-414.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage publications.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, *78*(4), 538.

Mitonga-Monga, J., Flotman, A. P., & Cilliers, F. (2018). Job satisfaction and its relationship with organisational commitment: A Democratic Republic of Congo organisational perspective. *Acta Commercii*, *18*(1), 1-8.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Moen, P., Kelly, E. L., & Hill, R. (2011). Does enhancing work-time control and flexibility reduce turnover? A naturally occurring experiment. *Social problems*, *58*(1), 69-98.

Mohd Rasdi, R., & Tangaraja, G. (2022). Knowledge-sharing behaviour in public service organisations: determinants and the roles of affective commitment and normative commitment. *European Journal of Training and Development*, *46*(3/4), 337-355.

Mohd Rasdi, R., & Tangaraja, G. (2022). Knowledge-sharing behaviour in public service organisations: determinants and the roles of affective commitment and normative commitment. *European Journal of Training and Development*, *46*(3/4), 337-355.

Moos, R. H. (1986). *Work as a human context*. American Psychological Association.

Moss, S. (2016). Social exchange theory.

Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative & qualitative approaches* (Vol. 2, No. 2). Nairobi: Acts Press.

Muhammad, L., Ishrat, R., & Afridi, J. R. (2022). The impact of working environment on employees' job satisfaction: A case study of private schools in Peshawar city. *Psychol. Edu*, *59*, 168-183.

Mutepfa, M. M., & Tapera, R. (2019). Traditional survey and questionnaire platforms. *Handbook of research methods in health social sciences*, 541-558.

Muthukumaran, M. (2017). The effect of effective commitment, continuance commitment, and normative commitment on turnover intention among bank

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

employees. *International Journal on Global Business Management & Research*, *6*(1).

Nawaz, M., Abid, G., Arya, B., Bhatti, G. A., & Farooqi, S. (2020). Understanding employee thriving: The role of workplace context, personality and individual resources. *Total Quality Management & Business Excellence*, *31*(11-12), 1345-1362.

Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020). A study in the relationship between supportive work environment and employee retention: role of organizational commitment and person–organization fit as mediators. *Sage Open*, *10*(2), 2158244020924694.

Normala, D. (2010). Investigating the relationship between quality of work life and organizational commitment amongst employees in Malaysian firms. *International journal of business and management*, *5*(10), 75-82.

Nyongesa, R. N. (2018). *Perceived influence of work environment factors on organizational commitment among the Millennials in the banking industry in Kisumu City-Kenya* (Doctoral dissertation, University of Nairobi).

Odoardi, C., Battistelli, A., Montani, F., & Peiró, J. M. (2019). Affective commitment, participative leadership, and employee innovation: A multilevel investigation. *Journal of Work and Organizational Psychology*, *35*(2), 103-113.

Ogunbanjo, B., Awonusi, S. O., & Olaniyi, I. (2022). Correlations between Work Environment, Affective, Normative, and Continuance Commitments of Library Personnel in Public University Libraries in South-West Nigeria.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Oludeyi, O. S. (2015). A review of literature on work environment and work commitment: implication for future research in citadels of learning. *Journal of Human Resource Management*, *18*(2), 32-46.

Pallant, J. (2020). *SPSS survival manual: A step-by-step guide to data analysis using IBM SPSS*. McGraw-Hill Education (UK).

Pareek, C. (2019). Managing cross-cultural diversity: issues and challenges. *Global Management Review*, *13*(2), 23-32.

Park, H. Y., Christie, R. L., & Sype, G. E. (2014). Organizational commitment and turnover intention in union and non-union firms. *SAGE open*, *4*(1), 2158244013518928.

Pervin, L. A. (1989). Persons, situations, interactions: The history of a controversy and a discussion of theoretical models. *Academy of Management Review*, *14*(3), 350-360.

Pitaloka, E., & Sofia, I. P. (2014). The effect of work environment, job satisfaction, and organization commitment on OCB of internal auditors. *International Journal of Business, Economics and Law*, *5*(2), 10-18.

Pitaloka, E., & Sofia, I. P. (2014). The effect of work environment, job satisfaction, and organization commitment on OCB of internal auditors. *International Journal of Business, Economics and Law*, *5*(2), 10-18.

Punch, K. (Eds.). (2003). *Qualitative educational research in action: Doing and reflecting*. Routledge.

Rahman, M. S. (2020). The advantages and disadvantages of using qualitative and quantitative approaches and methods in language “testing and assessment” research: A literature review.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Rasdi, R. M., & Tangaraja, G. (2020). Knowledge-sharing behaviour in public service organisations: determinants and the roles of affective commitment and normative commitment. *European Journal of Training and Development*.

Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, *23*, 717-725.

Ross, P., & Ali, Y. (2017). Normative commitment in the ICT sector: Why professional commitment and flexible work practices matter. *International Journal of Employment Studies*, *25*(1), 44-62.

San-Martín, S., Jiménez, N., Rodríguez-Torrico, P., & Piñeiro-Ibarra, I. (2020). The determinants of teachers' continuance commitment to e-learning in higher education. *Education and Information Technologies*, *25*(4), 3205-3225.

Saunders, M. N., & Bezzina, F. (2015). Reflections on conceptions of research methodology among management academics. *European Management Journal*, *33*(5), 297-304.

Saunders, M. N., & Bezzina, F. (2015). Reflections on conceptions of research methodology among management academics. *European Management Journal*, *33*(5), 297-304.

Saunders, M., Lewis, P. H. I. I. I. P., & Thornhill, A. D. R. I. A. N. (2007). Research methods. *Business Students 4th edition Pearson Education Limited, England*, *6*(3), 1-268.

Scheller, M. K. S. (1993). A qualitative analysis of factors in the work environment that influence nurses' use of knowledge gained from CE programs. *The Journal of Continuing Education in Nursing*, *24*(3), 114-122.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. john wiley & sons.

Shrestha, D., & Joyce, C. M. (2011). Aspects of work–life balance of Australian general practitioners: determinants and possible consequences. *Australian Journal of Primary Health*, *17*(1), 40-47.

Singer, E., & Couper, M. P. (2017). Some methodological uses of responses to open questions and other verbatim comments in quantitative surveys. *Methods, data, analyses: a journal for quantitative methods and survey methodology (mda)*, *11*(2), 115-134.

Singh, Y. K. (2006). *Fundamental of research methodology and statistics*. New Age International.

Širca, N. T., Babnik, K., & Breznik, K. (2013). Towards organisational performance: understanding human resource management climate. *Industrial Management & Data Systems*.

Snape, E., Lo, C. W. H., & Redman, T. (2008). The three-component model of occupational commitment: A comparative study of Chinese and British accountants. *Journal of Cross-Cultural Psychology*, *39*(6), 765-781.

Stern, G. G. (1970). People in context: Measuring person-environment congruence in education and industry.

Strange, C. C., & Banning, J. H. (2001). *Educating by Design: Creating Campus Learning Environments That Work. The Jossey-Bass Higher and Adult Education Series*. Jossey-Bass, 350 Sansome St., San Francisco, CA 94104-1342.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

Tanova, C., & Holtom, B. C. (2008). Using job embeddedness factors to explain voluntary turnover in four European countries. *The International Journal of Human Resource Management*, *19*(9), 1553-1568.

Touzani, M., & Temessek, A. (2009). Brand loyalty: Impact of cognitive and affective variables.

Twenge, J. M., & Campbell, S. M. (2008). Generational differences in psychological traits and their impact on the workplace. *Journal of managerial psychology*.

Vanaki, Z., & Vagharseyyedin, S. A. (2009). Organizational commitment, work environment conditions, and life satisfaction among Iranian nurses. *Nursing & health sciences*, *11*(4), 404-409.

Vanesa, Y. Y., Matondang, R., Sadalia, I., & Daulay, M. T. (2019). The influence of organizational culture, work environment and work motivation on employee discipline in PT Jasa Marga (Persero) TBK, Medan Branch, North Sumatra, Indonesia. *American International Journal of Business Management (AIJBM)*, *2*(5), 37-45.

Widyaningrum, M. E. (2020). The mediating role of organizational citizenship behaviour (OCB) on the effect of work culture and leadership style on employee performance (Study at the department of the PU resources of the air to the West Is East). *European Journal of Business and Management*, *12*(23), 52-58.

Widyaningrum, M. E., & Rachman, M. M. (2019). The influence of the work environment, organizational commitment and organizational citizenship

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

behaviour on employee performance and motivation as Intervening (Studies in the Matahari department store Tbk. Tunjungan Plaza in Surabaya, Indonesia). *4286*, *11*(35), 60-68.

Wiener, Y., & Vardi, Y. (1980). Relationships between job, organization, and career commitments and work outcomes—An integrative approach. *Organizational behavior and human performance*, *26*(1), 81-96.

Williams, A. A., Owusu-Acheampong, E., & Edusei, C. A. A. (2015). Impact of motivation on employee's commitment at Societe General ssb Bank in Accra, Ghana. *International journal of economics, commerce and management*, *3*(2), 1-8.

Yates, L. (2004). *What does good education research look like?: Situating a field and its practices*. McGraw-Hill Education (UK).

Young, R. B., & Javalgi, R. G. (2007). International marketing research: A global project management perspective. *Business Horizons*, *50*(2), 113-122.

Yukongdi, V., & Shrestha, P. (2020). The influence of affective commitment, job satisfaction and job stress on turnover intention: A study of Nepalese bank employees. *Review of Integrative Business and Economics Research*, *9*, 88-98.

Zaraket, W. (2017). Impact of Job Involvement on Organizational Commitment: A Case Study of Lebanese Public Sector. *International Humanities Studies*, *4*(3), 28-30.

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

APPENDIX- A

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Research questionnaire

I am currently carrying out a study on "***Work Environment and Organisational Commitment of Non-teaching Senior Staff at the University of Health and Allied Sciences, Ho''***. This study is purely an academic work in partial fulfilment for an award of a Master of Business Administration degree in Humana Resource Management. I would be grateful to you if you could devote a little of your valuable time to complete the questionnaire for me. All responses derived from this study will be treated with utmost confidentiality and used for academic purposes only. I count on your cooperation.

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENTS

Instruction: Please fill in your personal information for the demographic data by ticking appropriately [√]

1. **Gender**

Male [ ] Female [ ]

2. **Age Bracket**

18 – 25[ ] 26-35[ ] 36-45[ ] 46-55[ ] 56 & above[ ]

3. **Number of years Worked**

1 – 5 [ ] 6 - 10 [ ] 11 – and above [ ]

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

4. **Educational Qualification**

Diploma/ HND [ ] Bachelors 'degree [ ] Postgraduate degree [ ] Others Specify ……..

SECTION B: WORK ENVIRONMENT

Indicate the extent to which the following statement relates to the Work Environment of the University of Energy and Natural Resources (UHAS). Please rate your level of agreement or otherwise with each statement by ticking **(√)** in the most appropriate column**.** 1 = Strongly Disagree (SD) 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

S.N.	**PHYSICAL WORK ENVIRONMENT**	**1**	**2**	**3**	**4**	**5**
	Questions					
1	The furniture I use is comfortable, flexible to adjust; easy to rearrange or reorganize					
2	The office is devoid of unnecessary noise					
3	The working space area is sufficient and roomy enough					
4	Arrangement of furniture, machines and computers presents privacy					
5	The room or office I operate from is well-illuminated					
6	The temperature in the room or office I operate from is appropriate					
7	I complain about my workplace environment					
8	Overall, I am satisfied with the physical workplace factors					
	PSYCHOSOCIAL WORK ENVIRONMENT	**1**	**2**	**3**	**4**	**5**
	Questions					

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

1	I frequently meet with my supervisor about my personal development					
2	I am satisfied with my job security					
3	My workload is manageable					
4	I am satisfied with my roles and responsibilities					
5	My job requires the performance of a wide range of tasks					
6	I can rely on my supervisor/co-worker to help me out with a work problem					
7	I am satisfied with the leadership style exhibited at the workplace					
8	Overall, I am satisfied with the psychosocial workplace factors					

SECTION C: ORGANISATIONAL COMMITMENT

Instruction: Please describe you're level of commitment towards your organisation by indicating to what extent you agree or disagree with the statements. Please tick [√] on one answer appropriately, where 1 = Strongly Disagree (SD) 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

S.N.	**Questions**	**1**	**2**	**3**	**4**	**5**
AFFECTIVE COMMITMENT						
1	I would be very happy to spend the rest of my career with this organisation					
2	I feel as if this organisation's problems are my own					
3	I do not feel a strong sense of "belonging" to my organisation.					

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

4	I do not feel "emotionally attached" to this organisation					
5	I do not feel like "part of the family" at my organisation					
6	This organisation has a great deal of personal meaning for me					
CONTINUANCE COMMITMENT						
	Questions	**1**	**2**	**3**	**4**	**5**
1.	I owe a great deal to this organisation					
2.	I do not feel any obligation to remain with my current employer					
3.	Even if it were to my advantage, I do not feel it would be right to leave my organisation now					
4.	I would feel guilty if I left my organisation now					
5.	This organisation deserves my loyalty					
6.	I would not leave my organisation right now because of my sense of obligation to it					
NORMATIVE COMMITMENT						
	Questions	**1**	**2**	**3**	**4**	**5**
1.	Right now, staying with my organisation is a matter of necessity as much as desire					
2.	It would be very hard for me to leave my organisation right now, even if I wanted to					
3.	Too much of my life would be disrupted if I decided I wanted to leave my organisation now					
4.	I feel that I have too few options to consider leaving this organisation					

Digitized by Sam Jonah Library

University of Cape Coast https://ir.ucc.edu.gh/xmlui

5.	One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice					
6.	One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives elsewhere					

THANK YOU FOR YOUR TIME.

Digitized by Sam Jonah Library