

UNIVERSITY OF CAPE COAST

ORGANISATIONAL CULTURE, LEADERSHIP STYLE AND EMPLOYEE  
COMMITMENT IN PUBLIC ORGANISATIONS: A CASE STUDY OF  
GHANA PRISON SERVICE, CENTRAL REGION

CHRIS NANEVI

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GHANA PRISON SERVICE, CENTRAL REGION

BY

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Business, University of Cape Coast, in partial fulfilment of the requirements for  
the award of Master of Business Administration Degree in General Management

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## DECLARATION

### **Candidate's Declaration**

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

Candidate's Signature: ..... Date: .....

Name: Chris Nanevi

### **Supervisor's Declaration**

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

Supervisor's Signature: ..... Date: .....

Name: Dr. Ferdinand Ahiakpor

## ABSTRACT

The purpose of the study was to examine how organisational culture and leadership styles can affect employee commitment in the public organisations using Ghana Prison Service (GPS), Central Region as a case study. The study adopted the descriptive survey design. The sample size for the study was 112, made up of 34 junior officers, 22 senior officers, and 56 non-commission officers of the GPS. The stratified sampling technique that makes use of the lottery method of simple random sampling was used to select the respondents. Questionnaire was the sole data collection instrument used with a reliability coefficient of 0.87. Both descriptive and inferential statistics were used to analyse the data. The findings of the study revealed that transformational leadership has been observed to be practiced at GPS, and that leadership style and organisational culture have influence on employees' commitment to the GPS. The study indicated and concludes that the more employees of the GPS perceive the various leadership styles adopted by their immediate supervisors positively the more they become committed to the organisation. Furthermore, leadership style played a major role in nurturing the appropriate organisational culture which helped to improve the implementation of specific government reforms. Also, organisational culture and leadership style of officers of GPS in the Central Region of Ghana only predict employees' commitment to the service when officers or employees of the organisation are satisfied with their job. The study recommends that management officers of the GPS should have the right person to do the right job and lead employees with appropriate and meaningful leadership style to increase their satisfaction with the job.

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DEDICATION

To my family and loved ones.

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## LIST OF ACRONYMS

CVI	Content Validity Test Index
GPS	Ghana Prison Service
LMX	Leader-Member Exchange Theory
SSPP	Single Spine Pay Policy

## **CHAPTER ONE**

### **INTRODUCTION**

#### **Background to the Study**

Government organisations such as the Ghana Prison Service (GPS) are complex organisations because of their dynamic nature. Prison service as social and security institution is also recognised all over the world as a key to national development. This explains why developing countries spend huge proportions of their income on the provision of prison service to citizens who have been convicted by the law courts (Abdulla, Djebarni & Mellahi, 2011). The prison is responsible for developing the character and outlook of criminals and other convicts in the pursuit of national values and aspirations. It thus makes the convict a useful, responsible and competent member of society. This explains why is often argued that a good and meaningful prison service is the key that unlocks the door to lawful society and is thus a crucial ingredient for human empowerment and economic growth.

There is a general consensus regarding the dismal state of affairs of Ghana's prisons. A report of the prison council on review of prison reforms in Ghana indicates the level of dissatisfaction some prison officers in Ghana have expressed on the state of the prisons in the country (Ghana Prison Service, 2014). This has led to an attack on the service from many angles. Prisons in the Central Region of Ghana have been the main focus of the public outcry. The poor state of the prisons and staff ill-commitment to the service may be attributed to families,

parents, the community, the government, the prison environment, as well as staff of the service as it is said that no prison service can be improved without its staff. This brings to the fore the need to trace causes of this inadequacy. In the opinion of the authors of this research work this can best be done if the organisational culture of the service is attractive and the staff adopt appropriate leadership styles that makes them satisfied and committed to the service.

Public sector organisations in the developing countries seek to introduce changes and improvements to enhance their level of performance. It is clear that these organisations are continuously looking for new ways and methods of development, especially in the administrative aspects, which can assist in achieving effectiveness and efficiency (Balay & İpek, 2010). Throughout history, both developed and underdeveloped countries adopt change to achieve economic development through employee commitment. To achieve economic development, various countries bring transformation in the leadership styles of managers of public sector organisations, and the organisational culture within these organisations (Balay & İpek, 2010; Bennett & Durkin, 2010).

Literature reveals that there are numerous of researches focussed on the effect of organisational culture on employee satisfaction and the effect of leadership style on employee satisfaction (Lol & Crawford, 2004; Vijayashree & Jagdishchandra, 2011). The Ghanaian public sector is no exception. However, there are very limited studies on the incremental or total effect of organisational culture and leadership style on employee commitment (Igbeneghu & Popoola, 2011; Yavirach, 2012). Within the Ghana Prisons Service, it is very rare to come

across studies which have been conducted on the impact of organisational culture and leadership style on commitment of the staff. This study was therefore conducted to fill this gap by finding out how organisational culture and leadership style become parameters impacting employee commitment in the Ghana Prisons Service in the Central Region of Ghana.

### **Statement of the Problem**

In the recent competitive and turbulent world of work, issues of employee commitment are critical in the success of any organisation. Some negative effects linked to lack of employee commitment include absenteeism, work agitations and turnover (Balay & İpek, 2010; Bennett & Durkin, 2010; Lol & Crawford, 2004) which are detrimental to the effectiveness of organisations. Poor leadership style also contributes to lack of commitment and low level of satisfaction among employees (Abdulla et al., 2011; Igbeneghu & Popoola, 2011; Vijayashree & Jagdishchandra, 2011). It appears employees working in the public sector seem to be dissatisfied with their jobs and have little commitment to their jobs which could be said to be accounting for many of the recent labour strikes and agitations among many of the public sector workers in Ghana and other parts of the world (Abdulla et al., 2011; Yavirach, 2012).

However, these strikes and agitations seems to be absent among the employees of the Ghana Prisons Service (Ghana Prison Service, 2014). According to the Ghana Prison Service (2014), not until September, 2010, after the implementation of the Single Spine Pay Policy (SSPP) when the employees of the

Ghana Prisons Service embarked on demonstration, seldom would one hear or see the employees of the Ghana Prisons Service in any form of open agitation. This raises the question of whether the managerial leadership styles of the officers within the Ghana Prisons Service and the culture of the service are contributing factors for effective work related behaviours/outcomes as compared to their counterparts in other public sectors where there is incessant work agitation. These are issues of concern which requires in-depth investigation which the study sought to accomplish.

### **Objectives of the Study**

The main objective of the study was to investigate the effect of organisational culture and leadership style on employees' commitment at Ghana Prisons Service in the Central Region of Ghana. Specifically, the study sought to:

1. Determine the relationships between officers' leadership style, organisational culture, satisfaction and commitment at Ghana Prison Service.
2. Ascertain the influence of organisational culture and leadership style on employees' commitment.
3. Examine the differences among the various job categories of respondents with regard to their views on leadership style, organisational culture, satisfaction and commitment to the GPS.



## **Research Questions**

Based on the specific objectives, the following research questions have been formulated to guide the study:

1. What are the relationships between officers' leadership style, organisational culture, satisfaction and commitment at Ghana Prison Service?
2. How do organisational culture and leadership style of officers influence employees' commitment to the Ghana Prison Service?
3. What are the differences among the various job categories of respondents with regard to their views on leadership style, organisational culture, satisfaction and commitment to the GPS?

## **Significance of the Study**

The study is significant for several reasons. First, it would also help to determine the type of leadership style that will maximise the satisfaction and commitment levels of employees of the Ghana Prisons Service and other public institutions. Second, the findings of the study, if implemented, would help to generate viable solutions to some administrative lapses including leadership inefficiencies that will help boost the effectiveness of the organisation and commitment of employees. The findings of the study would also help the Ghana Prisons Service and other public institutions to improve productivity through committed and satisfied employees. Finally, it is also hoped that the results of the study would contribute to the stock of knowledge by serving as reference for further studies in human behaviour and management.

## **Scope of the Study**

Geographically, the study was delimited to Central Region of Ghana because it was not possible to examine all the prison service staff in Ghana due to geographical locations of prisons in Ghana. In relation to the respondents, the study was delimited to only the staff of the Ghana Prisons Service, Central Region of Ghana. Furthermore, with regard to the variables, the study was delimited to variables such as organisational culture, leadership style, satisfaction, and employee commitment.

## **Organisation of the Study**

The study has been organised into five chapters. Chapter One presents the background to the study, statement of the problem and the objectives of the study. It also outlines the significance and the scope of the study. Chapter Two focuses on the review of related and relevant literature on the concepts and theories of leadership and organisational culture. The profile of Ghana Prisons Service was highlighted here as well as the conceptual framework. It covers issues such as dimensions of leadership, employee satisfaction and commitment. Details of the methods used in the study were presented in chapter Three. It covers sub-topics such as the research design, population, sample and sampling procedure, research instrument, data collection procedure and data analysis. Chapter Four presents the results and discussion of the study while the final chapter, which is chapter Five, presents a summary of the findings of the research, conclusions and provides recommendations for improvement and suggests areas for further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **Introduction**

This chapter reviews studies conducted by other researchers which were considered relevant to this study. It provides the theoretical, empirical and conceptual underpinnings for the entire study. The focus of the review was on the effect of organisational culture and leadership style on the commitment of the staff of the Ghana Prisons Service. Some of the sub-topics considered were the concept of leadership, leadership style, leadership and management, new approaches to leadership, organisational culture, leadership and organisational culture, employee job satisfaction and the concept of employee commitment. The review also looked at Leader-member exchange theory, social empowerment theory and organisational identification theory. Also considered in the chapter is the relationship among leadership style and job satisfaction, leadership style and organisational commitment and leadership style, job satisfaction and organisational commitment.

#### **Theoretical Framework**

The grounds for the examining the influence of leadership styles and organisational culture on employee commitment is based on two theories: leader-member exchange theory and organisation identification theory. The arguments and assumptions raised in these two theories form the structure on which this

study is built. These theories tried to explain why the problem under study exists. They formed the basis for conducting this study. This theoretical framework helped the researcher to see clearly the variables of the study. It also provided him with a general framework for data analysis.

### **Leader-member exchange theory**

The first theory considered was the leader-member exchange (LMX) theory. Graen (1976) contributed to the LMX theory, which suggests that leaders adapt their styles of leadership to generate an interchange that is geared towards followers or subordinates. The basic idea behind the LMX theory is that leaders form two groups, an in-group and an out-group, of followers. In-group members are given greater responsibilities, more rewards, and more attention. The leader allows these members some latitude in their roles. They work within the leader's inner circle of communication. In contrast, out-group members are outside the leader's inner circle, receive less attention and fewer rewards, and are managed by formal rules and policies.

The LMX theory focuses on a dyad, that is, the relationship between a leader and each subordinate considered independently, rather than on the relationship between the supervisor and the group (Ivancevich & Matteson, 1993). Each linkage, or relationship, is likely to differ in quality. Thus, the same leader may have poor interpersonal relations with some subordinates and open and trusting relations with others. The relationships within these pairings, or dyads, may be of a predominantly in-group or out-group nature. The leader will provide

support, consideration, and assistance mandated by duty but will not go beyond such limits.

In effect, the leader is practicing a contractual exchange with such members; they are hired hands, who are being influenced by legitimate authority rather than true leadership. These employees will do what they have to do and little beyond that with less satisfaction. According to Graen (1976), when the strength of the relationship between employees and the leader is low, it just supports the contract of exchange, but when relationship strength is high, trust and respect come into play. An important implication of the leader-member exchange theory is that the quality of the relationship between the leader and each group member has important job consequences. Specifically, the research supporting the LMX theory indicates that subordinates with in-group status with their leaders will have higher level of job satisfaction, and organisational commitment (Chen, Lam & Zhong, 2007).

The LMX theory has some implications on work related outcomes. The theory suggests that for any leader to elicit positive response from followers, the leader-follower relationship must not be impersonal. In organisational settings, if employees perceive impersonal relationship from their leaders, they will respond by doing only what is required of them (Chen et al., 2007). They will act without any intrinsic desire to promote organisational effectiveness. Thus, for a leader to exhibit effective leadership qualities, that leader ought to go beyond what is officially required, to attend to the psychological needs of the individuals in the organisations. Comparatively, transactional leaders are likely to interact with their

followers on impersonal goals whilst transformational leaders are likely to be responsive and adaptive to the psychological needs of individual employees (Chen & Chen, 2008). As the theory suggests, leaders who adapt their styles of leadership to generate an interchange derive more positive response. The next theory to consider is organisational identity theory.

### **Organisation identification theory**

The organisational identification theory proposes that organisational identification is a function of one's self-definition, importance, and affect, which provide the core of identification. Also, the content of identification is proposed to stem from one's values, goals, beliefs, traits, knowledge, skills, and abilities (Chen, 2004). According to Chen (2004), this theory employee's level of commitment and job satisfaction will depend on their traits and abilities. When employees believe they have some kind of control over how, when, and why rewards are distributed, instrumentality tends to increase and their level of organisational identity intensifies.

The core and content of identification are proposed to influence behaviours reflecting one's identity. According to transformational leadership and self-concept-based explanations of such leadership, transformational leaders influence followers' self-definitions, affect, values, beliefs, and behaviours. They also guide followers to recognize the importance of their work and develop their knowledge, skills and abilities to reach their full potential (Bass, 2007). Thus, transformational leaders are likely to be associated with empowered followers

who possess strong identification with their organisations. Vigoda - Gadot (as cited in Voon, Lo, Ngui & Ayob, 2011) indicated that employees demonstrate high level of organisational identification when their leaders exhibit transformational leadership.

The implication of this theory is that organisational commitment cannot occur when employees have not first developed strong attachment to and identification with the organisation and its norms and values. Identification with the organisation is therefore a necessary condition for organisational commitment. However, such identification can only be solidified among employees through dynamic leadership style and process. Voon et al. (2011) proposed that transformational leaders influence two distinct levels of their followers' self-concept: the relational and the collective self. Followers come to identify with their particular leader through the relational aspects of the followers' self-concept, while organisational or social identification is influenced by priming of their collective self. Transactional leaders emphasise more on organisational justice, so followers are more likely to be satisfied to identify with their remuneration and not with the physical and psychological attachment with the leader and the organisation.

Furthermore, transformational leaders can create group level influences, including collective identification, by establishing symbolic activities, which will increase follower self-esteem and consequently lead to employee satisfaction and higher level of commitment (Shahnawaz & Jafri, 2009). Transformational leaders create a supportive work environment that emphasizes employees' needs and

feelings, develops new skills, and helps solve various job problems and other challenges. This increases employee's social identity and create a sense of satisfaction. Empirically, research has indicated that transformational leadership has a more positive effect on creating higher social identity among employees compared to transactional leadership (Top, Tarcan, Tekingündüz & Hikmet, 2013; Voon et al., 2011).

### **Concept of Leadership Style**

Leadership is a relationship between leaders and followers where they influence each other and they intend real changes and outcomes that reflect their shared purposes (Yammarino, 1997). For as long as there was interaction between people, leadership existed. According to Northouse (as cited in Yammarino, 1997), leadership as a process means that, as mentioned earlier, it is not a characteristic someone is born with, it is an interaction between leaders and their followers. The leaders influence and are influenced by their followers. The topic of leadership has been the focus of studies for the past 20 years and gradually became a topic of great interest. This interest sprung forth out of the fact that leaders provide guidelines and they have to motivate their followers to accomplish tasks (Rowden, 2000; Walumbwa, Orwa, Wang & Lawler, 2005).

Early on, leadership definitions had the tendency to view the leader as the centre or the focus of a group activity. The leader restructures the problems, offers solutions to the problems, establishes priorities and initiates developmental operations (Walumbwa et al., 2005). Leadership was associated with strength of



personality (Howell & Avolio, 2006). According to Howell and Avolio (2006), a leader was seen as a person with many popular traits of personality and character. However, the current descriptions of leadership no longer regard only individual characteristics or differences (Avolio, Zhu, Koh & Bhatia, 2014). In Bass's (as cited in Avolio et al., 2014) current definition, leadership is an interaction between one or more members of a group. House (2015) posits that leadership is available to everyone; it is not limited to the person in power. This means that leadership is a process whereby an individual influences a group of individuals to achieve common goals.

With regard to the concept of leadership style, one may argue that it is the approach of providing direction, implementing plans, and motivating people (Northhouse, 2015). It is the combination of attitude and behaviour of a leader, which leads to certain patterns in dealing with the followers (House (2015). It is the result of the philosophy, personality and experience of the leader. There are several leadership styles such as autocratic, bureaucratic, charismatic, democratic, participative, situational, transformational, transactional, and laissez faire leadership (Mosadeghrad & Ferdosi, 2013; Stogdill, 2015). According to Stogdill (2015), leadership style has been considered by most researchers as the deciding factor of more than one facet of employee behaviour in organisations. In most cases leadership is used in place of management; however, the two words are not the same.

Leadership and management are considered to be overlapping concepts and are often confused. According to Kotter (2009), leadership and management

are two concepts which are unique and matching systems of action. Kotter (2009) further distinguished different main factors where these concepts have complementary actions. First, Kotter (2009) is of the view that leadership involves the development of a vision of the future, having a sense of direction. Leaders have to clarify the big picture and set strategies. On the other hand, management uses management processes, like planning and budgeting to set the direction for the organisation. As indicated by Kotter (2009), management is the development of the ability to realise plans in organisations by creating an organisational structure. Leaders; however, align people and share the new direction, they communicate goals, seek commitment and build teams and coalitions (Northhouse, 2015).

Generally, motivation and inspiration of people are important characteristics of leadership which make sure that the organisation keeps moving in the right direction. They satisfy unmet needs and empower followers. Although both, leadership and management are needed in an organisation, this study focuses on leadership as an independent variable because setting direction, alignment, motivation and inspiration of people is needed at Ghana Prison Service to keep employees of the service satisfied and committed to the organisation (Goldberg, 2015; Kotter, 2001). These are the qualities of leaders, thus the focus on leadership style. Therefore, one may conclude that leadership considers follower feelings while management has a more controlling manner of getting things done. The next sub-topic to consider is the new approach to leadership.

## **New Approach to Leadership**

Relationships between supervisors and their employees are different now. Leaders now do not depend as much on their legitimate power to convince people to do as they are told but they participate in an interaction with their employees or they widen and raise the interest of their employees (Bass, 1990). Thus, based on the new approach to leadership, there are two contemporary leadership styles. Namely, transactional and transformational leadership styles (Bass, 1990; 2007; Northouse, 2015)

### **Transactional leadership style**

Transactional leadership motives and directs followers by appealing to their own self-interest. The focus is on basic management processes like controlling, organising and short-term planning. This style is more responsive and deals with present issues. It also relies on inducement of rewards, punishment and sanction for unacceptable performance and the ability of the leaders to motivate followers by setting goals and promising rewards for the desired performance. With this style of leadership, an exchange takes place between leaders and followers to achieve the desired performance (Cemaloğlu, Sezgin & Kiliç, 2012). These exchanges involve four components, namely: contingent reward, management by exception active, management by exception passive and laissez-faire (Bass, 2007; Chiok & Loke, 2014).

Contingent reward style of leadership explains the leader's expectations, provide the needed resources, set shared goals and link them to various rewards

for doing well (Bass, 2007). With management by exception active, leaders specify rules and standards, observe the work of the employees, watch for deviations and take corrective actions when mistakes or errors occur (Cemaloğlu et al., 2012). In relation to management by exception, passive leaders style do not intervene until problems occur, they wait for things to go wrong before they take action while a leader who adopts laissez-faire leadership style renounces responsibility and avoids making decisions which leaves the employees without direction (Northhouse, 2015).

### **Transformational leadership style**

According to Rowe (2001), transformational leadership anticipates future trends, inspires to understand and embrace new possibilities and builds the organisation into a community of challenged and rewarded learners. This style also develops others to be leaders or to be better leaders. Its focus is on being proactive, expecting nothing in return, inspiration and motivation of followers to work for goals that go beyond their self-interest. Learning opportunities are created and followers are stimulated to solve problems. The leaders develop strong emotional bonds with their followers and they possess good visioning and management skills (Shamir, House & Arthur, 2003). This leadership style has four components which are idealised influence, inspirational motivation, intellectual stimulation and individualized consideration (Nguni, Slegers & Denessen, 2006; Rizi, Azadi, Farsani, Aroufzad & Mirsafaei, 2013).

With idealised influence transformational leadership style, leaders act in such a way that they can be perceived as role models by the people they lead. They are admired, respected and trusted. These leaders are willing to take risks and they are described by followers as having exceptional capabilities, being persistent and determined. They have high ethical and moral standards and can be trusted to do the right thing (Nguni et al., 2006). Inspirational motivation leaders on the other hand arouse the team spirit and show enthusiasm and optimism. They involve followers in defining the desired future state of affairs which creates commitment to the goals and the shared vision (Sorenson, 2007).

Furthermore, intellectual stimulation transformational leaders stimulate their followers to be creative and innovative by creating an environment in which they are forced to think about old problems in new ways and mistakes are not publicly criticised (Rizi et al., 2013). Individualised consideration leaders on the other hand act as mentors and coaches. Two-way communication is regular and differences are accepted. They respect individual desires and needs. They also delegate different tasks to develop follower skills. These leadership styles discussed are largely influence by the organisational culture of the organisation. Therefore, the next sub topic to consider is the concept of organisational culture.

### **Organisational Culture**

Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organisation together. Without exception, the

dominance and coherence of culture proved to be an essential quality of the excellent organisations (Kotter, 1992; Spector, 2008). Organisational culture is pervasive and dominant. It is either a force for change for organisations or a definite barrier to it. For employees, it is either the glue that bonds people to an organisation or what drives them away. Managers, today, are increasingly challenged with changing an organisation's culture to support new ways of accomplishing work.

Schein (as cited in Iivari & Huisman, 2007) define organisational culture as a value system which determines attitude. According to Iancu (2009), there are three levels of culture manifestation, namely: the observable values (artifacts), espoused values and basic underlying assumptions. Observable values are the visible organisational structures and processes. The espoused values are the level on which an image of the organisation is created. Thus, the strategies, goals and philosophies are formulated through answered certain questions to create the image of the organisation. Basic underlying assumptions on the other hand are deep beliefs which form the essence of culture.

In analysing the dynamics of organisational culture, Iancu (2009) is of the view that one can do so by first dividing culture into three categories, namely: bureaucratic culture, innovative culture and supportive culture. A bureaucratic culture is a very organised and systematic culture based on power and control with clearly defined responsibilities and authority. Organisations with this culture are mature, stable, structured, procedural, hierarchical, regulated and power-oriented. A supportive culture displays teamwork and is a people-oriented,

encouraging, and has a trusting work environment. This culture is open harmonious, trusting, safe, equitable, sociable, humanistic and collaborative. An innovative culture on the other hand has a creative, result oriented, challenging work environment and is portrayed as being entrepreneurial ambitious, stimulating, driven and risk-taking (Bailey, 2009).

### **Composition and functions of organisational culture**

Organisational culture is generally composed by three layers. These are material layer, system layer and spiritual layer (Zhang, 2009). The external layer is organisation's material culture which includes the organisation's products style, technology and equipment characteristics, factory appearance. Zhang (2009) further noted that the middle level is organisation's system culture, including regulation, norm, and moral concept and rule of conduct which is permeated in the mind of employees. The internal layer is organisation's spiritual culture. This includes management philosophy, management strategy, value orientation, and common pursuit, common purpose and common emotion of employee. Of the three layers, the material culture is the foundation; system culture is the key with spiritual culture as the core and soul (Tracey, Hinkin, Tannenbaum & Mathieu, 2010).

Griffith-Kranenburg (2013) discussed the guiding function of organisational culture and indicated that the culture lead the whole organisation and the entire employee's personal value and behavioural orientation towards the goal of organisation. Griffith-Kranenburg (2013), further explained, the essence

of the construction of outstanding organisational culture is to set up internal force mechanism. Awadh and Saad (2013), asserts the construction of the mechanism makes vast staff recognize that the organisation is striving for lofty goal, which not only can produce creative tactics but also can make staff dare to make individuals sacrifice for realising organisational goal.

This shows that through establishing common value system, organisational culture forms unified thought, make faith form a kind of tendency on the staff's psychological deep layer, and then a kind of response mechanism reconstructed in the transformation. As long as there is an inducement signal from outside, positive response will take place, and turn into the anticipated behaviour rapidly. By coordination and self-control, the collision of restrain to employees is weakened, the conflict of autonomy psychology with the reality of being managed is relieved, which makes a unifying, and harmonious organisation from the top to the bottom (Zhang, 2009).

According to Awadh and Saad (2013), organisational culture emphasises on regarding people as the centre, its core is to create common values. Outstanding organisational culture means creating a kind of atmosphere that everybody is paid attention to and respected. This shows that excellent cultural atmosphere produces a kind of incentive mechanism which makes each member's contribution get other employees and leaders appreciation and reward in time. In addition, the establish of organisational culture, not only influence enterprise itself, but also have a certain impact on public, as well as domestic and



international enterprises, it forms a part of social culture while improving the popularity of the organisation in question (Awadh & Saad, 2013; Zhang, 2009).

### **Employee Satisfaction**

A vast amount of research has been conducted on employee satisfaction because of its influence on employee behaviour and job performance. Job satisfaction is defined as the extent to which people like or dislike their jobs (McKinnon, Harrison, Chow & Wu, 2003). It is a phenomenon of different aspects to which employees in organisation respond affectively. McKinnon et al. (2003) associate job satisfaction with the feelings a worker has about his job that are related to the perceived difference between what they think is fair and reasonable and what they actually experience. According to Nielsen, Yarker, Randall and Munir (2009), job satisfaction is a pleasurable feeling that results from the perception that one's job fulfils or allows the fulfilment of one's own job values. It has to do with what a person consciously or unconsciously desires to obtain.

According to Richard (as cited in Hulpiaa, Devosb & Rosseelc, 2009), the main reason for the great interest in this area is the belief that job satisfaction affects employee productivity, absenteeism, turnover rate, and performance. Highly satisfied and motivated employees are valuable assets for any organisation. This shows that job satisfaction of officers within the GPS can affect and influence their work productivity, commitment, turnover and retention significantly. Karabiyik and Korumaz (2014) share similar view that job

satisfaction affects levels of job dissatisfaction, absenteeism, grievance expression, tardiness, low morale, high turnover, quality improvement and participation in decision-making. These in turn affect the overall performance of the organisation.

The ability of a leader to obtain employee satisfaction with his or her style of leadership is a complex process and a function of several related factors which any leader who intends to achieve it must critically study to be able to positively implement. Employee satisfaction is intrinsically related to what he or she expects from the leader and what is actually prevails in the organisation. The next sub-topic to consider is employee commitment.

### **Employee Commitment to the Organisation**

Employee commitment can be defined as affiliation of employees to the organisation and their involvement in it. Akhter, Ghayas and Adil (2012) defined employee commitment to an organisation as believing and accepting the goals and values of organisation and possessing and showing desire to be part of the organisation. In general there are three dimensions of commitment which are continuance commitment, affective commitment and normative commitment (Akhter et al., 2012). Allen and Meyer (1996) define affective commitment as the employee's emotional attachment to, identification with, and involvement in the organisation. Continuance component is defined as commitment that is based on the costs that the employee associates with leaving the organisation, while normative component is defined as the employee's feelings of obligation and

sense of loyalty to remain with the organisation and serve to the best of his or her potential (Allen & Meyer, 1996).

All these types are independent in nature and are shown by individuals at different levels in organisation. According to Avolio et al. (2014), committed employees show strong intentions to serve their organisations and are low at intentions to leave. Their emotional attachment to the objectives and values of an organisation is high. Organisational commitment is the aggregate internalised normative demands to perform in a manner which meets organisational objectives and interests. It could be deduced that for staff of the Ghana Prisons Service, organisational commitment can be considered as their belief in and acceptance of the organisation's (GPS) goals and values, their desire to remain part of and behave in the manner that is beneficial to the prison service.

### **Empirical Studies on the Concept under Study**

To understand the current concepts under study much better, the researcher decided to review the current study empirically. This helped gain knowledge by means of direct and indirect observation or experience of previous researchers or studies. The record of other researchers' observation or experience was analysed quantitatively and qualitatively to gain more information about the concept under study. The review of empirical studies concentrated on leadership and organisational culture, employee commitment and job satisfaction, organisational commitment and leadership style, leadership style and job

satisfaction, and leadership styles, job satisfaction, and organisational commitment.

### **Leadership style and organisational culture**

In today's complex workplace, success is directly related to the effectiveness of the organisation, which is a reflection of the leadership and organisational culture. Leadership is so fundamental to organisational effectiveness that almost every industry and profession demands leadership first and management second. Aydin, Sarier and Uysal (2013) investigated the effect of school principals' leadership styles and organisational culture on teachers' organisational commitment and job satisfaction. The study adopted the correlational design. Questionnaire was the sole data collection instrument used in collecting data from the respondents. Organisational culture was treated as a variable with underlying assumptions, beliefs, values, attitudes, and expectations shared by an organisation's members including unwritten codes of conduct and behaviour such as practices which are rewarded and those which are reprimanded. It was the collective programming of the mind which distinguishes between members from one organisation and those from another.

The study of Aydin et al. (2013) revealed that principals' leadership styles and organisational culture have a positive and significant relationship with teachers' commitment to the school and their job satisfaction. The study further found out that principals' leadership styles and organisational culture have an incremental effect on teachers' organisational commitment and job satisfaction.

Aydin et al. (2013) identified three levels of culture, namely national or societal culture, corporate or organisational culture and professional culture. National or societal culture is the way of life of a people; corporate or organisational culture on the other hand is behaviour and attitudes within specific organisations while professional culture is where people in certain professions or functions tend to share certain professional and ethical orientations.

In the process, some organisations develop cultures that support, encourage and reward high performance, whereas others adopt a culture that perpetuates poor performance. Obiwuru, Okwu, Akpa and Nwankwere (2014) observed that leadership and organisational culture have been theoretically and empirically linked to organisational effectiveness. The main argument of the organisational culture-performance link is the belief that certain organisational cultures lead to superior organisational performance. Obiwuru et al. (2014) argued that the claim that organisational culture is linked to performance is founded on the perceived role that culture can play in generating competitive advantage.

This is done by the culture defining the boundaries of the organisation in a manner which facilitates individual interaction and or by limiting the scope of information processing to the appropriate levels. Organisational culture holds the key to increased commitment, productivity and profitability. Widely shared and strongly held values enable management to predict employee reactions to certain strategic options thereby minimising the scope for undesired consequences (Obiwuru et al., 2014).

In a study of the link between leadership and organisational culture, Sempane, Rieger and Roodt (2015) found that employees who rated their immediate supervisor high in transformational leadership were more likely to perceive the culture of their organisation as adaptive, involving, integrating, and having a clear mission. Sempane et al. (2015) proposed that culture might be the filter through which other important variables such as leadership influence organisational performance. Sempane et al. (2015) further found that the relationship between leadership style and organisational commitment is mediated by the organisational culture present. Lastly, they found out that while transformational and transactional leadership has universal potential, it would require some modifications across the various cultures.

### **Employee commitment and job satisfaction**

Job satisfaction is a determinant of organisational commitment. Job satisfaction and organisational commitment focus on the feelings and the thoughts employees have towards their work and the organisation. The key difference between organisational commitment and job satisfaction is that while organisational commitment can be described as the emotional reaction which an employee has about his or her organisation; job satisfaction is the responses that an employee has about any job (Meyer & Allen, 1993). Meyer, Allen and Smith (2003) posit that organisational commitment and job satisfaction are highly interconnected. While an employee has positive feelings towards the

organisational values and objectives, it is possible for him or her to be unsatisfied with the job he or has in the organisation.

Gumbang, Suki and Suki (2010) also examined the differences between job satisfaction, organisational commitment and gender. They adopted the descriptive survey design. Structured questionnaire was used to collect data from the respondents. Both descriptive and inferential statistics were used to analyse the data. Findings from Gumbang et al. (2010) study revealed that there is a statistically significant difference between male and female respondents with regard to their job satisfaction and commitment to the organisation. Female respondents were seen to be more satisfied and committed to the organisation than their male counterpart. The study further found out that there is a statistically significant and positive relationship between respondents' job satisfaction and commitment. This shows that as employees are more satisfied with their job in the organisation, they become more committed to the organisation.

Voon et al. (2011) further observed that the relationship between job satisfaction and organisational commitment is very important when people often do not wish to continue working for the same organisation for longer periods of time. It is difficult to influence employees to continue working for the organisations. Similarly, if employees are highly satisfied with their work, co-workers, pay and supervision, the probability is higher that they are committed to the organisation than if they are not satisfied. These two key concepts are very important because job satisfaction and commitment are the main determinants of employee turnover, performance, and productivity (Dhammika, Ahmad & Sam,

2013). Dhammika et al. (2013) further found out from their study that committed and satisfied employees normally have a high performance which contributes towards organisational productivity.

### **Leadership style and employee commitment**

A number of studies have been done on leadership and leadership effectiveness in predicting employee commitment to an organisation. However, different types of leadership styles on commitment have gained much attention with the impact of transformational and transactional leadership styles on organisational commitment relatively unattended to by leadership researchers. Cemaloğlu et al. (2012) determined the relationships between school principals' transformational and transactional leadership styles and teachers' organisational commitment. A total of 237 primary school teachers employed participated in the study. Results indicated that there were significant relationships between transformational and transactional leadership styles of principals and organisational commitment of teachers.

The study by Cemaloğlu et al. (2012) though made it clear that both types of leadership style predict organisational commitment, yet the most effective among the two were not verified. Moreover, only leadership style was accounted for in predicting organisational commitment even though the results showed that the two leadership styles accounted for only 21 percent of the variances in organisational commitment. The present study thus assessed the amount of



variances that personality factors will account for the remaining variances that was not accounted for by leadership styles.

Furthermore, Yavirach (2012) assessed the impact of transformational and transactional leadership to subordinates job satisfaction and organisational commitment in 13 autonomous universities in Thailand. Findings of the study showed that leadership's styles in general have a significant impact on subordinate's job satisfaction and organisational commitment. The result of individual level found that subordinates' job satisfaction had higher direct effects from transactional leadership than transformational leadership. Organisational commitment however had higher direct effects from transactional than transformational leadership. Other studies have however found inconsistent results. Additionally, Yavirach (2012) found transformational leadership style to have significantly higher relationship to organisational commitment than transactional leadership. The inconsistency in findings therefore demand further clarification into the most effective leadership style in predicting organisational commitment which the present study seeks to provide.

Selamat, Nordin and Adnan (2013) examined leadership styles in relation to organisational culture and commitment. Correlation design was adopted for the study using 150 mining sector workers. Questionnaire was the sole data collection instrument used. Pearson product moment correlation and linear multiple regression analysis were used to analyse the data in order to tackle the stated objectives of the study. Selamat et al. (2013) study revealed that there was a

positive and strong linear relationship between transformational leadership behaviour and organisational commitment.

Dhammika et al. (2013) also conducted a study to examine the impact of transactional and transformational leadership on commitment of unionized employees. Sample of 380 questionnaires were retrieved for analyses from 33 public sector organisations through mail. The parallel model testing procedure based on Structural Equation Modelling (SEM) was used for testing the hypothesised models. The results revealed that transactional and transformational leadership has a direct effect and an indirect effect as well via union commitment on organisational commitment of employees. Both transactional and transformational leadership had a significant positive effect on organisational commitment while transformational leadership had the highest positive impact on commitment.

Though the findings of Dhammika et al. (2013) undeniably are in line with available literatures and so its reliability cannot be questioned, yet the use of questionnaires by mail is questionable. One cannot be sure whether the respondents understood the contextual meaning of the items in the scale since there was no room for them to ask for clearance of the items they did not understand and no pilot study was reported before the distribution of the questionnaires. Self-administered face to face method could have curb this pitfall increasing the reliability of the results.

Avolio et al. (2014) investigated transformational leadership and organisational commitment with the mediating role of psychological

empowerment and moderating role of structural distance. The descriptive study was used for the study. A sample of 200 staff nurses employed by a large public hospital in Singapore was used to investigate the relationship between leadership styles and organisational commitment. Questionnaire was the instrument used in collecting data from the respondents. Avolio et al. (2014) found a positive significant relationship between transformational leadership and organisational commitment.

Furthermore, Hans, Mubeen and Al Ghabshi (2015) also found out that there is a positive relationship between transformational leadership and work related attitudes such as job satisfaction, organisational commitment, and performance in a study to investigate the relationship between leadership styles on job satisfaction, commitment and job satisfaction among 108 teachers. Hans et al. (2015) reported a significant positive relationship between the two types of leadership styles (transformational and transactional leadership) on organisational commitment.

All these studies emphasised on the relationship between the two types of leadership styles on work related outcomes such as organisational commitment and job satisfaction without assessing which of the two leadership styles is more effective in predicting organisational commitment. The present study thus aims at assessing which of the two leadership styles will have a significant higher impact on organisational commitment of the staff of the Ghana Prisons Service.

## **Influence of leadership styles and organisational culture on employees' job satisfaction and commitment to the organisation**

Some studies have also assessed the influence of leadership styles in predicting the two work related outcomes, job satisfaction and organisational commitment, together. Chen (2004) examined the effect of leadership styles on organisational commitment and job satisfaction among three steel companies, which have undergone reengineering, restructuring, and downsizing within a month. Results indicated that both transformational and transactional leadership behaviours have a slightly positive relationship with organisational commitment and job satisfaction with transformational leadership predicting significantly higher variance in organisational commitment and job satisfaction than transactional leadership style.

However, the problem with this study is its emphasis on the use of organisations which have undergone reengineering, restructuring, and downsizing. The downsizing leading to layoff and economic recession could have influence the level of job satisfaction and organisational commitment of the unaffected employees (Chen, 2004). Therefore, the work related behaviours of job satisfaction and organisational commitment could have been influenced by the downsizing.

In addition, Walumbwa et al. (2005) explored the nature of the relationship between transformational leadership and two work-related attitudes, organisational commitment and job satisfaction, by comparing Kenya and the United States. The results indicated that transformational leadership has a strong

and positive effect on organisational commitment and job satisfaction in both cultures. A positive significant relationship was found to exist between transformational leadership styles and work commitment as well as job satisfaction. Transformational leadership accounted for higher relationship with job satisfaction than commitment. Though this study assessed both job satisfaction and organisational commitment, it emphasized only on transformational leadership style without comparing the relative effectiveness of transactional leadership style in predicting organisational commitment and job satisfaction and which of the two leadership styles will predict higher job satisfaction and organisational commitment which is one of the main focus of the present study.

In addition, Nguni et al. (2006) examined the effects of transformational and transactional leadership on primary school teacher's job satisfaction, and organisational commitment. Among the respondents, 82.8 percent were female teachers and 17.2 percent male teachers. Results using regression analyses showed that both transformational and transactional leadership dimensions have significant effects on teacher's job satisfaction and organisational commitment. Transformational leadership had significant influence on job satisfaction and organisational commitment than transactional leadership. Leadership styles explained 39 percent and 28 percent of the variance in teacher's commitment and job satisfaction respectively. The job contexts of teachers are normally different from that of other employees in financial institutions. Teachers normally do not have direct influence on their headmaster who is the direct manager and their

remunerations are decided by other bodies that do not have direct influence on the work related outcomes of employees thus making it difficult to generalize it to other employees in financial organisations such as those in First Capital Plus Bank.

A study by Aydin et al. (2013) analysed the effect of leadership styles of school administrators on the job satisfaction and organisational commitment of teachers using the method of meta-analysis. Twelve research findings made in Turkey were analysed. The research results showed that particularly, transformational leadership style affected job satisfaction and organisational commitment of teachers in a positive way. It was concluded that as the leadership style of administrators changes from transactional to transformational, the level of job satisfaction and organisational commitment of teachers' rose indicating higher amount of variance accounted by transformational leadership than transactional leadership in job satisfaction and organisational commitment.

Though the study by Aydin et al. (2013) compared the relative effectiveness of the two leadership styles in predicting job satisfaction and organisational commitment, the researchers adopted the meta-analytical approach which is highly criticised by Walker, Hernandez and Kattan (2014). Walker et al. (2014) emphasised that several conditions are critical for review of large previous studies and small violations of those conditions can lead to misleading results. According to Walker et al. (2014), meta-analysis is influenced by publication bias since studies relevant to previous findings are the only ones selected.

Based on this, conclusions of meta-analyses have not been fully justified. A cross-sectional study was conducted by Moss and Ritossa, D. A. (2015) using self-administered questionnaires distributed among 814 hospital employees and managers through a stratified random sampling technique. Hospital employees were moderately satisfied with their jobs and committed to their organisation. Salaries, benefits, promotion, contingent rewards, interpersonal relationships and working conditions were the best predictors of job satisfaction among the hospital's employees. Leadership, job satisfaction and commitment were closely interrelated. The leadership behaviour of managers explained 28 percent and 20 percent of the variations in job satisfaction and organisational commitment respectively.

Also, Top et al. (2013) examined the relationships among organisational commitment, organisational trust, job satisfaction and transformational leadership in two Turkish public hospitals. Eight hundred and four employees were recruited for the study with a response rate of 38.14 percent. Results indicated that there were significant relationships among overall job satisfaction, overall transformational leadership and organisational trust. These studies though assessed leadership styles, job satisfaction, and organisational commitment together are not without flaws. In the two studies, leadership styles accounted for not up to half of the variances in job satisfaction and organisational commitment. This means other predictive variables must be studied to assess their relative contribution in predicting job satisfaction and organisational commitment.

Moreover, the response rate of 38.14 was relatively small for quantitative analyses.

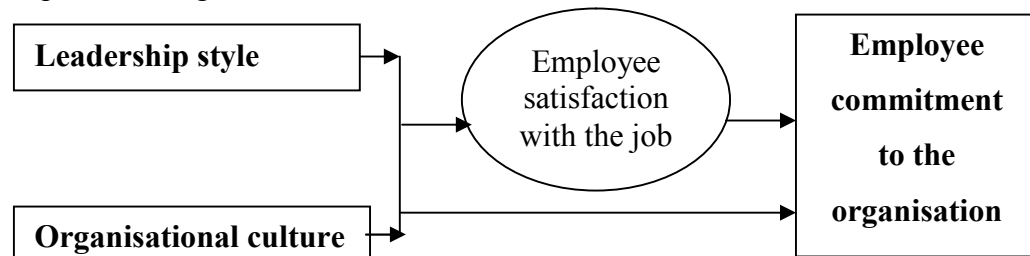
In summary, vast array of knowledge has been accumulated both on the behaviours and the effect of transactional and transformational leadership on employees' outcomes since they have been the mostly explored leadership aspects in leadership studies (Nguni et al., 2006; Top et al., 2013). The effect of these two leadership styles on employee work related outcomes such as job satisfaction, and organisational commitment are well established in leadership literature (Aydin et al., 2013; Walker et al., 2014). However, it is clear when analysing these studies, that researchers have not been eclectic in their approach. Some of these studies have also reviewed inconsistent results. Moreover, previous research studies have found that other factors contribute to organisational commitment and job satisfaction and the present study assessed the contribution of personality traits in predicting job satisfaction and organisational commitment.

### **Conceptual Framework**

This study examined the effect of organisational culture and leadership style on the commitment of the employee of the Ghana Prisons Service, using the Central Region of Ghana as the case study. The concept of organisational culture is composed of three main layers, that is, material layer, system layer and spiritual layer (Zhang (2009). This categorisation is in line with that of Daft (2005), categorised organisational culture into three levels of culture manifestation, namely: the observable values (artifacts), espoused values and basic underlying



assumptions. The conceptual framework of the study was design based on the ideas obtained from the assumptions of both leader-member exchange and organisation identification theories. The components of the variables and the relationship among the variable were also than based on the ideas obtained from the works reviewed empirically. The conceptual framework of the study is depicted on Figure 1.



**Figure 1: Influence of Leadership Styles and Organisational Culture on Employees' Commitment to the Organisation**

Source: Adapted from Aydin et al. 2013

Figure 1 shows a summary of the proposed influence of leadership style and organisational culture on employee commitment to the organisation. The independent variables in this study were leadership style and organisational culture while employee satisfaction with the job was treated as a mediating or moderating variable. The dependent variable was employee commitment to the organisation. The argument of the study was that leadership style and organisational culture of the study predict employee commitment to the organisation. However, if these two independent variables are perceived in positive terms, it will lead to and incremental influences on employee satisfaction with the job which will in turn help boost employee commitment to the organisation as a whole in the long run.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Introduction**

This chapter describes the methods and procedures used in conducting the research. Ary, Jacobs, Sorensen and Razavieh (2010) describe research methodology as a systematic, focused and orderly collection of data for the purpose of obtaining information to solve or answer a particular research problem or question. They are rules or systems which show how the researcher obtained his/her findings thereby enabling others to examine and evaluate it. It provides the general direction for the research and a logical conclusion or solution to a research problem. The chapter focuses particularly on the research design, population of the study, sample and sampling procedure, instrumentation, ethical considerations, data collection procedure and data analysis. The chapter ended with a review of limitations that were encountered during the study.

#### **Research Design**

Research design is a plan or a blue print of how a researcher intends to conduct a study. According to Ary et al. (2010), a research design should be effective in producing the wanted information within the constraints put on the researcher. Such constraints include time, budget and skills. The essence of research design is to guide the researcher on the type of data to collect, how to collect, process, and analyse them in order to answer the research question.

The study seeks to gather and analyse information on the views of employees of GPS regarding leadership style, organisational culture, employee satisfaction and commitment to the organisation, using the descriptive survey design. In descriptive survey design, the researcher draws a sample from the population of interest and generalisations are made, taking into consideration their responses. Gravetter and Forzano (2006) explained that a descriptive survey typically involves measuring a variable or a set of variables as they exist naturally. Malhotra and Birks (2007) also posit that a descriptive survey tries to discover the answers to the questions who, what, when, where and sometimes how. In this study, an attempt was made to establish employee of GPS, Central Region of Ghana views on the issues with regard to the influence of leadership style and organisational culture on employees' commitment to the organisation by having respondents fill out questionnaires.

The descriptive survey was chosen over other research designs for the study due to some peculiar characteristics that make it more appropriate for the study. First, descriptive survey instruments are used most often to gather data because of the ease with which they can be distributed and completed (Malhotra & Birks, 2007). Second, Saunders, Lewis and Thornhill (2007) believed that the descriptive survey is regarded by social scientists as the best, especially where large populations are involved. Saunders et al. (2007) added that in descriptive research, there is accurate description of activities and this goes beyond mere fact-finding. Thus, the study went beyond the 'what' questions to ask 'why' and 'how' questions in order to understand the issues. Moreover, taking into account the

research questions, the rationale of the study and the population under study, it was deemed appropriate to use this design to help to achieve the purpose and to draw meaningful conclusions from the study.

### **Population**

The population for the study was all employees of GPS working in the Central Region of Ghana. Current record shows that there are 237 employees of the GPS working in the Central Region of Ghana (Ghana Prison Service, 2014). All these employees were accessible to the researcher. The employee population was made up of three categories: junior officers, senior officers and non-commission officers. These groups of respondents were considered because the effectiveness of the organisation and its relevance to the country as a whole is on their shoulders and they understand better the dynamics of the variables in question at the study organisation.

### **Sample and Sampling Procedure**

Basically, a sample is a sub-set of a population. The sample has properties which represents the whole. According to Saunders et al. (2007), sample is a portion of population that is selected for investigation. Sampling involves collecting information from a portion of the larger group, and on this basis, infers something about the larger group (population). The sample size for the study was 112, made up of 34 junior officers, 22 senior officers, and 56 non-commission officers of the GPS in the Central Region of Ghana.

The stratified sampling technique was used to select the respondents. After categorising the respondents into three homogeneous strata, a sample frame was designed for each stratum after paying an informal visit to the study organisation. The sampling frame was a list of employees obtained from the institution visited, after permission had been granted from the regional director. The lottery method of simple random sampling procedure was used to select the required number of respondents needed from each stratum. The sample size of 112 was chosen based on the recommendation of White (2005) who avers that in a descriptive survey design it is appropriate to select a sample size of five to ten percent of the accessible population. Therefore, it was appropriate to select 112 employees of the GPS in the Central Region of Ghana.

In using the lottery method of simple random sampling procedure to select the respondent in each stratum, the researcher first wrote the names of the employee (using assigned numbers) on sheets of papers, which were folded and put into an opaque polythene bag. The bag was shaken and mixed thoroughly, and the folded pieces of papers were then picked at random without replacement one-by-one. The bag was shaken to mix up the pieces of paper after each paper had been picked. The procedure was continued until the required number was obtained from each of the three strata. The selected employees of the service were in a better position to provide data that would allow the researcher to tackle the objectives of the study as expected.

## **Sources of Data**

Both primary and secondary data were used in the study. Primary data were obtained through questionnaires distributed to the employees of GPS in the Central Region of Ghana. The secondary sources were those from the review of existing literature mainly annual report of the GPS and other official records of the service. Also, Newspaper reports relating to the GPS were used. According to Saunders et al. (2007), secondary data has been identified to be economical and having the potential to give high quality of information with the possibility of retesting.

## **Instrumentation**

Questionnaire to be answered by the employees of the GPS, Central Region of Ghana was the sole data collection instrument used. The questionnaire was deemed appropriate for the study because it provides a much quicker means of gathering information from a fairly large population. Again it is economical, easy to construct and questions are consistent and uniform. Questionnaire also allows anonymity of the respondents which makes it easier for the respondents to volunteer information without fear of victimisation (Gravetter & Forzano, 2006). However, in the view of White (2005), questionnaire is limited to literate population and does not provide an opportunity to collect additional information. Fortunately for this study, all the respondents were able read, write and understand the items used in constructing the instrument.

The questionnaire was made up of five sections (from A to E). Section A was used to elicit data on the background characteristics of the respondents. Items considered include gender, job category, age range, level of education, and years of work experience of the respondents. Sections B, C, D, and E elicited data on employees' view on leadership style, organisational culture, employee satisfaction, and employee commitment to the organisation. All the items in the questionnaire were closed-ended. Section A was made up of five items while sections B, C, D and E were made up of 20, 15, 15, 18 and 15 items respectively.

The questionnaire was structured based on an interval scale, using closed-ended items to elicit data from respondents with regard to their knowledge on the issues. The responses in sections B to E were measured discretely such that one (1) represents the least agreement to the statements while five (5) represents the strongest agreement to the statements. Respondents are likely to answer questions according to what they consider is expected of them as respondents. This type of scale requires a great deal of decision-making and can take a long time to analyse the data. On the other side of the coin, it has potential of showing the strength of the person's feelings to whatever is in the question (Gravetter & Forzano, 2006). They are easy to analyse, easy to collect data and quick as well.

### **Validity and Reliability of the Questionnaire**

In order to ensure the validity and reliability of the questionnaire used for the study, a pilot study was carried out. According to Malhotra and Birks (2007), validity is the extent to which an indicator accurately measures a concept. In other

words, validity can be defined as the degree to which an instrument measures what it is supposed to measure. Internal validity was assessed to test the ability of the questionnaire to measure what it was projected to measure and to help detect any errors that could obscure the meaning of the questionnaire and prevent it from eliciting specious responses. The experience of pilot respondents is mostly used to improve and amend the questionnaire before sending it out to the main research population.

In finding the reliability of the instrument, it was pilot-tested in March, 2015, on a sample of 27 respondents in the Western Region of Ghana to refine it. The number of respondents used for the pilot study was sufficient to include any major variations in the population as confirmed by Ary et al. (2010) that for most descriptive studies using questionnaires, five percent of the sample size, for pilot study is sufficient. The respondents were selected because they share similar characteristics as those in the Central Region of Ghana. Some of the common characteristics they share are age group, sex distribution, conditions of service, level of education, and length of service. These selected respondents at the Western Region of Ghana were also selected due to their closeness and easy accessibility to the researcher. The questionnaire was personally delivered to the respondents by the researcher. One week interval was allowed for the respondents to complete the questionnaires. All the 27 copies of the questionnaire administered were retrieved.

Content validity test index (C.V.I) was used to test for validity of the questionnaire. A five-point scale of most relevant to least relevant were used by



two experts to rate the relevancy of questions on the questionnaire on the study variables. For face validity, the questionnaire was made available to colleagues in the GPS and other publicly funded security service organisations in Ghana to go through it and to share their view on it. My supervisor also helped in ensuring the construct and content validities of the questionnaire. With regard to the reliability of the questionnaire, the Cronbach alpha was used to determine the internal consistency of scales used to measure the study variables. Ary et al. (2010) posit that for research purposes, a useful rule is that reliability should be at 0.70 and preferably higher. Cronbach's alpha reliability coefficient is a statistical instrument used to test internal consistency of questionnaires. The reliability of the questionnaire was 0.87. After all these exercises, the instrument was refined and administered for the main study.

### **Ethical Considerations**

To gather data from the sampled individuals, permission was sought from the management of the GPS, Central Region of Ghana. Approval was sought from the respective senior officers or commanders through an introductory letter collected from the Department of Accounting and Finance of the School of Business, University of Cape Coast (UCC), to introduce the researcher to the managers of the GPS, Central Region. The consents of the employees were sought through their respective supervisors. Respondents were informed about the purpose of the research and what objective it sought to achieve. The instructions and questions were read to them and clarifications were made where needed.

After the researcher was sure that the respondents understood the content very well, the questionnaires were administered. Respondents were encouraged to feel free and air their views as objectively as possible and that they have the liberty to choose whether to participate or not. They also had the option to withdraw their consent at any time and without any form of adverse consequence.

### **Data Collection Procedure**

Period of two months was used to collect the data. The data collection process started at the middle of April and ended at the middle of June, 2015. The respondents were given at most 30 minutes to complete the questionnaire. Not all the respondents were met on the day of visit and that demanded a considerable length of time to reach the stipulated number of respondents. Prior to the conduct of the instrument, an informal familiarisation visit was made to the GPS, Central Region for the confirmation of the number of employees.

The data collection procedure was done in three separate stages. The first stage focused on the collection of list of employees within the GPS, Central Region of Ghana. The second stage also focused on the distribution of the questionnaire while the third stage was the retrieving stage. As indicated earlier, in each of the prisons visited in the region, the letter of introduction from the department was presented to the director or commander of that particular prison. The researcher went through the entire questionnaire with the respondents after which the questionnaires were left with the respondents to respond objectively to

the items. Fortunately for the researcher all respondents were in a position to read, write and understand the issues presented in the instrument.

In order not to disturb respondents working time, they were asked to complete the instrument during break time or immediately after working hours. The completed questionnaires were collected back within a two months period. However, majority were collected at the same day they were administered. On the whole, out of the 112 respondents visited, 100 employees provided completed questionnaire. The remaining questionnaires were given back uncompleted. This resulted in 89.3 percent retrieval rate of completed questionnaires which according to Ary et al. (2010) is meaningful and can be used for analysis.

### **Data Processing and Analysis**

The study is a descriptive survey in which quantitative analyses were applied using the software Statistical Product and Service Solutions (SPSS) Version 16.0 computer application software. The software was used because it is the most used package for analysing quantitative data (Gravetter & Forzano, 2006). In addition, the advantages of the software include (a) it is user friendly, (b) it can easily be used to analyse multi-response questions, cross section and time series analysis and cross tabulation; (i.e. relate two sets of variables) and (c) it can also be used alongside Microsoft Excel and Word.

In order to address the specific objectives, the researcher combed through the answered questionnaires to ensure that they were devoid of any irrelevant responses before feeding the computer with the data. The data analysis was

conducted by using both descriptive and inferential statistics. The items were analysed, taking cognisance of the fact that they are the basis for which conclusions and recommendations would be drawn. Data on the background characteristics of the respondents were analysed using frequency and percentage distributions while Pearson product moment correlation was used to analyse the first specific objective. Data on the second specific objectives of the study were analysed using inferential statistics such as the linear multiple regression analysis. The One-Way analysis of variance (ANOVA) was used to analyse data on the third specific objective of the study.

### **Limitations of the Study**

Among the major constraints in this study was time. Looking at the short period required for the completion of the work, the descriptive approach was adopted. Even though the employees of the GPS, central Region of Ghana share common characteristics and face similar challenges, there is still the possibility that some aspects regarding organisational behaviour indicators such as participation in decision making, sense of belongingness and work environment may not be discussed if those aspects are peculiar with the service that are not covered in the study. This was the main reason why the study gave preference to most complained issues.

A sample and not the entire population of employees of the GPS, Central Region were administered with questionnaire to obtain the primary data. This obviously imposed some limitations on the study. In addressing this limitation, an

objective questionnaire was designed for the respondents in order to reduce sampling error. Again, another limitation was access to information as not much research has been done with regards to issues raised within the GPS. Most publicly funded organisations in the security parameters will not readily disclose information to researchers for fear of breach of Oath of Secrecy (Duty of confidentiality). This constraint was dealt with by relying on published annual reports and newspaper reports and also assuring the respondents that the information was mainly for academic purposes and that their identities will not be disclosed anywhere.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **Introduction**

Generally, the study aimed at analysing the influence of organisational culture and leadership style on employee commitment, focusing on Ghana Prison Service (GPS) at the Central Region of Ghana. This chapter presents and discusses the results of the study in order to tackle the stated specific objectives. A structured questionnaire was designed and used to gather the data for the study. The first part of the chapter deals with the background characteristics of the respondents while the second part is devoted to the particular goals of the study. Toward the end of information gathering, 100 out of the 112 employees of the service contacted were able to submit a completed questionnaire to the researcher. This resulted in 89.3 percent retrieval of completed questionnaires.

#### **Background Characteristics of Employees of Ghana Prison Service (GPS), Central Region of Ghana**

The background characteristics section focuses largely on the distribution of the respondents by gender, job category, age, highest level of education and years of service in the service. The data regarding this section were analysed using frequency and percentage distributions. The results are presented in Tables 1 – 4. The first item analysed was job category of respondents by gender. The results are depicted in Table 1.

**Table 1: Job Category of Respondents by Gender**

Job Category of Respondents	Gender of Respondents					
	Male		Female		Total	
	No.	%	No.	%	No.	%
Junior officers	37	57.8	13	36.1	50	50.0
Senior officers	12	18.8	8	22.2	20	20.0
Non-commissioned officers	15	23.4	15	41.7	30	30.0
Total	64	100	36	100	100	100
% of participants	64.0%		36.0%		100%	

Source: Field Data, 2015

Results in Table 1 shows that 64 percent of the respondents captured for the study were males while 36 percent were females. The results show that male employees at the GPS outnumber their female counterpart. This may be so because the prisons service is a male dominated work force. Also, it can be seen that there are about three levels of (ranks) working class at GPS. Out of these, 50 percent who participated in the study were junior officers, 30 percent were non-commission officers while 20 percent represented the senior officers. This is so due to the fact that junior officer's population is much greater than any other level of ranks in the service (GPS, 2014).

As presented in Table 2, more (35.9%) of the male population were within the age group of 36 – 41 while more (36.1%) of the female respondents were within the age group of 42 – 47 years. Only 3 (8.3) of the female respondents were above 47 years. The combined percentage shows that large chunk of the

male (78.1%) and female (91.7%) respondents were 47 years and below. The results show that in relation to percentage, more of the male respondents were older than the female respondents. This shows that relatively, majority of the respondents were within the youth age group (18 – 45 years) in Ghana and were mature enough to understand what the study is about.

**Table 2: Age Distribution of Respondents by Gender**

Age Range of Respondents	Gender of Respondents					
	Male		Female		Total	
	No.	%	No.	%	No.	%
Less than 36 years	12	18.8	10	27.8	22	22.0
36 – 41 years	23	35.9	10	27.8	33	33.0
42 – 47 years	15	23.4	13	36.1	28	28.0
Above 47 years	14	21.9	3	8.3	17	17.0
Total	64	100	36	100	100	100

Source: Field Data, 2015

The study further elicited data on the highest level of education of respondents. The results are presented in Table 3. The study noted that more (42.0%) of the respondents were holders of undergraduate degrees, HND or post graduate diplomat. Also, 33.0 percent were holders of SSCE/GCE/Diploma/ BECE qualifications. This group belongs mostly to the junior officers' ranks and 25 percent who holds advance degrees and Qualified Professional certificates were senior and commissioned officers.



**Table 3: Distribution of Respondents Highest Level of Education**

Highest Level of Education	Frequency (No.)	Percent (%)
BECE/SSCE/GEC/Diploma	33	33.0
HND/Bachelor's Degree/Post-graduate Diploma	42	42.0
Master's Degree/Professional	25	25.0
Total	100	100

Source: Field data, 2015

The results in Table 3 implies that all respondents may not find it difficult to read and understand issues raised in the questionnaire since their highest level of education was relatively high. Therefore, it was appropriate to use the questionnaire in eliciting data from the respondents.

In relation to respondents' years of experience, most researchers (Akhter et al., 2012; Avolio et al., 2014; Nguni et al., 2006; Rizi et al., 2013; Voon et al., 2011) in the area of human behaviour are of the view that the longer an employee establishes relation with an institution, all things being equal, the better he or she expresses his or her view on the operations and organisational culture of the institution. Therefore, employees of the GPS who have been working in the service for some time are in a better position to share their views on the leadership style used by officers and the culture of the organisation and their influence on employees' commitment to the GPS. Based on this idea, further data on the length of service of employees of the GPS in the Central Region of Ghana were elicited.

The distribution of respondents with regard to how long they have been working in the service is presented in Table 4.

**Table 4: Distribution of Respondents' Years of Experience in the Ghana Police Service, Central Region of Ghana**

Years of Service	Frequency (No.)	Percent (%)
Less than a year	5	5.0
1 – 5 years	12	12.0
6 – 10 years	21	21.0
11 – 15 years	39	39.0
Above 15 years	23	23.0
Total	100	100

Source: Field Data, 2015

Table 4 shows that more (39.0%) of the respondents indicated that they have been working in the GPS for 11 – 15 years while 23.0 percent of them indicated that they have been working in the GPS for more than 15 years. Only 5.0 percent of the respondents have been working in the GPS for less than a year. The results show that even though a number of respondents were matured enough in terms of age on the job, as indicated earlier, majority (83.0%) of the respondents have been working with the GPS, Central Region of Ghana for more than five years. The findings; therefore, show that respondents have enough working experience to provide relevant information for the study with regard to the leadership style and organizational culture and its effect on employees' commitment to the GPS, Central Region of Ghana.

### **Analysis Pertaining to the Specific Objectives of the Study**

This section presents the results pertaining to the specific objectives of the study. With the help of the Statistical Product and Service Solution (SPSS) Version 16.0, statistical tools such as Pearson Product Moment correlation, linear multiple regression analysis and One-Way ANOVA were used to analyse the data in order to deal with the specific research objectives.

In using inferential statistics to analyse the data, the study first of all performed normality test on the distribution using descriptive statistics in order to find out whether the distribution was normal or not. According to Ary et al. (2010), in analysing quantitative data, mean and standard deviation coefficients are used when the distribution is normal while median and skewness coefficients are used when the distribution is skew. Ary et al. (2010) added that in a normal distribution the mean and the median are approximately the same. The skewness values have a threshold of -0.5 to 0.5. The normality test performed during the preliminary analysis shows that the distribution was normal.

Furthermore, factor analysis was employed to find out the factors that measured the variables used: leadership style, organisational culture, employees' satisfaction and employee commitment to the organisation, using the vital segment analysis and varimax technique. Variables with eigen values greater than one were removed and questions or items with correlation coefficient below  $\pm 0.3$  were erased on the grounds that they were thought to have low commitment to the elements extricated. The remaining items were pooled together to form each of the variables using average responses.

**Relationships between officers' leadership style, organisational culture, employee satisfaction and commitment at GPS, Central Region of Ghana**

The first specific objective of the study was to ascertain the association or correlation between leadership style, organisational culture, satisfaction, and employee commitment. As demonstrated before, the different variables were comprised of numerous items that were pooled together to frame each of the variable. These items were measured numerically with five-point numerical scale extending from most relevant to least relevant. The Pearson product moment correlation was used to analyse the data in order to tackle this specific objective of the study. The results are presented in Table 5.

**Table 5: Relationships between Leadership Style, Organisational Culture, Employee Satisfaction and Commitment at GPS, Central Region**

Employee Commitment to the Organisation		
Variables	Correlation co-efficient (r)	p-value
Leadership style	0.540**	0.000
Organisational culture	0.393*	0.013
Employee satisfaction	0.694**	0.000
Employee commitment to the organisation	1	
Source: Field Data, 2015	**p < 0.01; *p < 0.05	(N = 100)

As depicted in Table 5, leadership style used by the various senior officers or supervisors of the GPS, Central Region of Ghana has a statistically significant positive relationship with employees level of commitment to the organisation (r = 0.540, p < 0.01). Furthermore, organisational culture (r = 0.393, p < 0.05) and

employee satisfaction ( $r = 0.694$ ,  $p < 0.01$ ) were also related to employee commitment positively and significantly. Using the suggestion of Ary et al. (2010) for interpreting correlation co-efficient, the relationships between leadership style, employee satisfaction and commitment to the organisation are seen to be strong while that of organisational culture can be described as moderate. However, all the relationships were positively related.

The findings show that the more employees of the GPS, Central Region of Ghana perceive the various leadership styles adopted by their immediate supervisors positively the more they become committed to the organisation. Furthermore, the findings show that leadership style shapes the nature of employee commitment. This may mean that the link between leadership style and employee commitment to the organisation is mediated by the nature and form of organisational culture. The findings may also mean that leadership played a major role in nurturing the appropriate organisational culture which helped to improve the implementation of specific government reforms. Most effective leaders foster, support, and sustain employee commitment that facilitates the type of management reform envisioned by “reinventing government” and the attendant increases in effectiveness and efficiency (McKinnon et al., 2003).

Similarly, the more they perceive the culture of the organisation positively or they become more satisfied with their job at the organisation, the more they become committed to the organisation. This means that the main argument of the organisational culture and commitment link is the belief that certain organisational cultures and leadership lead to superior employee commitment

(Obiwuru et al., 2014). Obiwuru et al. (2014) argued that the claim that organisational culture is linked to employee commitment is founded on the perceived role that culture can play an important role of generating competitive advantage. This, according to Obiwuru et al. (2014), is done by the culture defining the boundaries of the organisation in a manner which facilitates individual interaction and or by limiting the scope of information processing to the appropriate levels. Chiok and Loke (2014) noted that organisational culture holds the key to increased commitment and productivity.

However, in the work of Sempene et al. (2015), there was a weak association between organisational culture and employee commitment to the organisation was found. It is said that organisational culture is too abstract and too far from most employees' everyday activities within their organisational lives. Even though, the results from this study indicated that there was indeed a significant and strong relationship between leadership style and level of commitment shown by employees to the organisation. The workforce within Ghana Prison Service is large but put in units which make it possible for leaders to be involved in tasks and consider employees' individual needs, capacities and ambitions. According to Sempene et al. (2015), leadership explains a great deal of the variation in employee commitment to the organisation. Leadership and culture has a positive relationship with employee commitment to the organisation because commitment has been found to be directly dependent on behaviours of the transformational leaders (Stogdill, 2015).

The finding that there is a positive relationship between satisfaction and employee level of commitment to the organisation is in line with the comments and findings of most researchers. The argument of the LMX theory indicates that subordinates with in-group status with their leaders will have higher level of job satisfaction which in turn also has a meaningful relationship with employee commitment to the organisation (Chen et al., 2007). According to Richard (as cited in Hulpiaa et al., 2009), employee satisfaction with the job is positively related to employee commitment to the organisation. Highly satisfied and motivated employees are valuable assets for any organisation. This shows that job satisfaction of officers within the GPS can affect and influence their work productivity, commitment, turnover and retention significantly. Karabiyik and Korumaz (2014) share similar view that job satisfaction affects levels of commitment and participation in decision-making. These in turn affect the overall performance of the organisation.

### **Influence of organisational culture and leadership style on employees' commitment**

The rationale for the second specific objective of the study was to find out the influence of organisational culture and leadership style on employees' commitment to the GPS, Central Region of Ghana. The linear multiple regression analysis was employed to analyse the data in order to tackle this objective. As indicated earlier, numerous statements or questions were used to collect data on the independent, mediating and dependent variables. The items were measured

numerically using discrete values. The items were pooled together to form each individual variable.

Using the linear multiple regression analysis to tackle this objective, a diagnostic test was first conducted to check for multicollinearity among the independent and mediating variables that are: organisational culture, leadership style and employee satisfaction with the job. This was used to examine the possible undesirable situation where the correlations among the variables are strong. The SPSS Version 16.0 was used to assess the Variance Inflation Factor (VIF) that measures multicollinearity in the regression model since multicollinearity misleadingly inflates the standard errors. Thus, it makes some variables statistically insignificant while they should be otherwise significant.

The VIF was used to measure how much the variance of the estimated coefficients increases over the case of no correlation among the independent variables. All the VIF for the independent and moderating variables were around 2.702 to 3.124. None was greater than five (5), which means there was no collinearity associated with the variables. The VIF values were also inversely related to the Tolerance values ( $VIF = 1/Tolerance$ ). According to Pallant (2001), large VIF values (a usual threshold is 10.0, which corresponds to a tolerance of 0.10) indicate a high degree of collinearity or multicollinearity among the independent and mediating variables.

In addition, under the collinearity diagnostics table, condition index values were all less than 15 indicating no problem with collinearity. According to Pallant (2001), a condition index greater than 15 indicates a possible problem while an



index greater than 30 suggests a serious problem with collinearity. In all, it is clear that the contribution of the independent and mediating variables on the dependent variable largely was not as a result of the strong association among the variables. Results of the analysis are shown in Table 6.

**Table 6: Influence of Organisational Culture and Leadership Style on Employees' Commitment**

Variables	Model One	Model Two	Collinearity Statistics	
	Beta (Std. Error)	Beta (Std. Error)	Tolerance	VIF
Organisational culture	0.192 (0.077)	0.499 (0.044) **	0.370	2.702
Leadership style	0.221 (0.097)	0.315 (0.057)*	0.313	3.106
Employee satisfaction with the job		0.380 (0.073)**	0.242	3.124
Constant	1.830	1.013	1.013	
R	0.321	0.691	0.791	
R Square	0.251	0.553	0.753	
Adjusted R Square	0.214	0.499	0.739	
(Standard errors are in parentheses)		**p<0.01; *p<0.05	(N = 100)	

Dependent variable: Employees' commitment to the GPS, Central Region

Source: Field Data, 2015

As contained in Table 6, both organisational culture and leadership style were not statistically significant contributors of employees' commitment to the GPS, Central Region of Ghana. However, the total influence of the two variables to the variance in the dependent variable is 0.251. However, the adjusted R<sup>2</sup> of the result was 0.214. However, the two variables became statistically significant

contributors of employees' commitment to the GPS after employee satisfaction with the job was introduced into the model to have the second model (Model Two).

In relation to Model Two, as presented in Table 6, organisational culture [ $\beta = 0.499$  (0.044),  $p < 0.01$ ] and leadership style [ $\beta = 0.315$  (0.057),  $p < 0.05$ ] were significant predictors of employees' commitment to the GPS. Furthermore, employee satisfaction with the job [ $\beta = 0.380$  (0.073),  $p < 0.01$ ] was statistically significant when it was entered into the first model to formulate the second model. The least independent variable that contributed significantly to employees' commitment to the GPS was leadership style. It contributed 31.5 percent while organisational culture contributed 49.9 percent to the dependent variable.

The total contribution of the independent and mediating variables (organisational culture, leadership style, and employee satisfaction with the job) to the variance in the dependent variable (employees' commitment to the organisation) is 0.553. However, the adjusted  $R^2$  of the result was 0.499. This implies that the three variables combined can anticipate or clarify around 55.3 percent of the fluctuation in the level of commitment to the GPS with regard to employees of the service at Central Region of Ghana.

The findings show that organisational culture and leadership style of officers of GPS in the Central Region of Ghana only predict employees' commitment to the service when officers or employees of the organisation are satisfied with their job as a result of these two main variables. Therefore, without satisfaction, organisational culture and leadership style are seen as non-influential variables. They become an influential or potent variable when satisfaction is

considered. This means that employee level of satisfaction with their job as a result of conducive organisational culture within the service and appropriate leadership style by officers or employees help in boosting employees' commitment to the GPS, Central Region of Ghana.

The finding that leadership style has an indirect influence on employees' commitment to the organisation is incongruent with the comments of Griffith-Kranenburg (2013) who avers that both transformational and transactional leadership styles have a direct influence on employees' commitment to the organisation because commitment has been found to be directly dependent on behaviours of the transformational leaders. However, the findings that emerged from Avolio et al. (2014), and Voon et al. (2011) studies are in line with that of this study. Both empirical studies concluded that leadership and culture are so well interconnected that it is possible to describe an organisational culture characterised by transformational or transactional leadership styles' qualities. They concluded employees who rated their immediate supervisor high in transformational or transactional leadership were more likely to perceive the culture of their organisation as adaptive, involving, integrating, and having a clear mission.

**Differences among the various job categories of respondents with regard to their views on leadership style, organisational culture, satisfaction and commitment to the Ghana Prison Service**

The last specific objective considered was the differences that exist among the various job categories of respondents (senior officer, junior officer, and non-commission officer) within the GPS with regard to their views on leadership style, organisational culture and satisfaction. One-way ANOVA was conducted to explore the differences among the various job categories of respondents within the GPS, Central Region of Ghana. In relation variables that indicated statistical differences, a post-hoc test was conducted using Tukey HSD to find where the actual differences lied. In order to quantify the differences also and to know the margin of the differences, the eta square value was calculated for the differences if any. The results are presented in Tables 7, 8 and 9.

**Table 7: Job Categories Differences among Employees of GPS with Regard to their Views on Leadership Style**

(I) Job categories	(J) Job categories	MD (I-J)	Sig.	F	p-value
Non-commission officer	Junior officer	0.021	0.123	26.68	0.298
Senior officer	Non-commission officer	0.011	0.226		
	Junior officer	0.012	0.356		

Source: Field Data, 2015

(N = 100)

The One-way ANOVA was conducted to explore the difference in the job category differences of employees of GPS, Central Region of Ghana with regard

to their views on leadership style. The respondents' job category was in three categories (Group 1: Non-commission officer; Group 2: Junior officer; Group 3: Senior officer). The job category of employees was treated as the independent variable while the dependent variable considered was respondents' view on leadership style exhibited by commanding officers. The results in Table 7 shows that there was no statistically significant difference at the  $p < 0.05$  level in the respondents' view on leadership style for the three groups [ $F(2, 97) = 26.68, p = 0.298$ ].

**Table 8: Job Categories Differences among Employees of GPS with Regard to their Views on Organisational Culture**

(I) Job categories	(J) Job categories	MD (I-J)	Sig.	F	p-value
Junior officer	Non-commission officer	-0.016	0.11	6.816	0.311
	Senior officer	-0.041	0.38		
	Senior officer	0.027	0.15		

Source: Field Data, 2015

(N = 100)

Again, Table 8 shows that there was no statistically significant difference at the  $p < 0.05$  level in the respondents views on organisational culture of the GPS, Central Region of Ghana for the three groups [ $F(2, 97) = 6.816, p = 0.311$ ]. The findings mean that there is no significant difference between the views of the respondents with regard to organisation culture. That is, non-commission, senior and junior officers have approximately same view on the organisational culture of institution.

**Table 9: Job Categories Differences among Employees of GPS with Regard to their Satisfaction with the Job**

(I) Job categories	(J) Job categories	MD (I-J)	Sig.	F	P-value	Eta square
Junior officer	Senior officer	-0.08	0.81	2.95	0.03	0.241
	Non-commission officer	-0.82*	0.05			
Senior officer	Non-commission officer	-0.74	0.08			

Source: Field Data, 2015                      \*p < 0.05                      (N = 100)

As indicated in Table 9, there was statistically significant difference at the  $p < 0.05$  level in the employees level of satisfaction with the job as a result of leadership style and organisation culture at the GPS, Central Region of Ghana for the three groups [ $F(2, 97) = 2.95, p = 0.03$ ]. The actual difference in mean scores between the groups was very large (Cohen as cited in Pallant, 2001). The magnitude of the difference between the various job categories among the officers with regard to their satisfaction with the job was 24.1 percent. The effect size calculated using eta square, was 0.241. Post-hoc comparisons using the Turkey HSD test indicated that the mean score for junior officers (Mean = 2.89, Std. Dev. = 0.52) were significantly different from non-commission officers (Mean = 3.32, Std. Dev. = 0.55), and senior officers (Mean = 3.58, Std. Dev. = 0.56). That is, senior officers are more satisfied than non-commission officers and junior staff. The least satisfied group was the junior officers.

The findings show that junior officers within the GPS at Central Region of Ghana are less satisfied in their job than any other categories in the service. The findings further show that the higher an officer move in his or rank, the more he

or she becomes satisfied in the job within the GPS, Central Region of Ghana. The findings corroborate with that of Aydin et al. (2013) and Rizi et al. (2013). Both found out that junior staff or employees of lower rank in an organisation are usually dissatisfied when compare with their counterpart. They asserted that one's satisfaction with the job becomes high when he or she moves from his or her current rank or job category to higher one. However, the findings that emerged from Yavirach's (2012) study show that there is no statistically significant difference between the various categories or rank of employees with regard to satisfaction. Yavirach's (2012) finding is incongruent with that of the current study.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **Introduction**

This part of the research report exhibits the rundown of significant discoveries and conclusions drawn from the study. The key discoveries are accounted for in light of the particular destinations of the study. These are trailed by the conclusions and suggestions. The last segment gives recommendations to further research.

#### **Summary**

The main objective of the study was to investigate the effect of organisational culture and leadership style on employees' commitment at Ghana Prisons Service in the Central Region of Ghana. Specifically, the study sought to determine the relationships between officers' leadership style, organisational culture, satisfaction and commitment at Ghana Prison Service. The study further ascertained the influence of organisational culture and leadership style on employees' commitment. Lastly, the study examined the differences among the various job categories of respondents with regard to their views on leadership style, organisational culture, satisfaction and commitment to the GPS.

The design adopted for the study was descriptive survey design. The population for the study was all 237 employees of GPS, Central Region of Ghana. The sample size for the study was 112, made up of 34 junior officers, 22 senior



officers, and 56 non-commission officers of the GPS in the Central Region of Ghana. The stratified sampling technique was used to select the respondents. After categorising the respondents into three homogeneous strata, the lottery method of simple random sampling procedure was used to select the required number of respondents needed from each stratum.

Questionnaire was the sole data collection instrument used for this study. The reliability coefficient of the instrument was 0.87, which was deemed appropriate and significant. Both descriptive and inferential statistics were used to analyse the data. Specifically, data on the background characteristics of the respondents were analysed using frequency and percentage distributions while Pearson product moment correlation was used to analyse the first specific objective. Data on the second specific objectives of the study were analysed using inferential statistics such as the linear multiple regression analysis. The One-Way analysis of variance (ANOVA) was used to analyse data on the third specific objective of the study.

The key findings that emerged from the study with regard to the specific objectives are as follows: Leadership style used by the various senior officers or supervisors of the GPS, Central Region of Ghana has a statistically significant positive relationship with employees' level of commitment to the organisation ( $r = 0.540$ ,  $p < 0.01$ ). Furthermore, organisational culture ( $r = 0.393$ ,  $p < 0.05$ ) and employee satisfaction ( $r = 0.694$ ,  $p < 0.01$ ) were also related to employee commitment positively and significantly. Also, employees view on organisational culture [ $\beta = 0.499$  (0.044),  $p < 0.01$ ] and leadership style [ $\beta = 0.315$  (0.057),  $p <$

0.05] were significant predictors of employees' commitment to the GPS. Furthermore, employee satisfaction with the job [ $\beta = 0.380 (0.073)$ ,  $p < 0.01$ ] was statistically significant when it was entered into the first model to formulate the second model. The three variables combined can anticipate or clarify around 55.3 percent of the fluctuation in the level of commitment to the GPS with regard to employees of the service at Central Region of Ghana.

Lastly, there was no statistically significant difference at the  $p < 0.05$  level in the respondents' view on leadership style [ $F (2, 97) = 26.68$ ,  $p = 0.298$ ], and organisational culture [ $F (2, 97) = 6.816$ ,  $p = 0.311$ ] of the GPS, Central Region of Ghana for the three groups. However, there was statistically significant difference at the  $p < 0.05$  level in the employees level of satisfaction with the job as a result of leadership style and organisation culture at the GPS, Central Region of Ghana for the three groups [ $F (2, 97) = 2.95$ ,  $p = 0.03$ ]. The magnitude of the difference between the various job categories among the officers with regard to their satisfaction with the job was 24.1 percent.

## **Conclusions**

Based on the findings, the following conclusions were drawn. The more employees of the GPS perceive the various leadership styles adopted by their immediate supervisors positively the more they become committed to the organisation. Furthermore, leadership style played a major role in nurturing the appropriate organisational culture which helped to improve the implementation of specific government reforms. Also, organisational culture and leadership style of

officers of GPS in the Central Region of Ghana only predict employees' commitment to the service when officers or employees of the organisation are satisfied with their job as a result of these two main variables. Lastly junior officers within the GPS are less satisfied in their job than any other categories in the service. However, all categories of employees view leadership style and organisational culture of the GPS the same.

### **Recommendations**

In view of the discoveries and conclusions of the study, it is recommended that:

1. Management officers of the GPS in the Central Region of Ghana should have the right person (with ability) to do the right job and lead employees with appropriate and meaningful leadership style to increase their satisfaction with the job.
2. Management of the GPS should ensure that strong organisational culture is developed and maintained by the institution and also commanding officers adapt appropriate leadership style that will impact employee ability. Since Leadership and culture has a significant indirect effect on employee commitment to the organisation.
3. Management of the GPS should ensure that the various leadership styles adopted by commanding officers ensure that appropriate organisational culture is nurtured to help to improve the implementation of specific government reforms.

### **Suggestions for Further Research**

Basically, the study looked at the influence of leadership style and organisational culture on employees' commitment to the GPS, Central Region of Ghana. Based on the findings of the study, it is recommended to future researchers to conduct research on other concepts that influence employee commitment to the organisation since the two variables used were able to contribute about 55.3 percent. Therefore, there is the need to find out the other variables that contribute 44.7 percent. Further studies can also look at the contribution of motivation and participation in decision making on employees' commitment to the GPS.

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**APPENDIX A**  
**UNIVERSITY OF CAPE COAST**  
**SCHOOL OF BUSINESS**  
**DEPARTMENT OF ACCOUNTING AND FINANCE**

**TOPIC: Organisational Culture, Leadership Style and Employee Commitment in Public Organisations: A Case Study of Ghana Prison Service, Central Region**

**Questionnaire for Respondent**

Part of the requirement for the award of a Master's Degree in the University of Cape Coast is to undertake a research. In view of this, I am conducting a study into the above topic. It will be appreciative if you could support this research work by completing this questionnaire and your sincere response will be very much appreciated. You are assured of the anonymity of your identity and confidentiality of your response.

Below are some questions to get a better overall view of the respondent. Please note that all data remains anonymous.

**Section A: Background Characteristics of Respondents**

1. What is your gender?
  1. Male [ ]
  2. Female [ ]
2. What is your current job category within the Ghana Prison Service?
  1. Senior Officer [ 20 ]
  2. Non-commission Officer [ 30]
  3. Junior Officer [ 50]
3. What is your age range?
  1. Less than 36 years [ ]
  2. 36 – 41 years [ ]
  3. 42 – 47 years [ ]
  4. Above 47 years [ ]
4. What is the highest level of education you have completed?
  1. BECE/SSCE/GEC/Diploma [ ]
  2. HND/Bachelor's Degree/Post-graduate Diploma [ ]
  3. Master's Degree/Professional [ ]
5. Which range indicates the number of years you have worked as employee within the organisation?
  1. Less than a year [ ]
  2. 1 – 5 years [ ]
  3. 6 – 10 years [ ]
  4. 11 – 15 years [ ]
  5. Above 15 years [ ]

These sections (Sections B, C, D, and E) of the questionnaire are to describe the leadership style, organisational culture, employee satisfaction and employee commitment to the organisation variables with regard to your view to them, taking into consideration your perception on your supervisor. Please answer all items on the answer sheet. Judge how frequently each statement fits the person you are rating. Use the discrete or interval scale to rate your level of response to the items such that one (1) represents the least agreement to the issues while five (5) represents the strongest agreement to the issues.

**Section B: Leadership Style**

<b>Statements on leadership style</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. My supervisor provides me with assistance in exchange for my efforts	[ ]	[ ]	[ ]	[ ]	[ ]
2. My supervisor re-examines critical assumptions to questions whether they are appropriate	[ ]	[ ]	[ ]	[ ]	[ ]
3. My supervisor fails to interfere until problems become serious	[ ]	[ ]	[ ]	[ ]	[ ]
4. My supervisor focuses attention on irregularities, mistakes, exceptions and deviations from standards.	[ ]	[ ]	[ ]	[ ]	[ ]
5. My supervisor avoids getting involved when important issues arrive	[ ]	[ ]	[ ]	[ ]	[ ]
6. My supervisor talks about his or her most important values and beliefs	[ ]	[ ]	[ ]	[ ]	[ ]
7. My supervisor is absent when needed	[ ]	[ ]	[ ]	[ ]	[ ]
8. My supervisor discusses in specific term who is responsible for performance targets.	[ ]	[ ]	[ ]	[ ]	[ ]
9. My supervisor waits for things to go wrong before taking action.	[ ]	[ ]	[ ]	[ ]	[ ]
10. My supervisor specifies the importance of having a strong sense of purpose	[ ]	[ ]	[ ]	[ ]	[ ]
11. My supervisor spends time teaching and coaching	[ ]	[ ]	[ ]	[ ]	[ ]
12. My supervisor makes clear what one can expect to receive when performance goals are achieved	[ ]	[ ]	[ ]	[ ]	[ ]
13. My supervisor goes beyond self-interest for the good of the group	[ ]	[ ]	[ ]	[ ]	[ ]
14. My supervisor considers the moral and ethical consequences of decisions	[ ]	[ ]	[ ]	[ ]	[ ]
15. My supervisor keeps track of all mistakes	[ ]	[ ]	[ ]	[ ]	[ ]
16. My supervisor articulates a compelling vision of the future	[ ]	[ ]	[ ]	[ ]	[ ]
17. My supervisor considers me as having different needs, abilities and aspirations from others	[ ]	[ ]	[ ]	[ ]	[ ]
18. suggests new ways of looking at how to complete assignments	[ ]	[ ]	[ ]	[ ]	[ ]
19. My supervisor expresses satisfaction when I meet	[ ]	[ ]	[ ]	[ ]	[ ]



expectations	[ ] [ ] [ ] [ ] [ ] [ ]
20. My supervisor expresses confidence that goals will be achieved	[ ] [ ] [ ] [ ] [ ] [ ]

### Section C: Organisational Culture

Statements on organisational culture	1	2	3	4	5
1. My organisation like taking risk	[ ]	[ ]	[ ]	[ ]	[ ]
2. There is effective collaborative among staff within my organisation	[ ]	[ ]	[ ]	[ ]	[ ]
3. In my organisation, there is hierarchical command chain	[ ]	[ ]	[ ]	[ ]	[ ]
4. There is procedural in my organisation	[ ]	[ ]	[ ]	[ ]	[ ]
5. My organisation is relationship-oriented	[ ]	[ ]	[ ]	[ ]	[ ]
6. My organisation is results-oriented	[ ]	[ ]	[ ]	[ ]	[ ]
7. There is creativity in my organisation	[ ]	[ ]	[ ]	[ ]	[ ]
8. In my organisation, supervisors encourage their subordinates My organisation is well structured	[ ]	[ ]	[ ]	[ ]	[ ]
9. My organisation is very stimulating	[ ]	[ ]	[ ]	[ ]	[ ]
10. There is personal freedom in my organisation	[ ]	[ ]	[ ]	[ ]	[ ]
11. It is safe to work in my organisation	[ ]	[ ]	[ ]	[ ]	[ ]
12. It is challenging to work in my organisation	[ ]	[ ]	[ ]	[ ]	[ ]
13. My organisation is established and solid	[ ]	[ ]	[ ]	[ ]	[ ]
14. My organisation is cautious in all its activities	[ ]	[ ]	[ ]	[ ]	[ ]
15. There is trust among employees within my organisation	[ ]	[ ]	[ ]	[ ]	[ ]

### Section D: Employee Satisfaction

Statements on employee satisfaction	1	2	3	4	5
1. I feel I am being paid a fair amount for the work I do	[ ]	[ ]	[ ]	[ ]	[ ]
2. There is too little chance for promotion on my job	[ ]	[ ]	[ ]	[ ]	[ ]
3. My supervisor is quite competent in doing his/her job	[ ]	[ ]	[ ]	[ ]	[ ]
4. I like the people I work with in the organisation	[ ]	[ ]	[ ]	[ ]	[ ]
5. I sometimes feel my job is meaningless	[ ]	[ ]	[ ]	[ ]	[ ]
6. Those who do well on the job stand a fair chance of being promoted	[ ]	[ ]	[ ]	[ ]	[ ]
7. My supervisor is unfair to me	[ ]	[ ]	[ ]	[ ]	[ ]
8. I have to work harder at my job because of the incompetence of people I work with	[ ]	[ ]	[ ]	[ ]	[ ]
9. I like doing the things I do at my workplace	[ ]	[ ]	[ ]	[ ]	[ ]
10. I feel unappreciated by the organisation when I think about what they pay me	[ ]	[ ]	[ ]	[ ]	[ ]
11. People get ahead here as fast as they do in other places	[ ]	[ ]	[ ]	[ ]	[ ]
12. My supervisor shows too little interest in the feelings of subordinates	[ ]	[ ]	[ ]	[ ]	[ ]
13. I enjoy my co-workers in the service	[ ]	[ ]	[ ]	[ ]	[ ]

14. I feel a sense of pride in doing my job	[ ] [ ] [ ] [ ] [ ] [ ]
15. I feel satisfied with my chances for salary increases	[ ] [ ] [ ] [ ] [ ] [ ]
16. I am satisfied with my chances for promotion	[ ] [ ] [ ] [ ] [ ] [ ]
17. There is too much bickering and fighting at my workplace	[ ] [ ] [ ] [ ] [ ] [ ]
18. My job is enjoyable	[ ] [ ] [ ] [ ] [ ] [ ]

**Section E: Employee Commitment to the Organisation**

<b>Statements on employee commitment to the organisation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. I am willing to put in a great deal of effort beyond which is normally expected in order to help this organisation be successful	[ ]	[ ]	[ ]	[ ]	[ ]
2. I talk to my friends about this organisation with regard to how it being great to work in such organisation	[ ]	[ ]	[ ]	[ ]	[ ]
3. I feel very little loyalty to this organisation	[ ]	[ ]	[ ]	[ ]	[ ]
4. I would accept almost any type of job assignment in order to keep working for this organisation	[ ]	[ ]	[ ]	[ ]	[ ]
5. My values and the organisation's values are very similar	[ ]	[ ]	[ ]	[ ]	[ ]
6. I am proud to tell others that I am part of this organisation	[ ]	[ ]	[ ]	[ ]	[ ]
7. I could just as well be working for a different organisation as long as the type of work was similar	[ ]	[ ]	[ ]	[ ]	[ ]
8. This organisation really inspires the very best in me in the way of job performance	[ ]	[ ]	[ ]	[ ]	[ ]
9. It would take very little change in my present circumstances to cause me to leave this organisation	[ ]	[ ]	[ ]	[ ]	[ ]
10. I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined	[ ]	[ ]	[ ]	[ ]	[ ]
11. There's not too much to be gained by sticking with this organisation indefinitely	[ ]	[ ]	[ ]	[ ]	[ ]
12. Often, I find it difficult to agree with policies on important matters relating to this organisation	[ ]	[ ]	[ ]	[ ]	[ ]
13. I really care about the fate of this organisation	[ ]	[ ]	[ ]	[ ]	[ ]
14. For me this is the best of all possible organisations for which to work	[ ]	[ ]	[ ]	[ ]	[ ]
15. Deciding to work for this organisation was a definite mistake on my part	[ ]	[ ]	[ ]	[ ]	[ ]

**THANK YOU**