

**UNIVERSITY OF CAPE COAST**

**JOB SATISFACTION AND EMPLOYEE COMMITMENT AT NYAME  
YIE COLD STORES LIMITED IN TAKORADI**

**NAANA GYANBA ABRAHAM**

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UNIVERSITY OF CAPE COAST

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YIE COLD STORES LIMITED IN TAKORADI

BY

NAANA GYANBA ABRAHAM

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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.....

Candidate's Name: Naana Gyanba Abraham

### Supervisor's Declaration

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

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

Supervisor's Name: Dr. Simon Mariwah

## ABSTRACT

The study sought to examine the level of job satisfaction and employee commitment at Nyame Yie Cold Stores Limited. Data were collected from 150 employees were used through census in order to ensure high representativeness and generalisation. The main instrument for the study was the questionnaire. The SPSS (Version 10.0) software was used to analyse the data. The results were presented in frequency tables.

The study found varied levels of satisfaction with different indicators. For example, in terms of remuneration, the result shows that, slightly more than half of the respondents were satisfied with the monthly salary at the workplace. Similarly, with regards to advancement in the organisation, the majority of the employees were dissatisfied with all the three indicators used to measure the construct. For example, in all the three indicators, more than two-thirds indicated their dissatisfaction. Finally, punctuality to work, reporting at the right time to work and closing at the right time were the only variables where respondents were actually not too certain to comment. This really indicates that punctuality to work and coming to work on time are a big challenge in the company and that if left unchecked has the potential to affect the company's productivity. It is therefore recommended that management should put measures in place for improving punctuality to work, since this has a great potential to prevent the company from achieving its targets. It is also recommended that employees should be given the opportunity for advancement in the organisation through study leave and other packages.

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**DEDICATION**

To my husband Philip, and my daughter, Nana Aba

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## CHAPTER ONE

### INTRODUCTION

#### **Background to the study**

This study is grounded in the understandings of Lee and Chen (2013) that no organisation in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team member. As such, various research articles have focused mainly on employee commitment have linked it with how to enhance the quality of their job performance (Maxwell & Steele, 2008).

Various factors have been used to analyze this negative relationship, including employee sluggishness in reporting to work, the level of employee absenteeism, and the way employees are remunerated for their work (Lee & Chen, 2013). From that perspective, employees' work performance has been analyzed by gauging the level of their commitment and the level of satisfaction that they derive from doing the job.

So, Coetzee (2005) argued, it is no longer good enough to have employees who come to work faithfully every day and do their jobs independently. It is asserted that employee commitment is multi-dimensional in nature, encompassing workers' loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization (Meyer & Allen, 1991; Lee & Chen, 2013). Employees now have to think like entrepreneurs while working in teams and have to prove their worth. However, they also want to be part of a successful organization which

provides a good income and the opportunity for development and secure employment (Coetzee, 2005).

In the past, organizations secured the loyalty of their employees by guaranteeing job security (Gonzalez & Garazo, 2006). However, some argued that many organizations have responded to competitive pressures by downsizing, restructuring and transformation and thus created a less secure organizational climate (Dixit & Bhati, 2012). Hence a growing number of employees therefore feel that they are victims of broken promises relating to pleasant working condition, access to training and development, provision of a safe working environment and a balance between work and employees' commitment outside the work place (Coetzee, 2005).

It has been suggested that in the event of broken promises, employees do not want to use their energy and skills for the benefit of the organization (Lee & Chen, 2013). The idea of Lee and Chen is that employees' attitudes and commitment is affected if they see little reason to do more than is required to maintain their membership of the organization. As Dixit and Bhati (2012) suggest, employees that are not committed may portray behaviours that expose the organization to threats from their competitors who may gain competitive advantage.

According to Saul and Knight (1988), performance-minded organisations cannot afford to operate without high commitment from employees. Performance refers to a process for establishing a shared workforce understanding about what is to be achieved at an organisation level. It is about aligning the organizational

objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results (Dixit & Bhati, 2012). The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce. In regards to employee performance, Meyer Allen and Smith (1993) and Baugh and Roberts (1994) both find that committed employees had high expectations of their performance and therefore performed better.

Research has also found that those employees who are committed to their profession also have higher levels of commitment to the organization. Baugh and Roberts (1994) found that those employees who were committed to both their organisation and their profession had high levels of job performance.

Too many organisations have needlessly alienated their employees to the background when it comes to taking decisions on the best way of handling them. This atmosphere does not exactly inspire high morale and a willingness on the part of employees to take up responsibilities (Lee & Chen, 2013). In effect these alienated employees feel disrespected and betrayed, develop lost -faith in their organisations. Thus, employee commitment is critical to business survival, because organizational effectiveness depends on more than simply maintaining a stable workforce; employees must perform assigned duties dependably and be willing to engage in activities that go beyond role requirements (Organ, 1988).

Over the years, commitment has been defined and measured in many ways. Current research concerning employee commitment highlights the pitfalls of viewing commitment as a one-dimensional construct that can be enhanced by a

particular human resource policy (Lee & Chen, 2013). This assumes that a particular practice, for example offering flexible working arrangements or more training, will have a significant and beneficial effect on employee commitment (Dixit & Bhati, 2012). However, in practice it is not that simple because there is no single solution. At the same time, some argued that all employees' wants and needs cannot be addressed by a single policy (Lee & Chen, 2013).

What is now apparent is that, as long as the organisation has been able to attract the right sort of employees and has provided a suitable work environment (Dixit & Bhati, 2012). Thus employee commitment will be largely influenced by the interactions that occur between colleagues and with their immediate and senior managers. The relationship between the organisation and the employee, therefore, should be considered as being no different from any other type of relationship (Dixit & Bhati, 2012). Commitment is complex and continuous, and requires employers to discover ways of enhancing the work life of their employees.

It seems reasonable therefore, to assume that employee willingness to contribute to organizational effectiveness will be influenced by the nature of the commitment they experience. Employee commitment is quite evident in prior research into the matter of the relationship between commitment and job satisfaction (Bateman & Organ, 1983). Much debates and controversies on the underlying linkages between employee motivation, job satisfaction, employee performance and commitment have led to diverse views and opinions. But by far the strongest view and evidence on this front is that provided by Herzberg,

Mausner and Snyderman (1957) that argued and repeatedly found that it is job satisfaction that leads to performance and not the other way round. Again from available literature, indications are that there is a strong correlation among these concepts. Some authors claim that satisfaction is an antecedent of commitment (Stevens, Beyer & Trice 1978; Williams & Hazer, 1986).

Others regard commitment as the cause of satisfaction (Bateman & Strasser, 1984). A third position sees the relationship as being a reciprocal one (Lance, 1991; Price & Mueller, 1981). The relationship between job satisfaction and organizational commitment appears therefore to be very complex and may even vary over time (Meyer, 1997; Farkas & Tetrick, 1989).

Strong positive relationships have been observed between organisational commitment and desirable work outcomes such as performance, adaptability and job satisfaction (Angle & Perry 1981; Hunt, Chonko & Wood 1985; Mowday, Porter & Dubin 1974). Research results indicate that satisfied employees tend to be committed to an organisation, and employees who are satisfied and committed are more likely to attend work, stay with an organisation, arrive at work on time, perform well and engage in behaviours helpful to the organisation (Aamodt 2007).

In that context, motivation is essential for every business to survive and succeed. Fry, Stoner and Hattwick (2001) note that, a corporate culture in which employees find fulfilment is a key piece in motivational puzzles. Commitment comes when employees believe that working for the organisation will meet their need.

Managers and management researchers have long believed that organisational goals are unattainable without the enduring commitment of members of the organisations (Stoke, 1999). Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke 1999). It includes the factors that cause, channel, and sustain human behaviour in a particular committed direction.

Closely linked to commitment and motivation is employee job satisfaction. Job satisfaction describes how content an individual is with his /her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction, according to McCormick and Ilgen (1985), is an association of attitudes held by an organization's members. The way employees respond toward their work is an indication of the commitment toward their employers. Many employees are of the opinion that downsizing; rightsizing and reengineering give employers an opportunity to dispose of those workers who are a liability to the organization. Weiss (2002) further defines job satisfaction as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affective (emotions), beliefs and behaviours, this definition suggests that we form attitude towards our jobs by taking into account our feelings, our beliefs, and our behaviours.



*The context: Nyame Yie cold stores limited*

Nyame Yie Cold Stores Limited, started as a family business about 50 years ago; with a 15 MT cold store in 1960 at Takoradi. The company imports fish into Western, Eastern and Central regions of Ghana. The company expanded dramatically into an import and export company with branches in the Eastern, Western and the Central Regions of Ghana. At the time of this research, Nyame Yie Cold Stores Limited. It was having twenty-two (22) outstations (sub-offices) and employed about three hundred (300) workers as of 2009 who are not family members.

The mission was to build a 40,000 MT capacity cold store to accommodate and store the intended importation of quality fish for sale throughout the country in the lean season. In so doing the Company hope to be one of the best importers and distributors of fish and poultry product in Ghana, relying on a well-motivated workforce, using appropriate technology with the view of providing maximum satisfaction to our numerous customers.

The vision of that management was to make Nyame Yie Cold tore Ltd the preferred importer and supplier of fish and poultry in our selected markets and beyond.

In 1978, a 2000mt cold store was built at Takoradi as an improvement of the business. The business was incorporated as a limited liability company in September 1991. The current managing Director and the Deputy Managing Director also members of the family, took over management of the business in 1996 and built a 1000MT Cold Storage facility in 1998 at Butumanjebu now Head Office.

In terms of the nature of the business, Nyame Yie Cold operates Cold Storage Facilities; Import and Export of Fish and Poultry Products; Wholesale and Retail of Fish and Poultry Products. The business has since been expanded. Additional 4,000MT capacity cold stores and 250MT blast freezer for fish processing (for local markets and exports) were built at the Head Office in 2005. Twenty two sales outlets totaling 1,000MT spread in the western, central and

eastern regions were also built to facilitate the distribution of the company's products.

In 2007, a 15000MT capacity cold storage facility was built at Mpintsin, Takoradi. Nyame Yie Cold Stores Limited the main cold storage company that imports fish into Western, Eastern and Central regions of Ghana. The company is well structured with its board of directors and shareholders. Although Nyame Yie Cold has existed for over fifty years, and operated as a 'big business' there is little known data about employee commitment and job satisfaction as well as the consequences of these for organizational productivity.

### **Statement of the problem**

Like many established companies, Nyame Yie Cold Stores Limited, operates as organization that has a policy of maximizing organisational integration, flexibility and quality of work and employee commitment (Cole, 1979; Dixit & Bhati, 2012). As other companies, Nyame Yie Cold Stores Limited operates with a business policy that the employees have obligations that include obedience, competence, honesty and loyalty to the company while management is also obligated to pay wages and salaries, provide a safe workplace, act in good faith towards the employee and maximize employee commitment (Policy document from Nyame Yie Cold Stores Limited May 1996). Nyame Yie Cold Stores Limited is a company that deals in perishable goods (sea foods particularly fishes and shrimps). These goods are not only perishable but may not be very useful for human consumption after some time even if they are stored under the best conditions.

Towards 2010, the company started downsizing, the number of outstations reduced to 10 and some employees were laid-off. While the downsizing was meant to improve efficiency in the company, it also has the potential of threatening employees' job security and for that matter their commitment to the company. However, there is no empirical study to unearth the extent of employee commitment, the causative factors and the implications for the company. It is against this background that this research is designed to investigate the state of job satisfaction and employee commitment at Nyame Yie Cold Stores Limited.

### **Objectives of the study**

The general objective of this study was to examine job satisfaction and employee commitment at Nyame Yie Cold Stores Limited. In terms of specific objectives, the study sought to:

- explore the level of job satisfaction of employees;
- determine the level of employee commitment in the company
- examine the relationship between job satisfaction and employee commitment.
- assess employee intention to leave Nyame Yie Cold Stores Limited;
- recommend ways of enhancing employee commitment at Nyame Yie Cold Stores Limited and elsewhere.

### **Research questions**

In order to achieve the stated objectives, the following research questions were formulated:

- What is the level of job satisfaction at Nyame Yie cold stores Ltd?
- What is the level of employee commitment?
- How does job satisfaction relate to employee commitment?
- What intentions do employees have to leave Nyame Yie Cold stores Ltd?
- What could be done to enhance employee commitment in the company?

### **Scope of the study**

To facilitate a more in-depth study, the work focused on issues concerning employees' attitude to work, work ethics and attendance. The study concentrated on employees in the mother company in the centre of Takoradi, the head office in Butumajebu, employees of the outstation at Cape Coast, Kumasi, Yamoransa, Agona, Mpoho and Elubo. The study covered a period of seven months from 1<sup>st</sup> September 2011 to 30<sup>th</sup> March 2012. This was to ensure the collection of data that is adequately representative of the situation at Nyame Yie Cold stores.

### **Significance of the study**

The appointment of good workers is thus critical in every organisation but of even greater significance is the organization's ability to create and sustain a committed workforce. Since a motivated human resource is the most important asset to a company, this study would generate knowledge around employee

commitment using the case of Nyame Yie Cold Stores Limited in order to propose evidence based policy options for human resource management. These findings would also provide insights to the management on issues related to employee management, and in particular employee attitudes to work, work ethics and attendance patterns. The recommendations would provide evidence based policy options to the management of not only Nyame Yie Cold Stores Limited but also those of other business entities. The entire work would also be an addition to literature on employee commitment in particular and human resource management in general.

### **Organisation of the study**

This study is organised in five chapters. Chapter One deals with the introduction which includes background to the study, statement of the problem, objectives of the study, the research questions significance of the study and organisation of the study. Chapter Two is devoted to the review of related literature on the topic Job satisfaction and employee commitment at Nyame Yie cold stores. Chapter Three contains the methodology which explains the research design, data and sources, the target population, sampling, data collection instruments, fieldwork, data analysis and ethical consideration for the respondents. Chapter Four covers the presentation of field data and the discussion of the findings. In this respect, the analysis and discussion centred on level of job satisfaction, commitment of employees, relationship between employee commitment and individual job performance, employees intention to quit the job

and ways of enhancing employee commitment. Finally, Chapter Five presents the summary, conclusions and recommendations of the study,

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### Introduction

This chapter reviews literature related to the study. Procter (2004) points out that review of literature provides the author with the base of knowledge from which to build upon knowledge that will provide the area of interest. It is important because it gives the author an opportunity to reference previous research publications to provide strengths and weaknesses of the research. Therefore, this chapter looks at such areas as definitions of commitment, the conceptualization of commitment. Other related literature touches on job satisfaction, employee performance and employee motivation and how all these concepts link to employee commitment.

#### Definition and types of commitment

Commitment has been described as one of the most challenging and researchable concept (Dixit & Bhati, 2012). This statement relates to a view of commitment as a construct have defied a uniform definition over the years. According to Dixit and Bhati, Grusky (1966) relates commitment with the nature of the relationship of the member to the system as a whole. Thus commitment may be measured in terms workers' relationship with the institution they work for.

Kanter (1968) and Brown (1969) also explained commitment in different terms. For Kanter, commitment is the willingness of social actors to give their

energy and loyalty to social systems, the attachment of personality systems to social relations, which are seen as self-expressive. The view is that commitment is an expressive capacity that can be demonstrated. Brown (1969) understands commitment as having four categories (1) includes something of the notion of membership; (2) it reflects the current position of the individual; (3) it has a special predictive potential, providing predictions concerning certain aspects of performance, motivation to work, spontaneous contribution, and other related outcomes; and (4) it suggests the differential relevance of motivational factors.

According to Hall, Schneider and Nygren (1970) the process by which the goals of the organization and those of the individual become increasingly integrated or congruent is commitment. Salancik (1977) said commitment is that a state of being in which an individual become bound by his action and through these action to beliefs that sustain the activities of his own involvement. Mowday, Porter and Dubin (1979) defined commitment in such a way the relative strength of an individual's identification with and involvement in a particular organization. Scholl (1981) described commitment as stabilizing force that acts to maintain behavioural direction when expectancy/equity conditions are not met and do not function. Allen and Mayer (1990) claim that commitment is a psychological state that binds the individual to the organization. According to the Meyer and Allen (1997) commitment is a psychological state that characterizes the employees' relationship with the organization and has implication for the decision to continue membership in the organization.



Commitment is seen as a force that binds an individual to a course of action that is of relevance to a particular target (Meyer & Herscovitch, 2001, p. 301). Commitment is also seen as an affective response resulting from an evaluation of the work situation which links or attaches the individual to the organization (Mottaz, 1988, p. 468). Indeed, the lack of consensus in the definition of the term has contributed greatly to its treatment as a multidimensional construct (Meyer & Allen, 1991). Some of these definitions concern different dimensions of organizational commitment. As Meyer and Allen (1991) outline, commitment consists of three dimensions, namely, affective, normative and continuance commitment.

Affective organizational commitment is defined as the relative strength of an individual's identification with and commitment to an organization. Three aspects characterize affective commitment; these are the acceptance of organizational goals and values, the willingness to exert effort on behalf of the organization and the intention to remain in the organization (Dipboye, Smith & Howell, 1994). In other words, affective commitment means the employee commits to the organization because he/she "wants to". Continuance commitment refers to the commitment that employees experience towards the organization because of investments they have made or because of the costs associated with leaving the organization (Dipboye et al., 1994; Mathieu & Zajac, 1990). This form of commitment develops when employees realize that they have accumulated investments they would lose if they left the organization or because their alternatives are limited.

The difference between affective commitment and continuance commitment is that employees high in affective commitment stay with the organization because they want to, while employees high in continuance commitment stay because they have to. Meyer, Allen and Gellatly (1990) and Meyer and Allen (1991) have identified a third dimension of organizational commitment, which they describe as normative commitment. This form of commitment concerns a feeling of moral obligation to remain in the organization. What these three dimensions have in common is that they all indicate the extent to which employees are willing to remain in an organization

According to Simonton (2006), highly committed workers continually strive for excellence. The more committed they are, the more they act to find resolutions to problems. The less committed they are, the less energy and thought they devote to correction and the more time they spend causing problems. To be committed to the work, one must have ownership of the work. To have ownership of the work, one must be able to influence what goes on in the workplace associated with that work. And to influence the workplace, one must be heard and reasonably answered by bosses' attention. Robinson (2003) posits that, one might think of commitment simply in terms of feelings of obligation or emotional attachment. However, a growing consensus has emerged that commitment should be viewed as a multidimensional construct.

Allen and Meyer (1990) developed an early model that has received considerable attention. The three-component model they advocated was based on their observation that existing definitions of commitment at that time reflected at

least three distinct themes: an affective emotional attachment towards an organisation (Affective Commitment); the recognition of costs associated with leaving an organisation (Continuance Commitment); and a moral obligation to remain with an organisation (Normative Commitment). The following is Allen and Meyer's explanation of the various types of commitment (1990)

Employee commitment allows an organisation to grow and gain in competitiveness and is thus a key variable determining employee performance. Committed employees feel a certain bond with the organisation, which, in the positive form, makes them more willing to perform. However, from the perspective of the employer, employees may also feel a less positive bond with the organisation. Commitment can take three forms:

Affective commitment refers to when an employee stays with an organisation because he wants to. He believes in and identifies himself with the organisation. Normative commitment is when an employee stays with an organisation, because he feels obliged to continue employment and Continuance commitment portrays when an employee stays with an organisation, because he feels that the personal costs of leaving are too high, for instance when age limits his chances to find new work.

Naturally, an organisation aims to have only affectively committed employees. And yet, continuance committed employees are also in the fold. It is very important to discern and limit this group and to pay specific attention to the first group that feels a positive bond in order to increase their numbers.

Affectively committed employees add value to the organisation, are

determined and pro-active and increase productivity and quality. The question here is what can be more vital to the performance of the organisation than the performance of the employees? Employees are the most valuable asset in organisational excellence, in growth, in the image it has and in company returns. Naturally, the organisation needs to have the right people on board in the first place. Employees who love their job, who fit in at the organisation and through their motivation motivate others to do their very best.

When employees are motivated and willing to go the extra mile for the organisation, it has important ingredients to boost performance. For employees to really perform, employers need to enable them to do so, in short, as a last ingredient, employers need to portray good “employership”.

One important point is that not all forms of employee commitment are positively associated with superior performance (Meyer & Allen, 1997). For example, an employee who has low affective and normative commitment, but who has high continuance commitment is unlikely to yield performance-benefits. The main reason such an employee remains with an organisation is for the negative reason that the costs associated-with leaving are too great.

This typology has been further explored and refined to consider the extent to which the social environment created by the organisation makes employees feel incorporated, and gives them a sense of identity. O’Malley (2000) contends that a review of the commitment literature produces five general factors which relate to the development of employee commitment

The first factor which relates to the development of employee commitment is Affiliative Commitment. An organisation's interests and values are compatible with those of the employee, and the employee feels accepted by the social environment of the organisation.

The second factor is Associative Commitment, this deal with organisational membership increasing employees' self-esteem and status. The employee feels privileged to be associated with the organisation.

Another factor is the Moral Commitment which concerns employees perceiving the organisation to be on their side and the organisation evoking a sense of mutual obligation in which both colleagues, and their work environment are supportive of and that the organisation and the employee feel a sense of responsibility to each other. This type of commitment is also frequently referred to in the literature as Normative Commitment.

Furthermore, affective commitment ensures employees derive satisfaction from their work and their colleagues and their work environment is supportive of that satisfaction. Some researchers (*e.g.* Allen & Meyer, 1991) suggest that this is the most important form of commitment as it has the most potential benefits for organisations. Employees who have high affective commitment are those who will go beyond the call of duty for the good of the organisation. In recent literature this form of commitment has also been referred to as 'engagement' and is the form of commitment that is most usually measured by organisations.

Finally, structural commitment is when employees believe they are involved in a fair economic exchange in which they benefit from the relationship

in material ways. There are enticements to enter and remain in the organisation and there are barriers to leaving. This type of commitment is also frequently referred to in the literature as Continuance Commitment.

With reference to the above typologies, this research adopts when an organisation is considering assessing the commitment of its workforce, not only should it ask how much commitment exists, but also what types of commitment exist. As such this research needed to be guided by a clearer view of commitment as a central concept in order to achieve some analytical utility.

### **Conceptualisation of commitment: Model developed by O'Reilly and Chatman.**

This section of the literature review explores O'Reilly and Chatman's (1986) conceptualisation of commitment which underlies this study. They developed their multidimensional framework on the basis of the assumption that commitment represents an attitude towards the organization. According to these authors, commitment takes on three distinct forms, which they labelled compliance, identification and internalization.

Compliance occurs when attitudes and corresponding behaviour are adopted in order to gain specific rewards. Identification occurs when an individual accepts influence to establish or maintain a satisfying relationship. Finally internalization occurs when influence is accepted because the attitudes and behaviours one is being encouraged to adopt are congruent with existing values.

Employees thus become committed to organizations with which they share values. O'Reilly and Chatman (1986).

According to Penley and Gould (1988), employee commitment is defined as an individual's identification with and involvement in a particular organization. It is characterized by a strong belief in and acceptance of an organisational goal and values, a willingness to exert considerable effort on its behalf, and a strong desire to maintain membership of it.

One important distinction that has been made is between attitudinal and behavioural commitment. Mowday, Porter and Steers (1982) describe these as

*“attitudinal commitment focuses on the processes by which people come to think about their relationship with the organisation ... ..Behavioural commitment, on the other hand, relates to the process by which individuals' become locked into a certain organisation and how they deal with the problem”* (p. 26)

Another distinction that can be made is the 'focus of commitment'. Foci of commitment are the individuals or groups to whom a person is attached (Reichers, 1985). Within the organisational behaviour literature, much of the theoretical interest has been on commitment to the organisation. However, as Reichers, (1985) pointed out, the organisation comprises a number of components, each with its own goals and values. For example owners, the profession, managers, work groups and customers.

Dual foci of commitment, when a person is attached to two different foci, is a unique construct and has different explanatory power beyond commitment to individual foci (Bremmels 1995; Dixit & Bhati, 2012). This has important implications for the employee-customer relationship. For example, if the employee is committed to the organisation but not the customer then he/she may be bound by organisational rules, which may impact negatively on the service received by the customer (Organ & Ryan, 1995; Lee & Chen, 2013). This is supported by Hartline and Ferrell (1993), who found that employee commitment to the organisation, is negatively related to customer perceived service quality.

A number of models have been suggested to describe commitment in the workplace. For example, Randall and Cote (1991) proposed a five part model, comprising Protestant work ethic, career salience, job involvement, work group attachment as well as organizational commitment.

Morrow (1993) used similar constructs as Randall and Cote's, but suggested that they are concentrically layered, to reflect the permeability of outside influences that could impact these component parts. For example, job involvement, the most vulnerable 'layer' to outside influences, could be temporarily negatively affected by a negative event at work, but the individual might continue to feel committed to staying with the organisation. Further research continues on work commitment. For example, an empirical research by Cohen (1999) into work commitment of Canadian nurses, gives support to Randall and Cote's model, although more research is needed on how the elements are linked together.



### **Job satisfaction and employee commitment**

Job satisfaction and organizational or employee commitment are two of the most prominent work attitudes examined in the work and organizational literature. Employee commitment is a contributing factor to employee retention. Simply stated, when employees are satisfied with their employer, they are less likely to leave or even entertain alternative employment options. Employees are a firm's only non-depreciating asset. A firm's employees are the primary differentiator leading to sustainable business success.

Job satisfaction is defined as "the extent to which people like or dislike their jobs" (Spector, 1997, p. 2). This definition suggests that job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different "facets" or "dimensions" of satisfaction. Examination of these facet conditions is often useful for a more careful examination of employee satisfaction with critical job factors. Traditional job satisfaction facets include co-workers, pay, job conditions, supervision, nature of the work and benefits.

Reliable and valid measures of both global and facet job satisfaction have been developed. Typical measures used include, The Job Satisfaction Survey (JSS) (Spector, 1997); the Job Descriptive Index (JDI) (Smith, Kendall, & Hulin, 1969); the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, & Lofquist, 1967); and the Job Diagnostic Survey (JDS) (Hackman & Olham, 1975).

Employee satisfaction, while generally positive in an organization, can also be a downer if mediocre employees stay because they are satisfied with the work environment. Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations.

Strong positive relationships have been observed between organisational commitment and desirable work outcomes such as performance, adaptability and job satisfaction (Angle & Perry 1981; Hunt, Chonko & Wood 1985; Mowday, Porter & Dubin 1974). Research results indicate that satisfied employees tend to be committed to an organisation, and employees who are satisfied and committed are more likely to attend work, stay with an organisation, arrive at work on time, and perform well and engage in behaviours helpful to the organization (Aamodt, 2007).

According to Kotze and Roodt (2005), a strong correlation has been empirically established between job satisfaction, employee commitment and retention. Organisational commitment is most probably affected by factors such as type and variety of work, the autonomy involved in the job, the level of responsibility associated with the job, the quality of the social relationship at work, rewards and remuneration, and the opportunities for promotion and career advancement in the company (Riggio, 2009).

Much of the interest in analyzing job satisfaction and organizational commitment stems from concern for the behavioural consequences that are hypothesized to result from job satisfaction and/or organizational commitment (Dixit & Bhati, 2012). Among other topics, job satisfaction and/or organizational commitment have been shown or argued to be related to productivity, attendance at work, turnover, retirement, participation, labour militancy, sympathy for unions, and psychological withdrawal from work (see also Nguyen, Mai & Nguyen, 2014). Other analysts have also given much consideration to identifying, often with an eye to manipulating, the antecedents of job satisfaction and organizational commitment (Loher, Noe, Moeller, & Fitzgerald, 1985). In fact, most of the researches conducted treat either job satisfaction and/or organizational commitment as the ultimate dependent variable.

Hodson, for one, argues that the concept of job satisfaction is severely flawed because “it lacks behavioural referents, its connection with productivity is based on a naive theory of human behaviour, it is too summary a measure of workers’ complex cognitive structures, and it is too individualistic” (Hodson, 1991; p 273). Hodson claims that commitment is a step in the right direction as it expresses behavioural intentions, the intention to remain with the organization being primary, but it also suffers the problems that beset job satisfaction. Hodson advocates moving away from research based on attitudes to more behavioural research, (p.273).

### **Job satisfaction and employee performance**

The study of the relationship between job satisfaction and job performance has a controversial history and is also an issue of continuing interest. One view associated with the early human relations approach is that satisfaction leads to performance. An alternative view suggested by Lee and Chen, (2013) is that performance leads to job satisfaction. They suggested that Employee commitment and job attitude is nowadays considered one of the most important and controversial elements in human resource management, and employee commitment is linked mostly to work values, work motivation, and work involvement.

Bessett, (1994) suggests that research studies have found limited relationship between job satisfaction and work output and offer scant comfort to those seeking to confirm that a satisfied worker is a productive worker even though absenteeism and labour turnover are commonly associated with dissatisfaction Luthan (1995), however, suggests that although most people assume a positive relationship, the preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity On the other hand, a study conducted by Patterson, Lawthon, West and Nickell (1997) to address the question of what factors influence performance, found out that job satisfaction explained 5% increase in profitability and 16% in productivity.

Again, in another research carried out by Frankfurt University in collaboration with Institute of Work Psychology (IWP) at the University of Sheffield and the Centre for Economic Performance in 2001, it was found that the

relations between satisfaction and performance are generally only small to moderate (Patterson, Lawthon, West & Nickell, 1997; Lee & Chen, 2013). The Hawthorne studies, conducted in the 1930s, are often credited with making researchers aware of the effects of employee attitudes on performance. Shortly after the Hawthorne studies, researchers began taking a critical look at the notion that a “happy worker is a productive worker.” Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and performance.

In 1985, a review of the literature suggested that the statistical correlation between job satisfaction and performance was about 17. (Iaffaldano & Muchinsky, 1985). Thus, Iaffaldano and Muchinsky, (1985) concluded that the presumed relationship between job satisfaction and performance was a “management fad” and “illusory.” This study had an important impact on researchers, and in some cases on organizations with some managers and HR practitioners concluding that the relationship between job satisfaction and performance was trivial (Lee & Chen, 2013).

However, further researches do not agree with this conclusion. Organ (1988) suggests that the failure to find a strong relationship between job satisfaction and performance is due to the narrow means often used to define job performance. Organ argued that when performance is defined to include important behaviours not generally reflected in performance appraisals, such as organizational citizenship behaviours, its relationship with job satisfaction

improves. Research tends to support Organ's proposition in that job satisfaction correlates with organizational citizenship behaviours (Organ & Ryan, 1995).

In addition, in a review of 301 studies, Judge, Thoresen, Bono, and Patton (2001) found that when the correlations are appropriately corrected, for sampling and measurement errors, the average correlation between job satisfaction and job performance is higher. In addition, the relationship between job satisfaction and performance was found to be even higher for complex jobs than for less complex jobs. Thus, contrary to earlier reviews, it does appear that job satisfaction is, in fact, predictive of performance, and the relationship is even stronger for professional jobs.

### **Employee commitment and performance**

Employee commitment allows an organisation to grow and gain in competitiveness and is thus a key variable determining employee performance. Committed employees feel a certain bond with the organisation, which, in the positive form, makes them more willing to perform (Patterson, Lawthon, West & Nickell, 1997; Dixit & Bhati, 2012; Lee & Chen, 2013). However, from the perspective of the employer, employees may also feel a less positive bond with the organisation

### **Job Satisfaction, job involvement and organisational commitment**

According to Kinicki and Williams (2003), job involvement is the extent to which one identifies or is personally involved with the job. Many people work

to put bread on the table, they have no interest in excelling at their jobs because they are not satisfied with it. Analysis of nearly 28,000 individuals from 87 different studies demonstrated that job involvement is moderately correlated with job satisfaction. Thus, policy makers are encouraged to foster satisfying work environment to fuel employees' job involvement (Kinicki & Williams, 2003).

The work of Kinicki & Williams (2003) further argued that involvement in work and job commitment to the employing organisation, and satisfaction with the job would be significantly correlated. The result showed that involvement was not related to overall satisfaction but only to two specific facets; satisfaction with work and promotion opportunities. In contrast, the degree of relationship between overall and various facets of satisfaction and commitment and between involvement and commitment was moderately high (Lee & Chen, 2013). When dissatisfied employees are unable to change their situation or remove themselves physically from their jobs, they may resort to strike actions or psychologically disengage themselves from their jobs; although they are physically on the job, their minds may be somewhere else.

Kinicki & Williams (2003) also explained that psychological disengagement can take several forms. First, if the primary dissatisfaction has to do with the job itself, the employee may display very low level of job involvement leading to low productivity. Thus, people who are uninvolved with their jobs consider their work an unimportant aspect of their lives. For them, performing well or poorly on the job does not really affect their self-concept

which makes them harder to motivate but overtime job dissatisfaction will lead to low job involvement.

Kinicki and Williams (2003) suggested a second form of psychological disengagement which can occur as a result of dissatisfaction with ones job is a low level of organisational commitment. Organisational commitment is the degree to which employee identifies with the organisation and is willing to put forth efforts on its behalf. Individuals who have low organisational commitment are often waiting for the good opportunity to quit their jobs. In other words, they have developed a strong intention to leave the organisation. In the meantime, like individuals with low job involvement, they are often difficult to motivate. Like job involvement, organisational commitment is strongly related to job satisfaction (Noe, Hollenbeck, Gerhart & Wright, 2003).

Job satisfaction and commitment are closely interrelated. Job satisfaction and commitment are immediate antecedents of intention to leave the workplace or embark on strike actions. The higher employees job satisfaction and commitment, the lower their intention to leave or embark on a strike action. Among antecedents of job satisfaction and commitment, leadership plays a central role along with other human resource management practices. In the most models, job satisfaction and organisational commitment proved to have empirical relationship with voluntary turnover (Gaertner, 1999).

Another study by Kinicki and Williams (2003) revealed that job satisfaction leads to organisational commitment and that individual dissatisfaction results in behaviour that is highly detrimental to the organisation. In effect, an



individual's dissatisfaction may result in absenteeism, tardiness, low morale, low commitment and eventually turnover or at best embark on strike actions. This means that employees who like their job design, supervision and other job related factors will probably or more likely to be loyal and committed and dedicated to their jobs and organisation

## CHAPTER THREE

### METHODOLOGY

#### **Introduction**

Methodology provides a sound foundation to a research regarding how the research is conducted. Additionally, the validity and reliability as well as the generalisability of the research findings are highly dependent on the research methodologies employed (Cohen, Morison and Manion, 2011). This chapter deals with the research design, data source, target population, sample size and sampling procedures, instruments used to collect data, and methods of data analysis. It goes further to discuss the pre-testing of the instruments as well as the ethical consideration.

#### **Study design**

A research design is a plan or blue print, which specifies how data relating to a given problem should be collected and analysed (Kalaian, 2008). It provides the procedural outline for the conduct of the study. This study was non-interventional in nature as the researcher did not want to participate or interfere with the activities of the company. The study adopted the descriptive survey design.

According to Neuman (2007), descriptive research presents a picture of the specific details of a situation, social setting, or relationship; it focuses on “how” and “who” questions: “How did it happen?” “Who is involved?” The descriptive survey design was chosen because it has the potential to provide a lot

of information obtained from quite a large sample of individuals. At the same time, it provides a more accurate picture of events at a point in time.

As such, this study specifically presented information on Nyame Yie Cold Store Limited. All participants were drawn from the company. Questionnaires were used to collect data so that the researcher did not have to directly intervene in activities of the company or staff.

### **Population and sampling**

The targeted population - the whole group in which the research was interested - included all the workers of the company namely the mother company and the five outstations. As the entire target population was readily accessible the study did not involve sampling from the population (Kazerooni, 2001). Thus the study population was made up of all all the workers of Nyame Yie Cold Store Limited. The purpose of targeting all the employees was due to the small number and also to ensure full representativeness of respondents in the study.

Therefore, the total population comprised 150 people, from the mother company and five outstations. The breakdown is as follows: 78 at the mother company in Takoradi, 21 in Kumasi, 20 in Sefwi, 19 in Elubo, 5 in Yamoransa and Cape Coast, and 7 in Agona Ahanta. The study used census to include all the staff due to the small number of staff in the organisation. Census was deemed more appropriate because it offers every staff the opportunity to participate in the study and to ensure representativeness and generalisation.

### **Data and sources**

Data was collected from both primary and secondary sources. The primary data were collected using questionnaires. The data mainly gathered through the questionnaire were socio-demographic characteristics of respondents, level of job satisfaction, level of employee commitment, relationship between employee commitment and performance, as well as employee intention to quit. The participants were made up of staff of Nyame Yie Cold Store Limited. The data collected from their responses were mainly numeric and therefore analysed as such. The secondary data were gathered from available company policy documents relating to human resource development within Nyame Yie Cold Store Limited.

### **Data collection instruments**

The main instrument for data collection was the questionnaire. The questionnaire was chosen as the main data collection instrument and was administered to all the employees of Nyame Yie Cold Store Limited. Questionnaire was chosen for several reasons; one, because it was very effective for securing factual information about practices and conditions of which the respondents are presumed to have knowledge and for enquiring into opinions and attitudes of the subjects (Cohen et al., 2011). Another reason for choosing questionnaire was that it is easy to fill and takes little time as compared to other instruments like the personal interview. Finally, when dealing with large number of respondents, questionnaire is the best and appropriate technique.

The questionnaire comprised of both closed and open-ended (free answer) questions. In the case of open-ended questions the respondents were free to formulate their own answers the way they considered to be the most appropriate. The closed-ended questions were used because, the responses would be fixed and the respondents would be expected to choose the option with which he or she agrees most. The questionnaire was in five (5) sections; the first section dealt with socio-demographic characteristics which included sex, age, level of education, position and department at the work place, number of years at the work place and number of years at the present position.

Section B looked at the level of job satisfaction in the company-remuneration, inter-personal relations working conditions, issues on work itself and advancement. Included in the section was the level of employees' commitment. Section C focused on the relationship between employee commitment and individual job performances

Section D explored employee intention to quit the job, where respondents were to answer questions on their intention to quit, what motivates them to stay or quit, as well as what options are opened to them after they leave the company. The final section (E) examined ways of enhancing employee commitment in the company.

### **Data collection procedure**

The questionnaires were distributed to the employees of the company by the liaison officers who were on their routine checks at the cold store and they

were supposed to be submitted in a sealed envelope provided by the researcher. This was to ensure that managers of the company did not have access to the information provided by the respondents, especially as the study touched on delicate issues such as job satisfaction, employee commitment and intention to quit. The entire fieldwork took nearly 7 months due to delays on the part of the respondents to return the completed questions. In addition, some of the respondents misplaced their questionnaires and that there was the need for replacement and collection at a later date agreed upon by the respondents. The respondents at the out stations were contacted by mail using the cold stores vans and trucks which sent their stocks to them, managers at these stations were also provided with mobile phones which made it easier to contact them

### **Ethical consideration**

The management and staff were informed of the purposes of the study and their consent was obtained. They were also assured of anonymity and confidentiality of their responses. Permission was sought from gatekeepers – management of Nyame Yie Cold Store Limited, to gain clearance for the conduct of the research. Individual participants were also contacted separately for their consent before questionnaires were administered. Each participant was informed of his rights and the researcher's obligations to confidentiality and anonymity.

Specifically, the purpose of the research was clearly explained to each participant participant's rights to participate or to withdraw at any stage were clearly explained before administering the questionnaire. Each questionnaire

contained an information section which detailed the purpose of the study and participants right. The participants were not required to mention their names during any stage of the research.

### **Data analysis**

Data collected was analysed using Statistical Package for Service Solution (SPSS) computer software. The data was first edited, sorted, coded and inputted for analysis and presentation. Descriptive statistics was used in analyzing the data. Frequencies and percentages were employed to present the data and aid the analysis and discussion. The data were presented based on the themes in the research questions.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### **Introduction**

This chapter of the study presents the results of the analysis of the data gathered from the said population under consideration. The chapter is in five sections. The first section describes the socio-demographic characteristics of the respondents while the second section examines employee job satisfaction and commitment at Nyame Yie Cold Stores Limited. Section three examines the relationship between employee commitment and productivity, section four provides responses on employee intention to quit the job and section five deals with ways of enhancing employee commitment in the organisation.

#### **Socio-demographic characteristics of respondents**

This section presents the socio-demographic characteristics of the respondents. Issues considered under this section include, sex, age, educational level, department of work, years spent in the organisation. These issues were deemed important because they affect job satisfaction as well as employee commitment.

#### *Sex of respondents*

A total of 150 participants were sampled for the study. Out of these, 98 (65.3%) were males and 52 (34.7%) were females. This shows that males were the dominant employees in the company. The dominance of the male population



is likely to have occurred after downsizing of employees which affected most women.

*Age of respondents*

The age distribution of employers is presented in Table 1 below.

**Table 1: Age of respondents**

Age of respondents	Frequency	Percent
20-29 years	48	32.0
30-39years	76	50.7
40-49years	20	13.3
50 years and above	6	4.0
Total	150	100.0

Source: Field Survey, 2012

From Table 1, about one-third (32%) of the respondents were between the ages of 20-29 years, 50.7 percent were between 30-39 years, and 13.3 percent were between 40-49 years. Only three (3) were of the ages between 50 and above. This implies that more than 80 percent of the respondents (82.7%) were less than 40 years of ages. As a representation of Ghana's population, they are energetic and matured enough to contribute to the decision making process of the company as well as make some informed policies geared towards the development of the company (GSS, 2012).

*Educational level of respondents*

The study obtained data on the educational level of the various respondents. The results are presented in Table 2.

**Table 2: Educational level of respondent**

Education	Frequency	Percent
Secondary/ '0' level	32	21.3
A level	10	6.7
Tertiary	108	72.0
Total	150	100.0

Source: Field Survey, 2012

From Table 2, data gathered show that, out of 150 respondents, the majority (72%) had tertiary education, while 21.3 percent had secondary/O level education and 6.7 percent had 'A' level education. With a majority figure of about (72.0%) it depicts that most of the targeted sample under study had at least some level of education and they are expected to make informed decisions as far as decision making and the management issues are concerned.

*Department of respondents*

The researcher also gathered data on the department of the respondents. Some of their departments were Marketing, Accounts, Management and Sales. The results are presented in Table 3.

**Table 3: Department of respondent**

Department	Frequency	Percent
Marketing	40	26.7
Sales	36	24.0
Management	16	10.7
Accounts	14	9.3
Others( security, kitchen staff, cleaners)	44	29.3
Total	150	100.0

Source: Field Survey, 2012

From Table 3, the departments were categorized into Seven (7) different sections based on their dominance as shown by the various respondents. Out of 150 respondents, those in the marketing department were 40 (26.7%), followed by sales department (24%) and management (10.7%). Those in other departments (security, kitchen staff and cleaners) accounted for 29.3%.

*Number of years of work*

The study also obtained data on the number of years the respondents have worked. The results are presented in Table 4.

**Table 4: Number of years of work**

Years spent in work	Frequency	Percent
Below one year	22	14.7
One to two years	30	20.0
Three to five years	38	25.3
Six to eight years	38	25.3
Nine years and above	22	14.7
Total	150	100.0

Source: Field Survey, 2012

Table 4 shows that about 40 percent of staff worked with the company for a minimum of six (6) years. Thus it may be argued that most of the respondents have worked for a long time in the business. About a quarter (25.3%) of them have worked in the company for between three and five years, while 20 percent of the total respondents have also worked for about two years. This would also suggest the company has about 60 percent of staff who have worked in the company for less than five year in the company. That points to huge staff turnover in the company.

### **The level of job satisfaction of employees**

The first objective of the study was to determine the level of job satisfaction of the employees obtained at the job side. The rationale is that organizations traditionally secured the loyalty of their employees by guaranteeing

job security. However, many organizations have responded to competitive pressures by downsizing, restructuring and transformation and thus created a less secure organizational climate. The employees therefore felt that they are victims of broken promises. Spector (1997) indicated that while researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different "facets" or "dimensions" of satisfaction. Examination of these facet conditions is often useful for a more careful examination of employee satisfaction with critical job factors.

The employees were asked to indicate their level of satisfaction with various areas of job satisfaction including remuneration, interpersonal relationship, working conditions, work itself and advancement. The responses were categorised into very dissatisfied (VD), dissatisfied (D), Uncertain (U), satisfied (S) and very satisfied (VS). The results are presented in Table 6.

**Table 5: The level of job satisfaction of employees**

Variables	VD	D	U	S	VS
<b><i>Remuneration</i></b>					
Amount of monthly salary	13.3	25.3	4	52	5.3
Benefit packages (retirement, insurance, other incentives)	12.9	25.7	10.0	45.7	5.7
Extra duty allowances	13.3	30.7	26.7	21.3	8.0
Allowances for working in the weekends	20.7	24.1	22.4	25.9	6.9
<b><i>Inter personal relations</i></b>					
Relationship with co-workers during work hours	1.4	2.9	1.4	73.9	20.3

*Table 5: Continued*

Relationship with co-workers after work	1.9	2.8	6.7	78.2	10.4
Relationship with subordinates	0.9	3.8	15.7	69.3	10.3
Relationship with supervisors	10.5	17.3	2.9	50.2	19.1
<b><i>Working conditions</i></b>					
Condition of working tools/machines	9.6	9.0	30.4	42.8	8.2
Safety at work place	1.4	17.0	1.4	59.9	20.3
Condition of the physical environment in your work	6.7	20.7	40.7	22.7	9.3
Job security	10.7	13.3	9.3	49.3	17.3
<b><i>Work itself</i></b>					
Your amount of responsibilities	1.9	11.0	14.2	60.1	12.8
Hours that you work	9.3	20.0	1.3	57.3	6.7
Flexibility in scheduling of duties	2.8	19.6	8.3	66.7	2.6
<b><i>Advancement</i></b>					
Opportunities for promotions	55.7	30.4	1.8	3.8	8.3
Opportunities for career development	28.7	61.4	5.1	2.8	2.0
Opportunities for study leaves	33.4	43.2	1.3	12.1	10.0

VD=Very dissatisfied, D= Dissatisfied, U= Uncertain, S= Satisfied and VS= Very satisfied  
Source: Field Survey, 2012

The results as shown in Table 5 indicate varied levels of satisfaction with different indicators. The data is categorised into five different sections. The first section measures remuneration. In terms of amount of salary, about 13 percent were very dissatisfied, 25 percent were dissatisfied while four (4) percent were uncertain about whether they were satisfied or dissatisfied. However, 52 percent were satisfied while five (5) percent indicated they were very satisfied. Thus the result shows that, about 57 percent of the 150 respondents were satisfied with the

monthly salary, while 39 percent were dissatisfied with the monthly salary. In terms of benefit packages about 13 percent were very dissatisfied, 26 percent dissatisfied while 10 percent were uncertain. At the same time 46 percent were satisfied while six (6) percent were very satisfied. Similarly, 13 percent were very dissatisfied with extra duty allowances, 31 percent were dissatisfied while 27 percent were uncertain. Twenty-one (21) percent were satisfied and eight percent were very satisfied. Another 21 percent were very dissatisfied with allowances for working during the weekends, 24 percent were dissatisfied while 22 percent were uncertain; 26 percent were satisfied and seven (7) percent were very satisfied.

The second measure was inter-personal relations. In terms of relationship with co-workers during work hours, one percent was very dissatisfied, three percent were dissatisfied while another one percent were uncertain. On the other hand 74 percent were satisfied and 20 percent very satisfied. In terms of relationship with co-workers after work 78 percent were satisfied while 10 percent indicated they were very satisfied. About two percent were very dissatisfied, three percent were dissatisfied while seven (7) percent were uncertain about whether they were satisfied or dissatisfied. In terms of relationship with subordinates about 69 percent were satisfied, 10 percent very satisfied while 16 percent were uncertain. About one percent was very dissatisfied while four percent were dissatisfied. Also, 11 percent were very dissatisfied with relationship with supervisors, 17 percent were dissatisfied while three percent were uncertain. About 50 percent were satisfied and 19 percent were very satisfied.

The third measure of job satisfaction was working conditions. This was measured with employee satisfaction with conditions of working tools/machines, safety at work, condition of physical environment in the work place and job security. In terms of condition of working tools/machines, 10 percent were very dissatisfied, nine percent were dissatisfied while 30 percent were uncertain; 43 percent were satisfied and eight (8) percent were very satisfied. About one percent was very dissatisfied, 17 percent were dissatisfied while one percent were uncertain about whether they were satisfied or dissatisfied. However, 60 percent were satisfied while 20 percent indicated they were very satisfied. Thus the result shows that, about 80 percent of the 150 respondents were satisfied with the safety conditions at Nyame Yie Cold Store Limited. In terms of conditions of the physical work environment about seven percent were very dissatisfied, 21 percent dissatisfied while 41 percent were uncertain. At the same time 22 percent were satisfied and nine percent were very satisfied. About 11 percent were very dissatisfied with job security, 13 percent were dissatisfied while nine percent were uncertain. Sixty-seven percent were satisfied and three percent were very satisfied.

The fourth measure was employees' satisfaction with the nature of the work itself. Two percent were very dissatisfied with their responsibilities, 11 percent were dissatisfied while 14 percent were uncertain; 60 percent were satisfied and 13 percent were very satisfied. In terms of hours of work, about nine percent were very dissatisfied, 20 percent were dissatisfied while one percent was uncertain. Fifty-seven (57) percent were satisfied while seven percent indicated



they were very satisfied. In terms of flexibility in scheduling work duties about three percent were very dissatisfied, 20 percent dissatisfied while nine percent were uncertain. However, 67 percent were satisfied while three percent were very satisfied.

The fifth measure was opportunities for carrier advancement. In terms of opportunities for promotions 56 percent were very dissatisfied, 30 percent were dissatisfied while one percent were uncertain. Four percent were satisfied and eight percent were very satisfied. About 29 percent were very dissatisfied with opportunities for career development, 61 percent were dissatisfied while five percent were uncertain; three percent were satisfied and two percent were very satisfied. With regards to opportunities for study leave, about 33 were very dissatisfied, 43 percent were satisfied. About 12 percent were satisfied while 10 percent were not.

### **Level of employee commitment in the company**

The second objective of the study was to examine the level of employee commitment in the company. Given the importance of employee commitment as discussed in the literature review, Table 7 below presents data on level of employee commitment in the company. The responses were categorised into strongly disagree (SD), disagree (D), Uncertain (U), agree (A) and strongly agree (SA).

**Table 6: Level of employee commitment in the company**

Organisational Commitment	SD	D	U	A	SA
I would be very happy to spend the rest of my career with this company	6.7	14.7	46.7	22.7	9.3
I really feel as if this company's problems are my own	4.0	8.0	4.0	73.3	10.7
I feel a strong sense of "belonging" to this company	19.9	13.8	15.7	40.3	10.3
I feel "emotionally attached" to this company	16.7	14.3	36.7	24.7	7.6
I feel like "part of the family" of this company	5.7	10.0	7.1	59.3	17.9
This company has a great deal of meaning to me	9.6	21.8	8.2	35.4	25
It will be very hard for me to leave this company even if I want	7.6	13.8	18.6	29.7	30.3
Staying with this company is a matter of necessity	7.0	13.3	25.3	43.3	11.1
I feel I have too few options to consider leaving this company	5.0	23.3	15.3	23.3	33.1
I feel my obligation to remain with this company	9.6	39.8	38.4	8.2	4.0
I will feel guilty if I left the company now	9.3	26.7	24.0	30.7	9.3
This company deserves my loyalty	8.0	13.0	13.3	60.1	5.5
I owe a great deal to my present employer	2.7	9.5	25.7	45.9	16.2
I present a positive image about the company to others	4.0	4.0	8.0	68.0	24.0
I defend the company if others criticise it	1.0	1.4	4.1	62.2	32.4
I want to see the company progress and make more profit	0	0	0	34.7	65.3
Even if it were to my advantage, I do not feel it would be right to leave this company now	12.0	9.3	25.3	34.7	18.7

SD=Strongly Disagree, D=disagree, U=Undecided, A=Agree, SA=Strongly Agree

Source: Field Survey, 2012

This is measured using various variables that relate to employee commitment. On employees happiness to spend the rest of their career with the company, seven percent strongly disagreed, 15 percent disagreed while 47 percent were undecided. 23 percent agreed and nine percent strongly agreed. In terms of whether the employees identified with the company's problems, 73 percent agreed

and 11 strongly agreed while and four percent were undecided. Another four percent strongly disagreed and eight percent disagreed.

About 20 percent of employees strongly disagreed that they feel a strong sense of "belonging" to the company, 14 percent disagreed and 16 percent were undecided. However, 40 percent agreed and 10 percent strongly agreed. In terms of feeling "emotionally attached" to the company, 17 percent strongly disagreed, 14 percent disagreed and 37 percent were undecided. About 25 percent agreed and eight percent. In terms of how employees feel like part of the company's 'family' six strongly disagreed, 10 percent disagreed while seven percent were undecided. The majority of 59 percent agreed and 18 percent strongly agreed.

When respondents were asked what the company means to them, 35 percent agreed while 25 percent strongly agreed. 10 percent strongly disagreed, 22 percent disagreed and eight percent were undecided. About 30 percent agreed that it will be very hard for them to leave the company even if they wanted and another 30 percent strongly agreed. About eight percent strongly disagreed, 14 percent disagreed and 19 percent were undecided. When they were asked whether staying with the company was a matter of necessity, seven percent strongly disagreed, 13 percent disagreed and 25 percent were undecided. The other 43 percent agreed and 11 percent strongly agreed.

On their responses to the statement 'I feel I have too few options to consider leaving this company' five percent strongly disagreed, 23 percent disagreed and 15 percent were undecided. Another 23 percent agreed and 33 percent strongly agreed. In terms of responses to whether they feel obliged to

remain with the company, 10 percent strongly disagreed, 40 percent disagreed and 38 were undecided. The remaining eight percent agreed while four percent strongly agreed. When they were asked if they will feel guilty if they happen to leave the company, 30 percent agreed and nine percent strongly agreed. Another nine percent strongly disagreed, 27 percent disagreed and 24 percent were undecided.

In terms of whether they felt the company deserved their loyalty, 60 percent agreed, five percent strongly agreed and 13 were undecided. However, eight percent strongly disagreed and 13 percent disagreed. In responding to whether they feel they owe the employer some allegiance, 46 percent agreed while 16 percent strongly agreed. Three percent strongly disagreed while 10 percent disagreed and 25 percent were undecided. When they asked whether they a positive image about the company to others, 68 percent agreed, 24 percent strongly agreed and eight percent disagreed were undecided. Four percent strongly disagreed and another four percent disagreed.

The responses on whether they will defend the company when it is criticised by other, 62 percent agreed, 32 percent strongly agreed and four percent were undecided. One percent each strongly disagreed or agreed. About 35 percent agreed that they want to see the company progress and make more profit while 65 percent strongly agreed. None disagreed. On the statement, 'Even if it were to my advantage, I do not feel it would be right to leave this company now' 35 percent agreed, 19 percent strongly agreed and 25 were undecided. However, 12 percent strongly disagreed and nine percent disagreed.

**Relationship between employee commitment and individual job satisfaction**

The third objective of the study was to assess the relationship between employee commitment and individual job satisfaction, the results of which are presented in Table 7. It Some of the issues were how employee commitment has affected punctuality, communication with other colleagues, being at work on time and closing on time.

**Table 7: Relationship between employee commitment and individual job satisfaction**

Individual Job Performance	Level of agreement (%)				
	SD	D	U	A	SA
I carry out the core tasks of my job well	0.0	2.7	0	60.8	36.5
I always complete my core tasks using the standard procedures	2.7	0.0	2.7	78.7	16.0
I ensure that my tasks are completed properly and on time	0.0	0.0	1.3	68.0	30.7
I am very punctual at work	6.7	1.3	49.1	33.3	9.6
I am well adapted to the change in my core tasks	0.0	2.8	13.9	68.1	15.3
I initiate better ways of doing my core tasks	2.8	2.8	8.3	66.7	19.4
I communicate effectively with other colleagues	0.0	1.3	6.7	58.7	33.3
I always come out with ideas to improve the way in which my core task is done	0.0	0.0	6.8	64.9	28.4

*Table 7: Continued*

I always offer help to other colleagues when asked or needed	0.0	0.0	1.3	66.7	32.0
I always come to work at the right time	2.7	2.7	29.3	59.1	6.2
I always close from work at the right time	8.0	14.7	8.0	49.3	20.0
I do wander about when there is work to be done	38.0	32.4	0.0	25.4	4.2
I always want to see a job done properly	0.0	0.0	0.0	66.7	33.3

SD-strongly disagree D-disagree U-undecided SA-strongly agree A-agree

Source: Field survey, 2012

As shown in Table 7, about 61 percent agree and 37 percent strongly agreed they will carry out the core tasks of their jobs well. Three percent disagreed. In terms of whether the employees complete their core tasks using standard procedures, 79 percent agreed and 16 strongly agreed while three percent were undecided. Another three percent strongly disagreed.

About 68 percent of employees strongly agreed that they ensured that their tasks are completed properly and on time, 31 percent agreed and one percent were undecided. None disagreed. In terms of punctuality to work, 33 percent strongly agreed, 10 percent agreed and 49 percent were undecided. About seven percent strongly disagreed and eight percent disagreed. In terms of whether employees feel okay in adapting to changes in core tasks, 68 percent agreed, 15 percent strongly agreed while 14 percent were undecided. Three percent disagreed and none strongly disagreed.

When respondents were asked whether they take initiatives on better ways of doing their core tasks 67 percent agreed while 19 percent strongly agreed. Three percent each strongly disagreed and disagreed while eight percent were undecided. Similarly, 65 percent agreed that they always come up with new ideas to improve the way in their core task is done while 28 percent strongly agreed. Seven percent were undecided while none disagreed. About 59 percent agreed that they have good working relationship in terms of communication with their colleagues and another 33 percent strongly agreed. None strongly disagreed, one percent disagreed and seven percent were undecided.

On their responses on whether employees support each other to work together, 67 percent agreed and 32 percent strongly agreed. One percent was undecided while none disagreed. In terms of responses to whether they report to work always at the right time, two percent strongly agreed, 59 percent agreed and 29 percent were undecided. Three percent disagreed while three percent strongly disagreed. Similarly, 49 percent agreed and 20 percent strongly agreed that they close from work at the right time. Another eight percent strongly disagreed, 15 percent disagreed and eight percent were undecided.

In terms of not being sure whether there was work to be done or otherwise in some days, 25 percent agreed, four percent strongly agreed and none were undecided. However, 38 percent strongly disagreed and 32 percent disagreed. In responding to whether they whether employees were committed to wanting job to be done properly at all times, 67 percent agreed while 33 percent strongly agreed.

**Employee intention to quit job**

Objective four of this research seeks to explore employees' intention to leave or stay in Nyame Yie Cold Stores Company Limited. The point was to use employees' intention to stay or leave the current job as a proxy measure of their satisfaction or commitment in the company. The results are presented in Table 8 below.

**Table 8: What the respondents will do when they quit the job.**

Response	Frequency	Percent
Establish my own business	19	33.3
Leave the country	16	28.1
Continue my education	11	19.3
Look for another job	9	15.8
Move to another cold store	2	3.5
Total	57	100.0

Source: Field survey, 2012

As a result, the study sought to explore the quitting intentions of employees upon considering their job satisfaction and commitment. Results of the study shows that 93(62.0%) had no intentions to quit their job within the next few years. On the other hand, 38% of them harboured some intention to quit their job in the company. Those respondents who intend to leave their current job were therefore asked to indicate their plans after leaving. About 33 percent of the



respondents indicated that, they would establish their own business, when they quit this job, and 28 percent of the stated that, they will leave the country while about 16 percent of the respondents also indicated that, they will look for another job.

For those who wanted to stay with the company, the study also sought to determine the reason(s) why the respondents decided to stay in the company. The results are presented in Table 9 using frequencies and percentages.

**Table 9: Reasons why the employees intend to stay**

Response	Frequency	Percent
Satisfied with the job security	38	40.9
Good relationship with supervisors	26	27.9
Satisfied with salary level	17	18.3
Good relationship with colleague employees	12	12.9
Total	93	100.0

Source: Field survey, 2012

As can be seen from Table 9, out of the total respondents of 93, about 41 percent indicated that they will stay with the company because they were satisfied with their job security, while 28 percent indicated that they intended to stay because of the good relation that they have with their supervisors. Other 18 percent of the respondents indicated that, they intend to stay because, they are

satisfied with the salary level and 13 percent indicated that, there is a good relation between co-employees.

In order to further probe employee commitment to the company, they were asked to indicate if they would work with the company if given the opportunity to start all over again as Fresh job seekers. From the results, six out of ten of the respondents answered in an affirmative, they will choose this very company to start over again while the rest (40%) indicated that they would not choose this company.

### **Suggestions to improve commitment and performance in the company**

This section presents results indicating employees' perspectives on ways in which Nyame Yie Cols Stores Company Limited can improve employee commitment and job satisfaction. The results are organised in the simple frequency table as shown in Table 10.

The results in Table 10 show the ranking of employees' suggestions about how to improve the commitment and job satisfaction Nyame Yie Cold Stores Company Limited. The main reasons listed in order of the most frequently occurring were that Employees should be motivated (29%), Employees must be granted study leave in order to improve their skills (24%), Inclusion of employee's in decision making (21), Welfare of employees should be observed (17%), Early and regular payment of Salaries (8%).

**Table 10: Suggestions to improve commitment and performance in the company**

Response	Frequency	Percent
Employees should be motivated	44	29.3
Employees must be granted study leave in order to improve their skills	36	24.0
Inclusion of employee's in decision making	32	21.3
Welfare of employees should be observed	26	17.3
Early and regular payment of Salaries	12	8.0
Total	150	100.0

Source: Field survey, 2012

### Discussion of findings

The results showed that high levels of satisfaction concerning the work itself, with the exception of the conditions of physical environment of the workplace. The results of the study showed high levels of satisfaction among employees on indicators such as interpersonal relationship, safety at work, job security and their job responsibilities. According to Angle & Perry (1981), Hunt, Chonko & Wood (1985) and Mowday, Porter & Dubin (1974), strong positive relationships have been observed between organisational commitment and

desirable work outcomes such as job satisfaction. Research results indicate that satisfied employees tend to be committed to an organisation, and employees who are satisfied and committed are more likely to attend work, stay with an organisation, arrive at work on time, and perform well and engage in behaviours helpful to the organization (Aamodt, 2007).

They were moderately satisfied with monthly salary at the workplace, conditions of working tools and benefit packages related to retirement, insurance and other incentives. In terms of remuneration, they were most frequently either undecided or dissatisfied with extra duty allowances and allowances for working in the weekends. They were also most frequently undecided or dissatisfied with conditions of the physical environment. In terms of personal and career advancement they were most frequently dissatisfied. The main areas of dissatisfaction on that score were opportunities for promotions, career advancement and study leaves. These findings highlight the views of organisational commitment and its measurements as delineated by Meyer et al. (1993) and have implications for human resource management as maintained by Noe et al. (2003).

However, findings in relation to allowances to employees, which showed that respondents were dissatisfied (44.0% for extra duty allowances and 44.8% for allowances for working in the weekends) have other implications. First, it highlights Saari and Judge's (2004) points about employee attitudes and job satisfaction. As the results showed fewer (29.3%) of employees were satisfied for

extra duty allowances and 32.8 percent for allowances for working in the weekends.

O'Malley's (2000) points about creating commitment were highlighted in the results about employees' dissatisfaction with lack of opportunities for study leave. That would suggest that employees would have greater satisfaction and commitment to work if the management created opportunities for career advancement and study leave. This would mean measurement of satisfaction should include understanding Spector's (2008) industrial and organisational behaviour of employees. As indicated in the results, 94.2% of the employees were satisfied with relationship with co-workers during work hours while 88.6% were satisfied with relationship with co-workers after work.

Generally, the results indicated it was difficult to ascertain whether employees were highly committed to the company or not. The results that 47 percent were undecided as to whether or not they were going to spend the rest of their life with the company speaks to Aamodt's (2007) point about industrial psychology of employees. The employees were also asked if they feel the problem of the company is their own problem. Also, the results that 73% of the 150 respondents feel the problem of the company is their own problem raises the point made by Allen and Meyer (2000) about the construction of validity. This is reflected in how participants feel a strong sense of belonging to the company.

Notwithstanding the uncertain commitment of employee to the company, the study found that there was generally high performance among employees in the Nyame Yie Company Limited. On almost all the indicators used in measuring

the relationship between employee commitment and satisfaction (Farkas et al., 1989; Lumley, 2010), it was observed that employees are putting up their best for the company. Punctuality to work, reporting at the right time to work and closing at the right time were the only variables where respondents were actually not too certain to comment. For example, the researcher presented the issue of punctuality to the respondents for them to indicate whether they are punctual at work.

The respondents ranking of ways to improve the commitment and job satisfaction at Nyame Yie Cold Stores Company Limited bespeaks several points. The main reasons listed in order of the most frequently occurring were that employees should be motivated speaks to Meyer's (1997) ideas about organisational commitment as a psychic and emotional issue. However, it could be observed that the employees' rankings showed that the commitment and satisfaction is not only about the organisation but also, their occupation progress (Meyer et al., 1993). As a result the employees were interested in being granted study leave in order to improve their skills. The concern about inclusion of employee's in decision making highlight issues of democratic participation in human resource management of organisations (Noe et al., 2003). The results indicating that the welfare of employees should be observed showed the importance of understanding that promoting commitment is also a welfare issue as well a salary issue (Meyer & Allen, 1997). Thus the lessons from this study provides useful lessons for Nyami Yie Cold Store and human resource officers in companies. The next chapter summarises the findings, the conclusions and recommendations based on the results.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This last chapter draws the findings of the research in the results and discussions together. It presents the summary as well as the conclusions drawn from the results. It also made recommendations based on the findings and conclusions of the research. Aside from this introduction section, the chapter is divided into three main sections. The first section presents the summary of the major research findings and highlights some implications. The second section highlights the main conclusions drawn from the study. The third section follows with recommendations based on the findings and proposes areas for further research in relation to employee commitment.

#### Summary

The study sought to examine the level of job satisfaction and employee commitment at Nyame Yie Cold Stores Limited. Specifically, the study explored the level of job satisfaction of employees, identified the level of employee commitment in the company, examined the relationship between job satisfaction and employee commitment and assessed employee intention to leave Nyame Yie Cold Stores Limited.

As non-interventional descriptive survey research the data were collected from 150 employees who were selected through census in order to ensure high representativeness and generalisation. The main instrument for the study was the questionnaire because the nature as the researcher did not want to participate or interfere with the activities of the company. The SPSS (Version 10.0) software was used to analyse the data. The results were presented in frequency tables.

The main findings of the study are summarised based on the following research questions which informed the study:

- What is the level of job satisfaction at Nyame Yie cold stores Ltd?
- What is the level of employee commitment?
- How does job satisfaction relate to employee commitment?
- What intentions do employees have to leave Nyame Yie Cold stores Ltd?
- What could be done to enhance employee commitment in the company?

***Research question 1: What is the level of job satisfaction at Nyame Yie cold stores Ltd?***

The results of the study showed high levels of satisfaction among employees on many indicators such as interpersonal relationship, safety at work, job security and their job responsibilities. They were moderately satisfied with monthly salary at the workplace, conditions of working tools and benefit packages related to retirement, insurance and other incentives. In terms of remuneration, they were most frequently either undecided or dissatisfied with extra duty allowances and allowances for working in the weekends. They were also most



frequently undecided or dissatisfied with conditions of the physical environment. In terms of personal and career advancement they were most frequently dissatisfied. The main areas of dissatisfaction on that score were opportunities for promotions, career advancement and study leaves.

***Research question 2: What is the level of employee commitment?***

From the data it is difficult to indicate whether employees were highly committed to the company or not. However, there is much evidence that they were personally attached to the company in many ways. Generally, the study found high levels of employee commitment in that more than 80 percent of employees felt that the company's problems were their own problems while about 68 percent felt part of the family that owned the company. Over 65 percent of felt that the company deserves their loyalty 62 percent indicated that they owe a great deal to their employers. About 95 percent will defend the good name of the company when people try to discredit it while all employees were to see the company progress and make more profit.

However, the respondents more frequently indicated that they were either undecided or generally indicated that they were willing to leave the company and most did not feel emotionally attached to the company. Over 80 percent do not feel any explicit responsibility to remain in the company. Thus while in one breath the employees sympathised with the company and identified with it, they were willing to change jobs.

***Research question 3: How does job satisfaction relate to employee commitment?***

The employees most frequently indicated a strong association between their job satisfaction and their commitment to work. On all indicators, except for being punctual at work, there were strong indications from the employees interviewed that were committed to their work in the company. They were committed to performing their core tasks, use standard operating procedures and to ensure that tasks were properly completed and in time. The employees mostly agreed that they were well adapted to their core tasks and do take initiatives to improve the ways in which such tasks were to be performed. All employees were willing to see their work done properly. Given that the employees most frequently indicated that they had very positive working relationships with their supervisors and vice versa, it is could be argued that their commitment to performing their responsibility was not a results of coercion but a genuine commitment to duty as a result of job satisfaction.

***Research question 4: What intentions do employees have to leave Nyame Yie Cold stores Ltd?***

The study found that about 63 percent of respondents had no intentions to quit working with the company at the time of the research. The remainder were interested in leaving. It was difficult to associate their willingness to leave the company with dissatisfaction or low commitment. However, the from the analysis

it could be hazard that the dissatisfaction with opportunities for promotion, career advancement and study leaves are major factors that can make many people leave a company.

***Research question 5: What could be done to enhance employee commitment in the company?***

The results showed that the most critical factors that will improve employee commitment is employee motivation, provided opportunities for study leave and their inclusion in decision-making. Other important factor highlighted was welfare programmes for employees, as well early and regular payment of salaries.

**Conclusions**

The research findings indicated that the employees' level of job satisfaction was generally high such that they were not enthused about leaving the company. The level of satisfaction was particularly high for salaries and the benefit packages they received at the work place, the weekend allowances and their working relationships with their supervisors at the workplace. However, the levels of job satisfaction with the extra duty allowances that they receive at the work place.

In terms of employee commitment, the findings indicated that there was a high level of commitment among the employees such that most of them do not have plans of quitting the job at the company. On that score there seemed to be a

positive correlation between job satisfaction and job commitment at Nyame Yie Cold Store Company Ltd. The same was for research questions four which concerned employee intention to leave Nyame Yie Cold stores Ltd.

### **Recommendations**

The following recommendations are made based on the findings;

1. The results showing that motivation was most important for the employees suggest that the management should find innovative ways of motivating the employees from time to time. Aside from salaries, the management could introduce best worker schemes various categories such as for drivers, sales persons, marketing, security, kitchen staff and cleaners.
2. The results indicating employees' dissatisfaction with opportunities for study leave implies that management may need to develop models of granting study leave for employees to boost staff morale. They may provide conditional study leaves such as bounding employees who went on study leave to work with the company for a number of years.
3. The findings about employees being interested in being included in decision-making bespeak a need to promote democracy and participation at the work place. The management thus need to expand decision making team to include representatives of the

workers. This will help the employees to be abreast with what is happening at the work place

4. The staff needs to invest time to work productively and improve the fortunes of the company management to meet their need for weekend bonuses.
5. The company management need to find ways of improving employee attendance and punctuality to work, since this has a great potential to prevent the company from achieving its targets.
6. In future work investigating employee commitment and job satisfaction should also explore the perspective of management of the company in order to triangulate those with the views of employees.
7. In terms of methodology, it seems that inclusion of qualitative methods would be much more worthwhile in that the quantitative methods employed in this study had not been able to explore the rationale behind certain responses.

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APPENDIX

UNIVERSITY OF CAPE COAST  
INSTITUTE FOR DEVELOPMENT STUDIES  
QUESTIONNAIRE

The study is part of the requirement of Masters in Human Resource Management programme. This questionnaire is designed to elicit information regarding this research work. There are no “correct” or “wrong” answers. Information given will solely be used for this research. You are also assured of full confidentiality, privacy and anonymity of all the information that will be given by you. You should therefore feel free to give the right information to ensure the success of this work.

Please make a tick [  ] in the box against your response.

**SECTION A: Socio-demographic characteristics**

1. Sex: Male [  ]      Female [  ]
  
2. Age.....
  
3. Level of education
  - a. Basic [  ]
  - b. Secondary/ O Level [  ]
  - c. A level [  ]
  - d. Tertiary [  ]
  - e. Other Specify.....
  
4. Position.....
  
5. Department.....
  
6. Number of years spent in the work.....
  
7. Number of years spent at present position.....

**Section B: The level of job satisfaction**

8. To what extent are you satisfied with the following job issues in the company?

VD= Very dissatisfied, D= Dissatisfied, U= Undecided, S= Satisfied, VS= Very satisfied

Variables	VD	D	U	S	VS
<b>Remuneration</b>					
Amount of monthly salary					
Benefit packages (retirement, insurance, other incentives)					
Extra duty allowances					
Allowances for working in the weekends					
<b>Inter personal relations</b>					
Relationship with co-workers during work hours					
Relationship with co-workers after work					
Relationship with subordinates					
Relationship with supervisors					
<b>Working conditions</b>					
Methods use in the delivery of workers					
Condition of the machines use to work					
Safety at work place					
Condition of the physical environment in your work					
Job security					
<b>Work itself</b>					
Your amount of responsibilities					
Hours that you work					
Flexibility in scheduling of duties					
<b>Advancement</b>					
Opportunities for promotions					
Opportunities for career development					
Opportunities for study leaves					

**Section B: Level of employee commitment in the company**

9. To what extent do you agree to the following statements regarding your commitment to this company?

SD= Strongly Disagree, D= Disagree, U= Undecided, A= Agree, SA= Strongly Agree

<b>Organisational Commitment</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
I would be very happy to spend the rest of my career with this company					
I really feel as if this company's problems are my own					
I feel a strong sense of "belonging" to this company					
I feel "emotionally attached" to this company					
I feel like "part of the family" of this company					
This company has a great deal of meaning to me					
It will be very hard for me to leave this company even if I want					
Staying with this company is a matter of necessity					
I feel I have too few options to consider leaving this company					
I feel my obligation to remain with this company					
I will feel guilty if I left the company now					
This company deserves my loyalty					
I owe a great deal to my present employer					
I present a positive image about the company to others					
I defend the company of others criticise it					
I want to see the company progress and make more profit					
Even if it were to my advantage, I do not feel it would be right to leave this company now					

• **Section C: Relationship between employee commitment and individual job performance.**

10. To what extent do you agree to the following statements regarding how your level of commitment is related to your job performance in this company?

SD= Strongly Disagree, D= Disagree, U= Undecided, A= Agree, SA= Strongly Agree

<b>Individual Job Performance</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
I carry out the core tasks of my job well					
I always complete my core tasks using the standard procedures					
I ensure that my tasks are completed properly and on time					
I am very punctual at work					
I am well adapted to the change in my core tasks					
I initiate better ways of doing my core tasks					
I communicate effectively with other colleagues					
I always come out with ideas to improve the way in which my core task is done					
I always offer help to other colleagues when asked or needed					
I always come to work at the right time					
I always close from work at the right time					
I do wander about when there is work to be done					
I always want to see a job done properly					

**Section D: Intention to quit job**

11. Considering your level of job satisfaction and commitment, do you intend to quit working in the company?

- a. Yes [ ]
- b. No [ ] **If yes, go to question 12**

12. If you want to quit, what have you seen wrong about the company that motivate you to quit.

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13. If you are thinking of leaving your current job, please choose the best option that describes your plans after leaving.

- a. Move to another cold store [ ]
- b. Look for another job [ ]
- c. Leave the country [ ]
- d. Establish my own business [ ]
- e. Continue my education [ ]
- Specify.....
- f. Take care of children or other dependents (parents) [ ]
- g. Other specify.....

14. If you intend to stay in the company, give reasons for your decision.

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15. Given the opportunity to start all over, would you choose this company?

- a. Yes
- b. No

16. Give reasons for your answer in question 15.

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**Section E: Ways of enhancing employee commitment**

17. What suggestions do you have to improve commitment and performance in this company?

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*Thanks for your cooperation.*