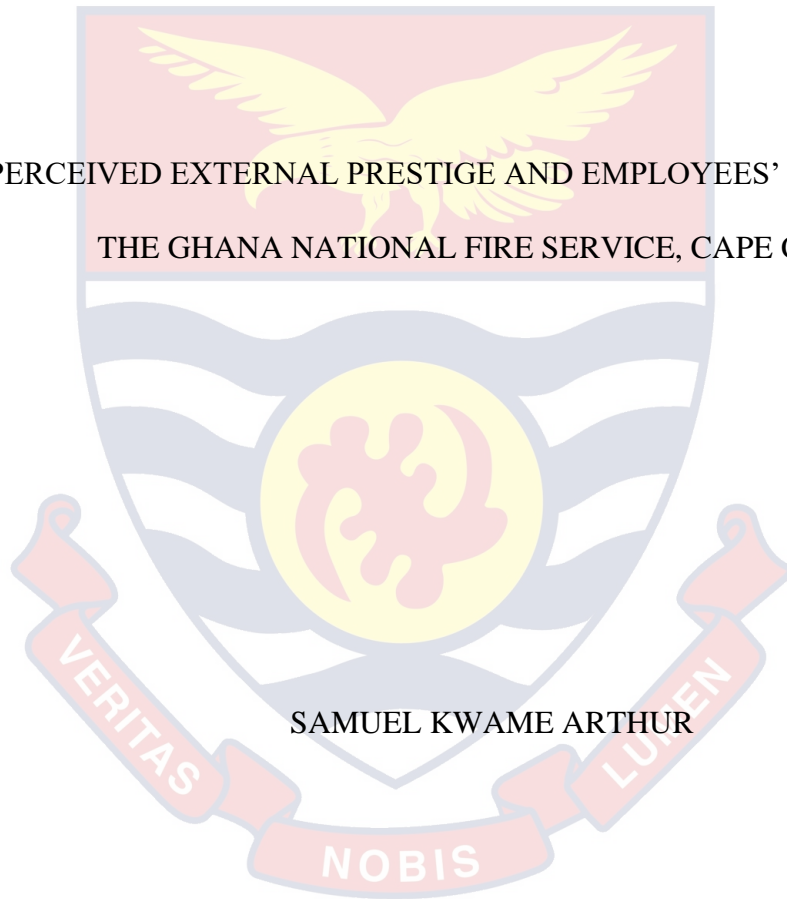


UNIVERSITY OF CAPE COAST

PERCEIVED EXTERNAL PRESTIGE AND EMPLOYEES' ATTITUDE AT
THE GHANA NATIONAL FIRE SERVICE, CAPE COAST

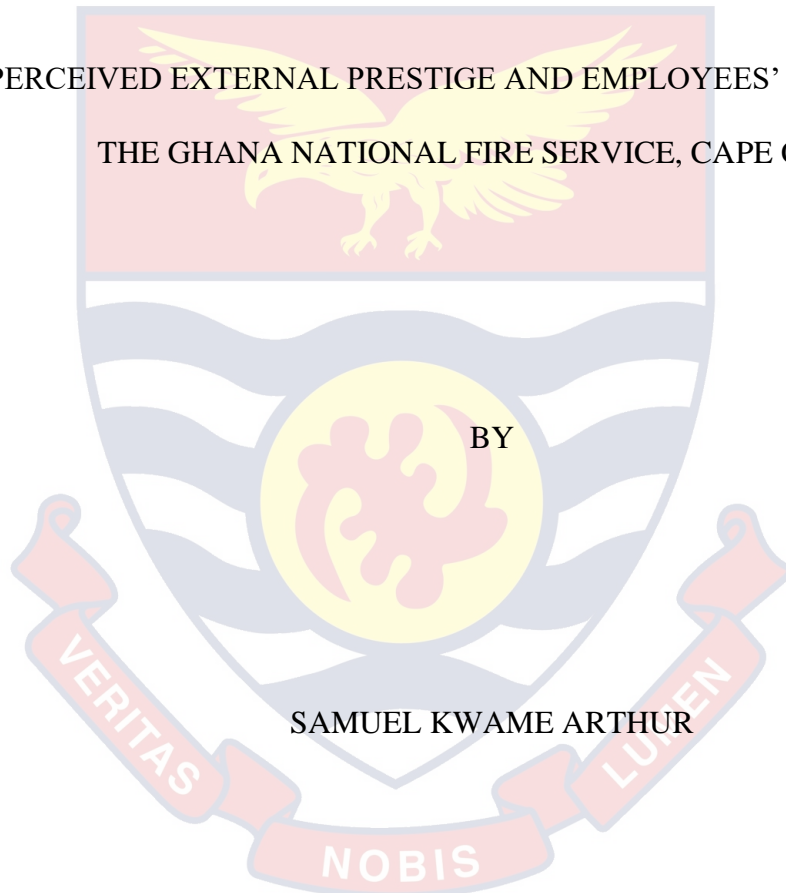


SAMUEL KWAME ARTHUR

2020

UNIVERSITY OF CAPE COAST

PERCEIVED EXTERNAL PRESTIGE AND EMPLOYEES' ATTITUDE AT
THE GHANA NATIONAL FIRE SERVICE, CAPE COAST



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

MAY 2020

DECLARATION

Candidate's Declaration

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

Candidate's Signature Date

Name: Samuel Kwame Arthur

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

Name: Dr. Nick Fobih

ABSTRACT

The study sought to assess the effect of “perceived external prestige on employees’ attitude at the Ghana National Fire Service.” The specific objectives the study were to; examine the effect of perceived external prestige on employee’s commitment on the Ghana National Fire Service; assess the effect of perceived external prestige influences employee’s turnover intentions on the Ghana National Fire Service; assess the effect of perceived external prestige on employees’ job satisfaction the Ghana National Fire Service. The study was a survey study, which adopted a quantitative methodology, based on a descriptive study approach. The population considered for the study was two hundred (200) fire officers, out of a sample size of 132, 113 officers responded. The results indicated that there is a significant and strong positive relationship between employee’s commitment and perceived external prestige. The results showed that perceived external prestige has a negative effect on turnover intentions. The results also showed that perceived external prestige has a negative significant influence on employees’ job satisfaction. This study concludes that perceived external prestige is the largest predictor of fire officers’ turnover intentions within the Cape Coast metropolis. In addition, it predicts employee commitment and job satisfaction. Therefore, the study recommends that management of the GNFS in Cape Coast increase the perception of prestige among their staffs by communicating organisational and individual achievements internally through recognition ceremonies, emails and other notices.

KEYWORDS

Perceived External Prestige

Job Satisfaction

Employee Commitment

Turnover Intention



ACKNOWLEDGEMENT

I would like to express my heartfelt gratitude to my supervisor, Dr Nick Fobih for his guidance and directions. I am also grateful to my colleagues at the Ghana National Fire Service in the Cape Coast metropolis



DEDICATION

To my family



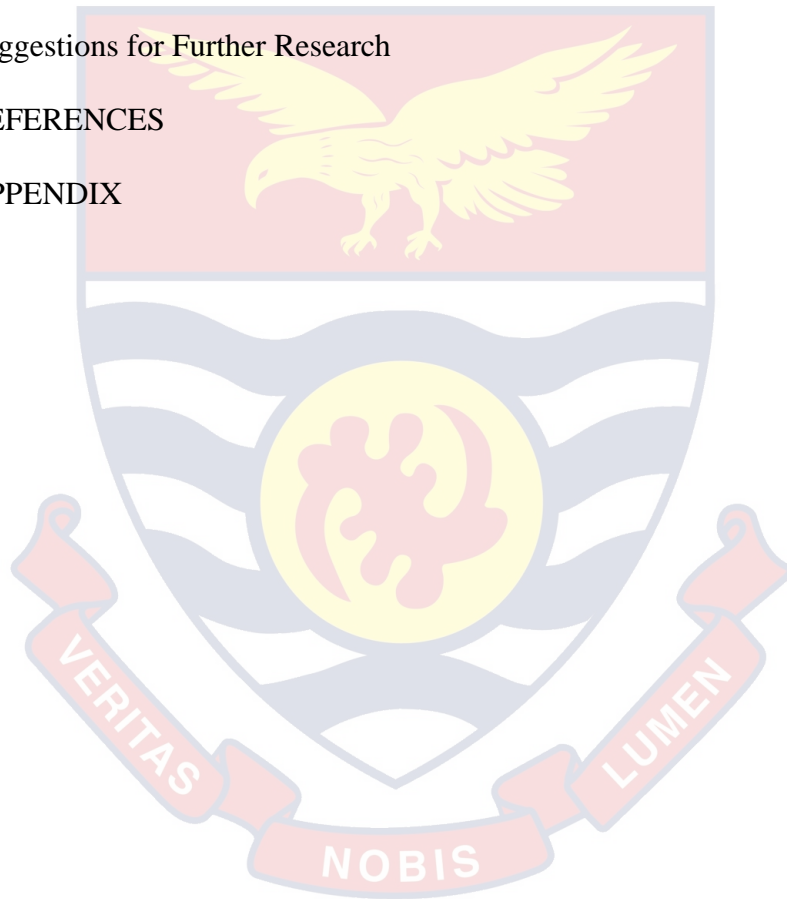
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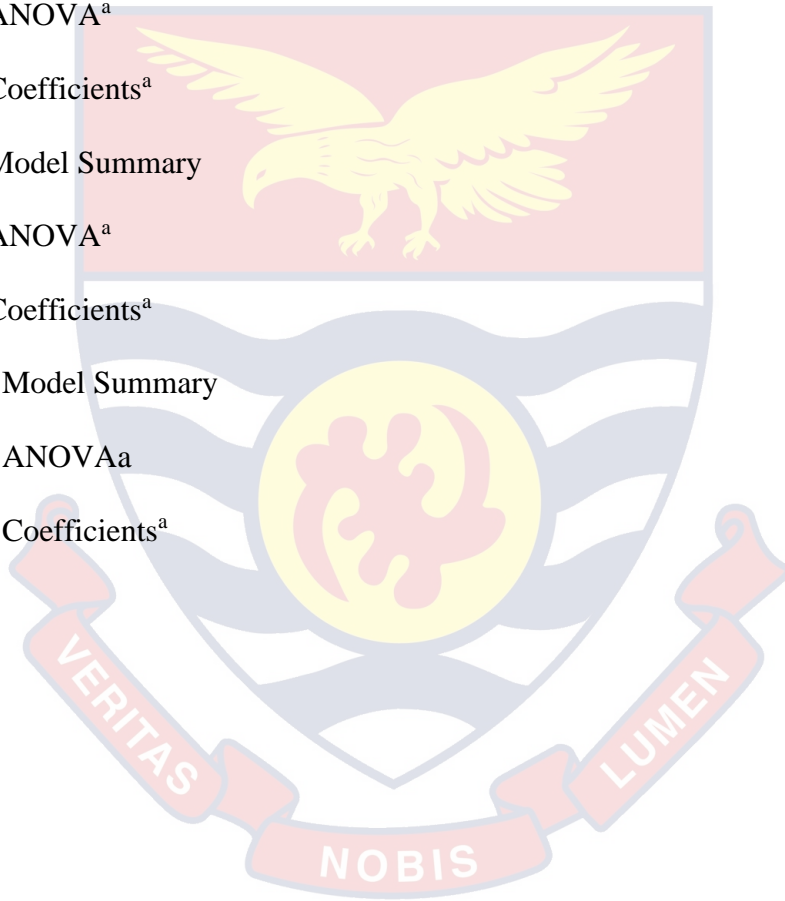
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CHAPTER ONE

INTRODUCTION

The Ghanaian public sector is mostly recognised within the literature and among the citizens as fraught with high level inefficiency and low service delivery. The challenge is that even though this perception may only apply to a particular public sector institutions or corporations, the idea is used as an umbrella to describe any institution under the domain of government. The reputation of these institution has an impact of employee behaviour. This study seeks to examine how the perceived reputation of a typical public sector institution, the Ghana national fire service, affects the attitude of its employees. It is hypothesised in this study therefore that the reputation that firemen perceive as being held by the public with respect to the duties and services offered by the Ghana national fire service, influences their level of satisfaction with their jobs, their intention to leave and their commitment.

Background of the Study

Organisational reputation or image is an emerging topic in organisational studies. Uncertainties, complexities and competition in modern organisations have influenced researchers and academics to look for new vehicles, instruments and ways to cope with the current growing challenges and trends in contemporary organisations in the global environments. Even the public sector, organisations' viability and indeed survival depend on the reputation accrued with diverse stakeholders (Herrbach & Mignonac, 2007). As frequently depicted, an organisation has interest in projecting a positive image to persuade potential

customers to patronize its product or services (Standifird, 2001). Business image incite investors to provide credit facilities to fund its project (Shane and Cable, 2002). Also, perceived external image induce the government and public authorities to support it within its environment (Kapelus, 2002). According to Cable and Graham (2000), on the sphere of human resource management, an organisation is able to attract competent applicants from the jurisdiction it operates if it has a positive perceived external image.

Corporate reputation and image are new invisible assets for organisations for gaining legitimacy and competitive advantage in the marketplace (Kaplan and Norton, 1992). Perceived external prestige (PEP) is the belief of the employees about how prestigious their organisation is in the eyes of the outsiders. Employee's belief about how others view their organisation is labeled as 'construed external image' (Dutton *et al.*, 1994). Construed external image refers to a broad view of the employees about how outsiders view their organisation, and it does not necessarily incorporate an evaluative component. (Mishra *et al.*, 2012). Smidts *et al.* (2001), adopted a slightly more narrow approach to image, and defined it as perceived external prestige, which refers to employees' perception of how prestigious their organisation is in the eyes of external stakeholders. As it is based on an individual's evaluation of his or her organisation's image, perceived external prestige is an individual-level variable (Smidts *et al.*, 2001), and it captures the evaluative component of organisational image.

Perceived external prestige is variously called as perceived organisational prestige (Bhattacharya *et al.*, 1995), or prestige of the organization (Fuller *et al.*,

2006). Perceived external prestige is related to employees' identification with organisation (Smidts *et al.*, 2001), job satisfaction (Herrbach & Mignonac, 2004), affective commitment (Mayer & Schoorman, 1998), loyalty to the organization (Alvesson & Willmott, 2002) and influences their performance of emotional labor during customer interactions (Mishra *et al.*, 2012). Perceived external prestige is distinct from organisational reputation and image. (Olivier et al 2014). Although, the three subjects are closely related yet remain separate despite the fact that researchers use them interchangeably (Williams and Barret 2000). Organisational image consists of messages transmitted by management for example, through marketing and communication practices to present the organisation to outsiders in a coherent and positive way. (Olivier et al 2014).

The social identification theory is used in this study to understand the relationship that exist between PEP and employee attitude within every organisation. According to the social identification theory, people define themselves and others with respect to their belonging to a particular group or organisation, and their basic motive is a personal need for self-respect and a sense of pride. Employees' perception of being members of an important, reputable and significant organisation contributes to the feeling of self-respect, which increases their individual social value and status (Ashford & Mael, 1989). The core concept of social identity theory has been the 'extent to which people identify with a particular social group that determines their inclination to behave in terms of their group membership' (Ellemers et al., 1999: 372). Social (organisational) identification is defined as the 'perception of oneness with or belongingness to

some human aggregation' (Ashforth & Mael, 1989). This occurs when one integrates beliefs about one's organisation into one's identity (Pratt, 1998: 172). One of the basic tenets of social identity theory is that 'people use groups as sources of information about themselves' (Tyler et al., 1996). This perspective suggests that employees will use the status or social standing of their organization to assist them in assessing their self-worth and how they react within an organisation (Tyler, 1999).

In this study, three key employee attitudes are considered, which form the basis of their commitment to the organisation, turnover intentions and job satisfaction. A strong PEP leads not only to more extrinsic satisfaction, but also enhances a more positive perception of employee's own work role (Herrbach & Mignonac, 2004). Hall (1970), describes commitment as the integration of both organizational and individual goals. According to Buchanan (1974, p.533), commitment is 'a partisan, affective attachment to the goals and values, and to the organisation for its own sake, apart from its purely instrumental worth.'

In general, turnover intention can be described as the probability of extending the individual's membership of the organisation. Most theoretical models of turnover incorporate one or more turnover cognitions (such as intent to search, intent to quit or propensity to leave) as direct antecedents of actual turnover (e.g. Mobley, 1977; Price and Mueller, 1981; Steers and Mowday, 1981).). Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). The term job satisfaction refers to the attitude and feelings

people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

This study is situated with the Ghana National Fire Service (GNFS). The study context is very important given the nature of the Ghanaian public sector and the image associated with institutions such as the GNFS and the police service. Adei and Boache-Danqua (2002), noted that the civil service is coupled with low commitment, reduced morale and inadequate motivation. In Ghana, managers in public organisations have identified low commitment as a problem amongst their employees (Antwi, 2009; Asiedu, 2010). Also, deficiencies spelt out in the civil service sector reveal that the sector has poor corporate image in the Ghanaian populace (Adei & Boache-Danqua 2002). Adei and Boache-Danqua (2002), also postulates that majority of civil servants only think their clients are moderately satisfied with them.

Problem Statement

Existing studies such as (Mishra et al., 2012; Fuller, et al., 2006) have been conducted primarily in Western settings and few have considered the construct in relation to employee's attitude. These less researched factors may have potential to uncover further meanings and in different ways, perhaps reflecting changed employment relationships. (Mishra et al 2013). Although studies have explored the antecedents of both emotional exhaustion and turnover intentions, surprisingly, perceived external prestige as a potential antecedent is relatively less researched. (Mishra *et al.*, 2012). According to Adei and Boache-Danqua (2002), the civil

service is coupled with low commitment, reduced morale and inadequate motivation. In Ghana, managers in public organisations have identified low commitment as a problem amongst their employees (Antwi, 2009; Asiedu, 2010). Also, deficiencies spelt out in the civil service reveal that the civil service sector has poor corporate image among the Ghanaian populace (Adei & Boache-Danqua 2002). Adei and Boache-Danqua (2002), further postulates that majority of civil servants only think their clients are moderately satisfied with them.

Ojedokun et al., (2015), found out that perceived external prestige predicts organisational commitment and partially mediate the relationship between quality of work-life and organisational commitment. The present study explores the direct of perceived external prestige on employee's attitude. Employees' beliefs about how others view their organisation have an important role in how they view themselves and respond to the organisation (Bhattacharya *et al.*, 1995; Dutton *et al.*, 1994). The importance of Ghana National Fire Service (GNFS) in the socio-economic development of the country cannot be over emphasized. The service does not only respond to emergency situations like fire outbreaks but also able to rescue life and properties during flood situations (Adom, 2009).

Fire officers have a key role in preventing and managing fire outbreaks thereby saving individual lives and properties. The notion has always been that due to lack of facilities and tools for discharging their duties, the public perceive the GNFS as inefficient (Anyima-Ackah, 2002). In addition to this, most young people and adults alike often create false fire alerts just to get officers to react. All these activities do cost time and resources to fire officers. The perception held by the

public does affect the fire officers in discharging their duties. However, no study has been carried out to assess the extent to which how the public and fire officers perceive the organisation and the task performed by fire officers tend to affect fire officers' attitude towards their work. Therefore, this study seeks to fill this gap by examining the link between the two issues.

Purpose of the Study

The purpose of this study is to assess the impact of perceived external prestige on employees' attitude at the Ghana National Fire Service to assess its impact on fire officers' performance and their attitudes and prestige about their work.

Research Objectives

The specific objectives are:

- i. To examine the effect of perceived external prestige on employees' commitment on the Ghana National Fire Service.
- ii. To assess how perceived external prestige influences employees' turnover intentions on the Ghana National Fire Service.
- iii. To assess the effect of perceived external prestige on job satisfaction among the Ghana National Fire Service employees.

Research Questions

1. What is the effect of perceived external prestige on employees' commitment on the Ghana National Fire Service?
2. What is the effect of Perceived external prestige influences employees' turnover intentions on the Ghana National Fire Service?

3. What is the effect of perceived external prestige on job satisfaction on the Ghana National Fire Service?

Significance of the Study

Understanding the belief of employees at the Cape Coast Ghana National Fire Service (GNFS) office about how prestigious their organization is in the eyes of outsiders will provide a means through which employees' job could be designed. The link that will be established between perceived external prestige and the attitude of workers will strategically position management of the GNFS to engage the public to elicit the right attitude of workers. This will help reverse the trend of falling job satisfaction, employee commitment and high turnover intentions among public service workers.

Delimitation of Study

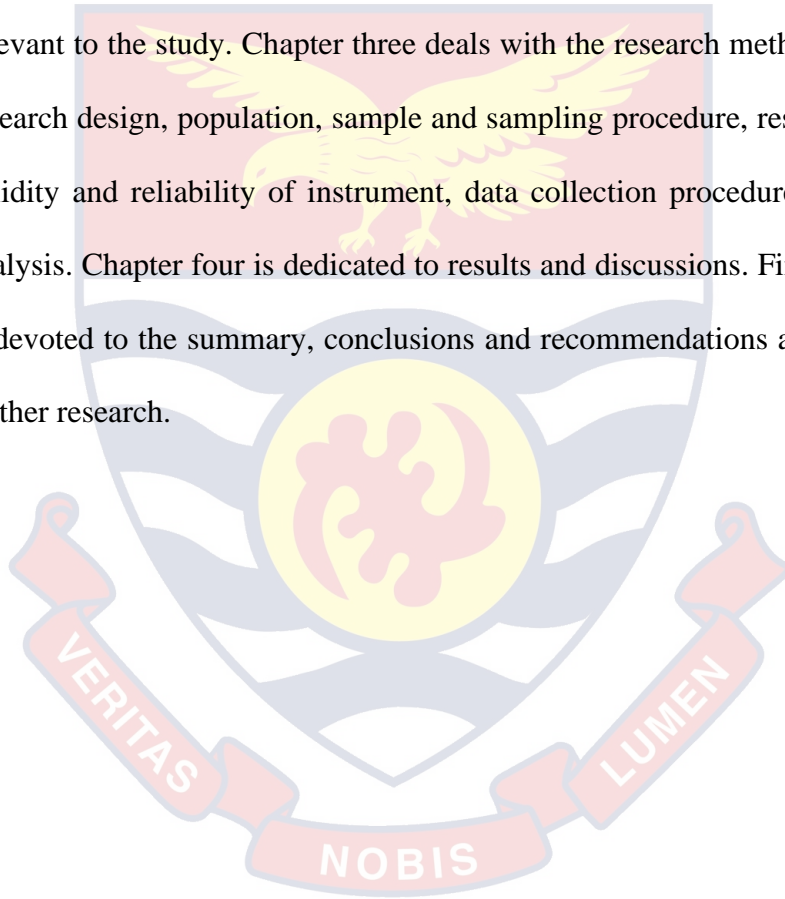
The study focuses on the effect of perceived external prestige on the attitude of fire officers of the Ghana National Fire Service at the Cape Coast Metropolis. The study was conducted in the Central Region of Ghana. The study was concerned with only three key employee attitudes as consistently seen in literature, and these include, employee job satisfaction, turnover intentions and employee commitment.

Limitation of the study

Gathering information from respondents was difficult, as some of the respondent were not willing to divulge information to the researcher. In that light, research assistants were engaged to aid in the administering of the questionnaire to achieve better understanding of participation by the respondents. Also, financial constraints made the work very challenging.

Organisation of the Study

The study is organised into five (5) chapters. The first Chapter deals with the general introduction, covering the background to the study, statement of the problem, purpose, objectives of the study, research questions, significance of the study, delimitations of the study and organisation of the study. Chapter two focuses on the literature review and it covers review of theories and existing literature relevant to the study. Chapter three deals with the research methods which covers research design, population, sample and sampling procedure, research instrument, validity and reliability of instrument, data collection procedure, as well as data analysis. Chapter four is dedicated to results and discussions. Finally, chapter five is devoted to the summary, conclusions and recommendations as well as areas of further research.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter provides a review of the theoretical and the empirical framework on the impact of perceived external prestige on employees' attitude at the Ghana National Fire Service. The literature review is based on the study's research problem, research objectives and hypotheses. The main aim of the study was to examine the effect of perceived external prestige on employee's commitment, to assess the effect of perceived external prestige influences employee's turnover intentions and to assess the effect of perceived external prestige on the Ghana National Fire Service. The write-up of the chapter will begin with a review of the theories underpinning the study, before addressing the conceptual and empirical issues of perceived external prestige and employees' attitude.

Theories underpinning the Study

Several theories underpin perceived external prestige in the field of Organisational Psychology. The most common theory employed is the Social Identification Theory. In this study, the social identification theory is used to establish the link that exist between perceived external prestige and employees' attitude at workplace.

Social Identification Theory

Central to social identification theory is the premise that, because people are motivated to enhance their feeling of self-worth, they seek to belong to groups

that compare favourably with their groups or, in other words, they aspire to belong to high-status groups” (Terry, 2001). When members construe the external image as attractive - meaning that they believe this image has elements that others are likely to value - then organizational affiliation creates a positive social identity (Dutton et al., 1994). As proposed decades ago by March and Simon (1958), when individuals believe their organization is held in high esteem by external parties, they tend to more strongly identify with the organization. It suggests people desire to be a part of positively evaluated groups or social categories because positive social identities contribute to enhanced feeling of general self worth (Tajfel & Turner, 1986). social identity theory is the assumption that people are attracted to groups, in part, out of a desire to enhance self esteem, or to be affiliated with a group that is positively evaluated (Mael & Ashforth, 1992).

Employees’ perception regarding the organisation as being a prestigious institution prevents them from developing turnover intentions (Carmeli & Freund, 2002). Moreover, the emotional commitment of the employee who is empowered psychologically by his or her organisation will increase (Dulaimi, Liu, Chiu, & Fellows, 2007). Thus, when a reciprocal relationship similar to the views expressed in the social identification theory emerges, employees’ performance improves, which demonstrates that he or she wants to stay in the organisation (Shore, Lynch, Tetrick, & Barksdale, 2006).

Deductions from the theoretical review

According to the social identification theory, organisational identification will increase for those employees who consider their jobs important within their

organisations (Spreitzer, 1996; Thomas & Velthouse, 1990), who think that they have an effect on their jobs (Spreitzer, 1995), and who perceive that their roles within the organisation allow them to demonstrate their proficiencies. Also according to this theory, parties (the organisation/manager/ employee) identifies with the group and develops a social identity.

In line with the objectives of this study, the social identification theory shows that when fire officers perceive positive external prestige, they will respond with high level commitment, as they feel proud to show to the public that they belong to the GNFS. Fire officers' perception of being members of an important, reputable and significant organisation like the GNFS contributes to the feeling of self-respect, which increases their individual social value and status and reduces their turnover intentions. This suggests that fire officers will use the status or social standing of the GNFS to assist them in assessing their self-worth and their level of satisfaction with their jobs.

Conceptual Review

This section will help enhance knowledge with respect to the constructs used in this study. How the various concepts operationalized in the literature will be addressed. Perceived external prestige will initially be addressed. Employee's attitude will also be discussed with much emphasis on employee's commitment, turnover and job satisfaction.

Perceived External Prestige

Corporate reputation and image were noticed as new invisible assets for organisations that gaining legitimacy, competitive advantage for them in market

(Kaplan and Norton, 1992). Perceived external prestige is employees' belief about how prestigious their organisation is in the eyes of the outsiders. Employee's belief about how others view their organisation is labelled as 'construed external image' (Dutton *et al.*, 1994). Construed external image refers to a broad view of the employees about how outsiders view their organisation, and it does not necessarily incorporate an evaluative component. (Mishra *et al.*, 2012). Smidts *et al.* (2001) adopted a slightly more narrow approach to image, and defined it as perceived external prestige, which refers to employees' perceptions of how prestigious their organization is in the eyes of external stakeholders. As it is based on an individual's evaluation of his or her organisation's image, perceived external prestige is an individual-level variable (Smidts *et al.*, 2001), and it captures the evaluative component of organisational image.

According to Fombrun and Shanley (1990; p: 235), corporate reputations "represent publics' cumulative judgments of firms over time" which, in turn, hinge on firms, "relative success in fulfilling the expectations of multiple stakeholders". It is an interdisciplinary subject that lies on the intersection point of various academic fields, and draws attention from the areas of marketing, organisational behavior, strategic management and many others. Reputation is an aggregate composite of all previous transactions over the life of the entity, a historical notion, and requires consistency of an entity's actions over a prolonged time (Herbig & Milewicz, 1993).

Corporate reputation is a perceptual representation of a company's past actions and future prospects that describes the firm's overall appeal to all its key

constituents when compared to other leading rivals (Fombrun, 1996, p: 72). Reputation can be seen as the summarized view of the perceptions held by all relevant stakeholders of an organization, that is, what customers, employees, suppliers, managers, creditors, media and communities believe the organization stands for, and the associations they make with it (Chun, 2005; 105). In general terms, reputation boils down to how others perceive the firm and respond to it (Williams, Schnake & Fredenberger, 2005). It is an outcome of the past actions of an organisation.

Perceived external prestige is variously called as perceived organizational prestige (Bhattacharya *et al.*, 1995), or prestige of the organisation (Fuller *et al.*, 2006). Perceived external prestige is related to employee's identification with organization (Smidts *et al.*, 2001), job satisfaction (Herrbach & Mignonac, 2004), affective commitment (Mayer & Schoorman, 1998), loyalty to the organization (Alvesson & Willmott, 2002) and influences their performance of emotional labor during customer interactions (Mishra *et al.*, 2012). Perceived external prestige is distinct from organisational reputation and image. (Olivier et al 2014). Although, the three subjects are closely related yet remain separate despite the fact that researchers use them interchangeably (Williams and Barret 2000). The organizational image consists of messages transmitted by management for example, through marketing and communications practices to present the organization to outsiders in a coherent and positive way. (Olivier et al 2014).

Organisational image can therefore be understood in terms of the image that is projected outwards (Alvesson, 1990), in other words the image which the

company's top management aspires to control and diffuse in order to exert a positive influence over its external stakeholders (clients, suppliers, shareholders, the media and the general public). The company's reputation consists of all the messages which are transmitted back to the organisation by external stakeholders with respect to what they perceive as being its core, enduring, distinctive features (Fombrun & Shanley, 1990). Internal stakeholders, particularly the employees, receive this feedback (Bird et al., 1989).

Employees are therefore both primary receivers of the reputation and secondary targets of the organisational image (Gilly & Wolfenbarger, 1998). They receive at the same time messages emitted by outsiders and those coming from the top management within the company, either directly through internal communications about how the company is perceived by outsiders or indirectly by way of company-controlled external information (Smidts et al., 2001). Employees receive and interpret these messages, and form opinions about how outsiders perceive the company. The literature calls this phenomenon 'perceived external prestige' (Mael & Ashforth, 1992), 'interpreted reputation' or 'construed external image' (Dutton & Dukerich, 1991; Dutton et al., 1994).

In addition, members' perceptions maybe shaped by the perceptions of others. Members feel proud to be part of an organisation that is perceived by others as highly prestigious. They often 'bask in the reflected glory' (Cialdini et al., 1976). At a fundamental level, however, members' perceptions are derived from what their organisation does or does not do. What an organisation does or does not do is what shapes its prestige. The organization conveys its images to both the insiders and

outsiders. One, however, should recognize that out-siders' perceptions reinforce the image system and thus the insiders' perceptions are, to some extent, shaped by outsiders' beliefs. Sometimes insiders' and outsiders' beliefs may not be aligned because of misinterpretation of either the outsiders (who do not correctly evaluate the organisation's behavior) or the insiders (who do not accurately interpret the environment's response to their organization's actions). This is likely to occur during times of decline and crisis, when the organisation does not adequately read the signs and accurately evaluate the overall situation.

Eventually, however, there is a balancing point where insiders' and outsiders' beliefs are closely aligned. Constituencies would prefer to enter into a contract with a firm that has a more favorable reputation and will sometimes even be willing to pay a reasonable premium in exchange (Fombrun, 1996; Fombrun and Shanley, 1990; Weigelt and Camerer, 1988). It is clear that being part of a well-regarded organisation or winning team stimulates human behavior. A favorable organisational reputation represents the outcome of a competitive process in which a firm signals its key characteristics to constituents in order to maximize its economic and non-economic (social) status (Fombrun, 1996; Fombrun and Shanley, 1990). A favorable reputation creates esteem, which strengthens the competitive advantage of an organisation (Shrum and Wuthnow, 1988). As pointed out by Roberts and Dowling (1997), 'corporate reputation is an extremely important strategic asset and superior performers with favorable reputations are able to sustain superior outcomes for longer periods of time'.

Employee's Attitude

One of the most noticeable behavior in any workplace is the attitudes of the employees towards any situation or performance. Attitude is defined by many authors based on the way people behave or react. Eagly and Chaiken (1993), defined an attitude as “a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor” Here the authors have said that an attitude is a psychological inclination which is always evaluated with some level of positivity or negativity. Some kinds of attitudes found in employees help the organisation to function without any hindrance, whereas some employees whose psychological orientation is negative will have a negative approach, which is evaluated negatively and not favorable to achieve the goals of the organisation.

Gordon Allport (1935), who was one of the founders of attitude research, noted that “the concept of attitude is probably the most distinctive and indispensable concept in contemporary American social psychology” In view of this definition, it can be understood that an attitude differs from person to person. It is the most essential element to be studied and understood in any organization of modern times. According to Fishbein and Ajzen (1974), attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations. In this view, an attitude is a kind of feeling that is expressed when an employee goes through a particular situation, the way he/she responds not only to persons but also to objects that influence their behavior. The feelings could be

positive ones which may display readiness to do some work enthusiastically; it may be also learned through experiences.

Robbins (2003), said attitudes is an evaluative feature and they can be either favorable or unfavorable concerning objects, people, or events. Therefore, they reflect how one feels about something. In general an “Attitude” can be understood as an individual’s general opinion or a reaction, or an evaluation of some situation or an event. It can also be a positive or negative behavior, which can cause favorable or unfavorable outcomes, when dealing with people in an organization. The main employee attitudes considered in this study are; job satisfaction, employee commitment and turnover intention. These attitudes are posited to be influenced by perceived external prestige of the employees.

Job satisfaction

Job satisfaction is among the important attitudes that influence human behavior in the work place. Thus, organisational behavior researchers are interested in accurately measuring job satisfaction and understanding its consequences for people at work (Wood et. al, 1986). Some of the well- known definitions of job satisfaction provide clear insight of it and they were helpful for this research study. Wood and Locke (1990), defined job satisfaction as the degree to which individuals feel positively or negatively about their jobs. It is an emotional response to one’s tasks as well as to the physical and social conditions of the work place. As a concept, job satisfaction also indicates the degree to which expectations in someone’s psychological contract is fulfilled.

Job satisfaction is likely to be higher for persons who perceive an inducements-contributions balance in their relationship with the employing organisation. Job satisfaction is the amount of pleasure or contentment associated with a job. Workers will have high job satisfaction when they have positive attitudes toward such job factors such as the work itself, recognition and opportunity for advancement. According to Smith, Kendall and Hulin (1969), job satisfaction is the extent to which a person is gratified or fulfilled by his or her work. Extensive research on job satisfaction shows that personal factors such as an individual's needs and aspirations determine this attitude, along with group and organizational factors such as relationships with coworkers, supervisors, working conditions, work policies, and compensation.

Job satisfaction is referred to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job (Robins, 2003). According to Locke (1976), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Implicit in Locke's definition is the importance of both affect, or feeling, and cognition or thinking. When we think, we have feelings about what we think. Conversely, when we have feelings, we think about what we feel. Cognition and affect are thus inextricably linked, in our psychology and even in our biology (Saari & Judge, 2004).

Employee's Commitment

Dey (2012), noted that the term organisational commitment refers to the level of attachment of individuals to their employing organisations. Commitment to an organization is seen as a connection that is established by the employee towards the organization. When an employee gets connected or attached to the organization at a higher level, one can assess the commitment level. In view of the above definitions, it can be perceived that Organisational commitment is a value which the employees willingly practice in order to achieve the objectives of the organisation. It also depicts the level of loyalty, commitment, attachment, strong relationship which the employees have towards the organization, which in turn keeps them attached and bonded even in times of distress and temptations from the competing organizations or even within the organization itself.

According to Newstrom and Davis (1997), organisational commitment is the degree to which an employee identifies with the organization and wants to continue active participation in it. They further stated that organisational commitment is a measure of willingness to remain with the firm in the future. It often reflects the employee's belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working in the organization.

Allen and Meyer (1990), have identified commitment in three forms. They are affective commitment, continuance commitment and normative commitment. Affective commitment is essentially concerns the person's emotional attachment to their organization. Continuance commitment is a person's perception of the costs

and risks associated with leaving their current organization. Normative commitment is a morale dimension, based on a person's felt obligation and responsibility to their employing organization. Organisational commitment is a person's identification with and attachment to an organization. A highly committed person will probably see himself or herself as a true member of the firm, overlook minor sources of dissatisfaction, and see himself or herself remaining a member of the organisation. In contrast, a less committed person is more likely to see himself or herself as an outsider (Reichheld, 1993).

Turnover Intention

Every organisation faces turnover of employees, some of them leaves the organisation voluntarily while the organisations discharge some of their employees from the organization. All kind of turnover incurs cost of replacement of those separators, recruitment, selection etc. Studying the behavior of employees who quit their organisation is turnover analysis of employees. The organisations can reduce turnover rate but they cannot reduce it to 0%, high turnover rates are not good for the organization so, the organisations try to retain their employees and save their cost. When the employees are not satisfied with their jobs and organizations do have not trust in their employees the employees intention towards turn over will be greater, they will leave the organization and the duration of their job will be smaller (Pfeffer, 2007).

Turnover is of two types voluntary turnover and involuntary turnover, when employer fire the employees it is said to be involuntary turnover and when the employees quit their job by their willingness it is called involuntary turnover (Dess

& Shaw, 2001). According to Staw (1980), turnover have both positive and negative effects on the organisation. The organisation has to pay a heavy cost of replacement of employees as a negative consequence; the organization has to pay a big portion of its time to recruiting and selecting activities which will increase the administration's responsibilities. According to Riley (2006), employees' worker interdependently in an organisation, quitting of some of the employees Effect the efficiency of the remaining employees. It is good for the organisation to fire employees who are not productive and replace them with productive ones, which will increase the human capital and the new ones will bring innovative ideas and solutions. Grobler et al (2005), argued that to reduce conflicts and bring change and innovation to the organisation minor turnover is healthy for the organization

Empirical Review

The empirical review was developed in line with the specific objectives of the study. The contributions of perceived external prestige on employee's commitment, employee's turnover intentions and job satisfaction at the workplace has been acknowledged in the literature.

Perceived External Prestige and Job Satisfaction

This study uses the notion of perceived external prestige (PEP) in order to express employees' perception of "how the outside world views their organization" (Bartels et al., 2007; p. 176). Job satisfaction, defined as "complex emotional reactions to the job" (Locke, 1969; p. 314) was regarded as one of the most important indicators of organisational performance. Herman and Hulin (1972) state that job satisfaction is strongly influenced by organizational characteristics, such as

nature of the work, internal career opportunities, reward systems, organizational culture, communication climate, size of the firm, employee-manager relationships etc. Although the research linking these organisational characteristics with job satisfaction is abundant, there are only a few studies (e.g., Riordan et al., 1997; Carmeli & Freund 2002; Herrbach & Mignonac, 2004) that have directly measured the relationship between PEP and job satisfaction. Carmeli et al. (2006) emphasize that the relationship between PEP and job satisfaction is relatively understudied and still needs to be addressed.

PEP and job satisfaction relationships should be explored for several reasons. Firstly, employees consider PEP as a job facet and evaluate PEP as other aspects of the job, such as working conditions, peer relations or incentives and pay, and it is very likely to say that job satisfaction is influenced by PEP (Herrbach et al., 2004). Secondly, PEP can create pleasant affective states for employees. Some research (Bergami & Bagozzi, 2000; Smidts et al., 2001; Dukerich et al., 2002) revealed a strong relationship between PEP and pleasant affective states at work. In all these studies, a strong PEP brought about pleasant affects, while employees perceived to be among the most favorable aspects of their job, which in turn increased their job satisfaction. Findings of Herrbach et al.'s (2004) study specifically confirmed the correlation between PEP and job satisfaction. And lastly, an attractive PEP can contribute to an individual's socio-emotional needs (Cialdini et al., 1976; Dutton et al., 1994).

According to Fuller et al. (2006b; p. 329), "PEP is a status-related evaluation that is thought to fulfill socio-emotional needs, such as the need for self-

esteem” and consequently, to the extent to which employees value the status that they gain from outsiders, this would have a positive influence on job satisfaction. In a similar term, Dutton et al. (1994; p. 240) suggest that “if organizational members see their organization as more respected or prestigious by important outsiders, job satisfaction is more likely to take place, because it could increase someone’s self-esteem”. So, based on the literature review and past research, PEP is supposed to have an effect on job satisfaction.

Perceived External Prestige and Turnover Intention

Turnover intention was defined as “a conscious and deliberate decision to leave the organization” (Tett & Meyer, 1993; p. 262). Similarly, “it is the thought of quitting or searching for another job before actually quitting” (Blau, 1985). Carsten and Spector’s (1987), study found a consistent and positive relationship between turnover intentions and actual turnover rates. Turnover has substantial negative consequences and it can create a heavy financial burden for such organisations (Tziner & Birati, 1996; Riordan et al., 1997; Krausz et al., 1999; Djurkovic et al., 2008). Therefore, employees’ intentions to leave the organization can be an important component of organizational performance and no organization has the luxury of ignoring this phenomenon.

From this perspective, whilst many studies have explored several organizational characteristics and environmental variables affecting turnover, it is regrettable that scholars have not yet been attracted to the PEP and turnover intention relationship (Carmeli & Freund, 2002; Herrbach et al., 2004). The most important reason is that a direct relationship between PEP and turnover intention

was not proved and is still under scrutiny. Although Wotruba's (1990), study found such a relationship between job image and turnover intentions of sales personnel, it was not extended to PEP. Similarly, Riordan et al. (1997) evidenced a significant relationship between organizational image and turnover intentions of employees, but obviously the study did not measure PEP and turnover relationship.

Results of the limited number of studies which specifically hypothesized a direct relationship between PEP and turnover were also controversial. Whilst O'Neill and Gaither's (2007), study which was conducted on pharmacists found a significant but weak direct relationship between PEP and turnover intentions, Carmeli and Freund's (2002), research failed to yield such a significant relationship. However, based on the findings of the very limited number of related studies, it would be too erroneous to confirm the lack of a significant direct relationship between PEP and turnover intentions. Conceptually, it is argued that the employees' perceptions of how outsiders judge their organizations influence the employees' intentions to remain or leave the firm. If the employee has negative perceptions of outsiders' judgments, disassociation will likely follow. If perceptions are positive, then the employee will likely remain with the firm.

Perceived External Prestige and Employee's Commitment

In general meaning commitment is a stabilizing or obliging force that gives direction to behaviors (restricts freedom, binds the person to course of action). For Meyer et al., (1991), organisational commitment is a psychological state that characterizes the employee's relationship with the organisation and has implications to decide to continue membership in the organization (Meyer et al.,

1990; Meyer and Allen 1991; Meyer et.al., 1993, Meyer and Allen, 1997). Researchers were argued that commitment binds individual to an organization, has psychological structure that maintain employee's interactions with their organizations and take a decision to employees to remain in organisation (Meyer et. al., 1993; Meyer and Allen, 1997).

Researches on organisational behavior have been demonstrated that organisational commitment has positive relationship with employees' work attitudes. However limited researches has taken into consider of employee's positive prestige perception influence on organisational commitment. Carmeli and Freund claimed that PEP and organisational commitment are related under concept of organisational effectiveness (Carmeli & Freund, 2002; Freund, 2006). However only Ellemers et. al. (1999) and Bergami and Bagozzi (2000) were examined organisational commitment and identification interaction in PEP relation model by Tajfel's (1982) three-dimensional identification construct. The empirical findings of Bergami and Bagozzi (2000) was showed that perceived organisational prestige has positive effects on affective commitment by organizational identification mediating effect where this findings confirmed by other researchers (Bergami and Bagozzi, 2000; Barters et. al., 2007: 182, Carmeli et. al., 2006).

Conceptual Framework

This section presents how relationships and hypothesis have been operationalized and connected in this study. The conceptual framework for this study is presented in figure 1.

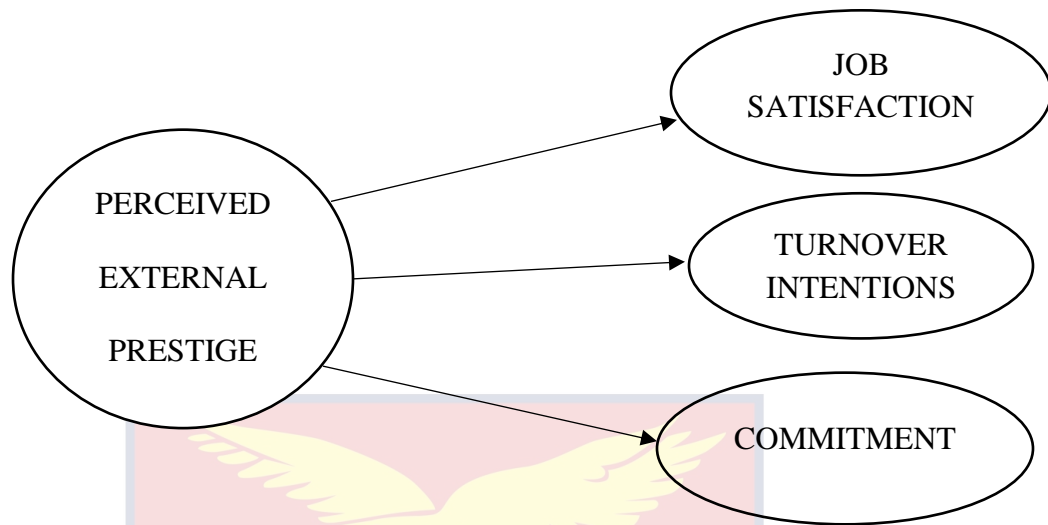


Figure 1: Conceptual framework

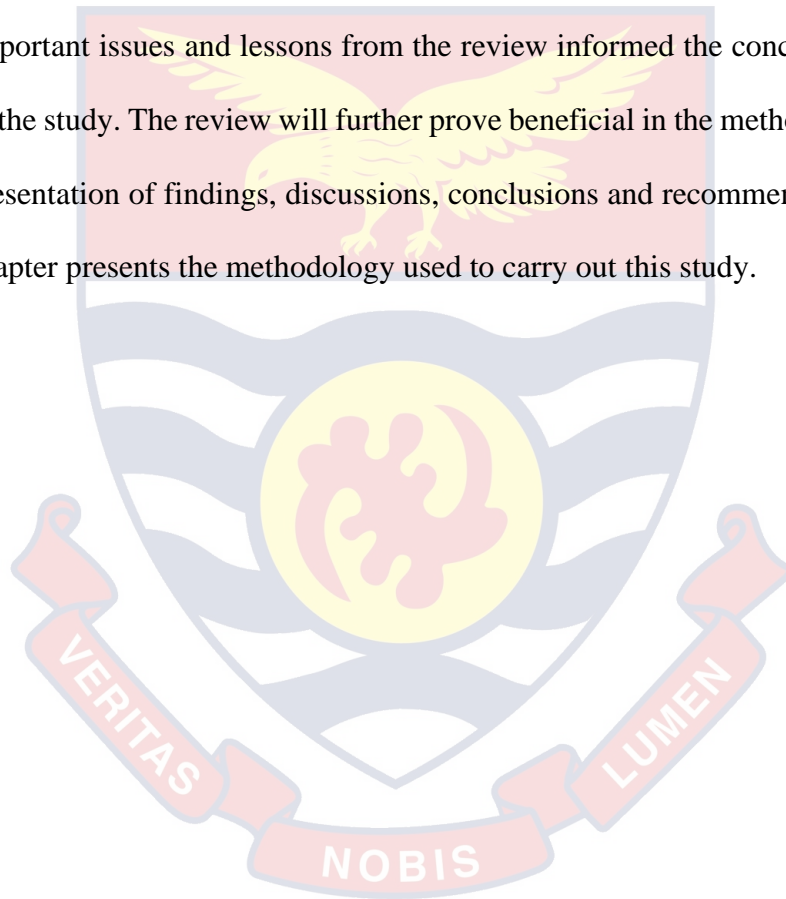
Source: Arthur (2019)

Following from the social identification theory this study hypothesizes the relationship that exist between PEP and employee attitude measured in terms of commitment, job satisfaction and turnover intentions within the Ghana national fire service, Cape Coast. A strong PEP leads not only to more extrinsic satisfaction, but also enhances a more positive perception of employee’s own work role (Herrbach & Mignonac, 2004). Oluyinka et al (2015), found out that Perceived external prestige predicts organizational commitment and partially mediate the relationship between quality of work life and organisational commitment. Specifically, when employees believe that outsiders see the organisation in a positive light, they “bask in the reflected glory”, which translates into desirable outcomes such as high-level commitment, job satisfaction and low turnover intentions. In contrast, when employees believe that outsiders perceive the organisation negatively, they experience depression and stress, potentially resulting in disengagement from their work roles or the organisation. Because of how it functions in either fostering

adaptive or depressive behavior, organisational prestige may serve as a job resource or demand.

Chapter Summary

The chapter reviewed the literature on theoretical, conceptual and empirical issues relating to perceived external prestige and employees' attitude, specifically, commitment, job satisfaction and turnover intentions as captured in prior studies. Important issues and lessons from the review informed the conceptual framework of the study. The review will further prove beneficial in the methodology, analyses, presentation of findings, discussions, conclusions and recommendations. The next chapter presents the methodology used to carry out this study.



CHAPTER THREE

RESEARCH METHODS

Introduction

This section deals with the methodological approach to the primary data collection, analysis and presentation. Leedy and Ormrod (as cited in Williams, 2007), explained that research methodology is the general approach the researcher takes in carrying out the research project. The Chapter specifically covers key thematic areas such as the research design, population, sample and sampling techniques, research approach, research area, instrument, data collection procedure, validity and reliability and data analysis.

Research Approach

According to Creswell and Creswell (2016), there are three approaches to research; (a) qualitative, (b) quantitative, and (c) mixed methods. Saunders et al. (2016), provides three significant differences between quantitative and qualitative research methods. Sekaran and Bougie (2016), postulated that the epistemological underpinning of a quantitative motif holds that there exist definable and quantifiable social facts. The study therefore employed the quantitative research approach based on the nature of the study purpose under consideration, specific objectives, hypotheses and the nature of the primary data collected and analyzed. Creswell (2014), asserted that quantitative approach deals with explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics).

This approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2010). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population. Quantitative methods are also frequently characterized as assuming that there is a single “truth” that exists, independent of human perception (Lincoln, Lynham & Guba, 2011). It was also found that the findings from quantitative research can be predictive, explanatory, and confirming (Williams, 2007 as cited in Bernard & Bernard, 2012).

Research Design

Research methodology refers to the procedural framework within which a study or research is conducted (Anabila, 2010). This study adopted the descriptive research design. According to Gay, Mills and Airasian (2011), descriptive survey design involves collection of data to answer questions concerning the current status of the subject of the study. The design reports the way things are. This design is deemed appropriate as an attempt was made to describe the existing situation by asking respondents to complete questionnaires in order to obtain data to draw meaningful conclusions. The researcher intended to describe systematic facts and figures of a given population or area of interest factually and accurately and attempted to discover the relationships of variables with each other (Arnold & Randall et al, 2010). More so, surveys do not intervene in naturally occurring events, nor does it control such events (Arnold & Randall et al., 2010). Further, the use of this design helped in the assessment of people’s knowledge, beliefs,

preferences and satisfaction to measure these magnitudes in the general population (Kotler & Keller, 2013).

Study Organisation

The Ghana National Fire Service (GNFS) is one of the agencies under the Ministry of Interior. The Service was re-established by an Act of Parliament in 1997, Ghana National Fire Service Act, 1997, Act 537. The objective of the Service is to prevent and manage undesired fire. Under the strategic objectives of the mother ministry, The Ghana National Fire Service is required to provide adequate protection of life and property and sensitize and provide technical assistance and advice to schools, markets, MMDAs, lorry parks and other institutions nationwide on fire safety measures. The major programme and project assigned to the Service is Fire Management, Rescue and Extrication services. The study is specifically situated within the Cape Coast metropolis in the central region.

The choice of the fire service is based on the fact that it is one of the foremost public institutions under the public scrutiny. The GNFS interacts with the public on a daily basis, fighting fire among other issues. The institution is also at the mercy of prank calls and false alerts. The attitude of firefighters and fire officers to a large extent is influenced by how the public perceives them. This makes an important case to analyse the perceived image fire officers in the Cape Coast Metropolis perceive that the public have on them and the extent to which this influences their attitude.

Study Population

The population of the study covers all levels of officers within the GNFS, in the Cape Coast metropolis. Data available from the Human Resource Division of the GNFS indicate that the population of fire officers in the Cape Coast Metropolis is 200 fire officers. As Leedy and Ormrod (2010) noted, a study population can be seen as the target group about which the researcher is interested in gaining information and drawing conclusions.

Sample and Sampling Procedure

Owing to the large number of the total population of the study, the researcher selected a representative few or unit from a larger group or population by using different sampling techniques. According to Malhotra, Birks and Wills (2013), sampling is the process of selecting a representative few or unit from a larger group or population, which is used as a basis of estimating certain characteristics or elements about the group or population. Arnold and Randall, (2010), also held similar view when it was concluded that sampling deals with the selection of respondents chosen in such a way that represent the total population as good as possible.

The simple random technique of the probability sampling was adopted for this study. Bryman (2016), argued that the simple random technique is a probability sampling procedure that ensures each case in the population has an equal chance of being included in the sample. Therefore, this technique affords each individual in the population to have an equal chance of being included and selected in the sample. This technique was chosen to enable the researcher elicit vital and quality

information from respondents who have reasonable knowledge about issues under investigation and are in position to provide the information needed for the study. A sample size of 132 was selected for the study based on the Krejcie and Morgan (1970), sample size determination table.

Data Collection Instrument

The research instrument that was used for data collection was a questionnaire. This is very useful in social science research (Arnold & Randall, 2010). Questionnaire is a formalised set of questions for obtaining information from respondents (Malhotra, Birks & Wills, 2013). Close-ended questions were used to elicit responses needed to answer the research questions and achieve the objectives set for this study. The closed-ended questions require the respondent to choose from among a given set of responses and require the respondent to examine each possible response independent of the other choice.

The close-ended items employed checklist, a list of behaviour, characteristics or other entities that the researcher is investigating. It also employed a Likert scale, which is more useful when behaviour, attitude or other phenomenon of interest needs to be evaluated in a continuum (Leedy & Ormrod, 2010). Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau (2011), posits that there are distinct advantages in using questionnaires rather than the interview method. One of such advantage is that questionnaires are less expensive and easier to administer than personal interview. Groves et al (2011), indicates that mailed surveys, for example, are extremely efficient at providing information in a relatively brief period time at low cost to the researcher.

The proposed questionnaire for the study comprised four (4) sections – A, B, C and D harbouring 48 items. Section A was used to collect demographic information of the respondents, as such variables were measured in a categorical manner. Section B, C, D and E was used to capture information on perceived external prestige, employee commitment, job satisfaction and intention to quit respectively. All items in section B, C, D and E were measured on a seven-point Likert-like scale, with one indicating least level of agreement with the statements and seven indicating highest level of agreement.

Perceived organizational prestige. Perceived organizational prestige was measured with an eight-item scale developed by Mael and Ashforth (1992). Sample items include: “People in my community think highly of my employer”, “My employer is considered one of the best,” and “Former employees of my company would be proud to have their children work here. Organisational Commitment Scale: For the purpose of the measurement of employees’ organizational commitment Meyer and Allen’s (1990), organisational commitment scale was used in this research. Job satisfaction was measured by the short form of the Minnesota Satisfaction Questionnaire (MSQ), (Weiss et al, 1967), consisting of 20 items. Another four-item scale developed by Kelloway et al. (1999), was used to measure turnover intentions of employees. The scale consists of 4 items measuring turnover intentions.

Validity and Reliability

Reliability and validity are two key components to be considered when evaluating a particular instrument. The level of the reliability of an instrument is measured by Cronbach's Alpha value. Saunders and Lewis (2012), explained that internal consistency involves correlating the responses to each question in the questionnaire with those to other questions in the questionnaire. The validity of an instrument, on the other hand, refers to how well and instrument measures the particular concept it supposed to measure (Saunders et al., 2012). They further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be.

To ensure validity of questionnaires, the researcher reviewed other relevant literature that served as evidence and supported the answers found using the questionnaire, relevance being determined by the nature of their research question and their own judgement (Saunders, et al., 2012). This affirms the assertion by (Zickmund, Babin, Carr & Griffin, 2013), that unlike exploratory research, descriptive studies are conducted after the researcher has gained a firm grasp of the situation being studied. Further, the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents. The reliability of the constructs that made up the scale was measured with internal consistency approach (Cronbach's Alpha).

Results of the Cronbach’s Alpha

In order to measure the reliability of the gathered data, Cronbach’s Alpha was used. Table 1 shows Cronbach’s Alpha of all indicators.

Table 1: Reliability of scales and Cronbach’s Alpha of study variables

Variable	Items Retained	Cronbach's Alpha
Perceived External Prestige	8	0.885
Employee Commitment	16	0.859
Job Satisfaction	20	0.889
Intention to quit	4	0.811

Source: Field Survey (2018).

The Table 1 above provides the values of Cronbach’s alpha for all the variables. It appears from the table that the values of Cronbach’s alpha range between 0.811 and 0.889. These values are all equal or well above the minimum value of 0.70 as per Palant (2013). Thus, it can be concluded that the measures have an acceptable level of reliability.

Data Collection Procedure

Returned questionnaires were edited to correct probable errors and to sort out misconceptions and misunderstandings to ensure credibility of the research. In order to collect and organize data in such a manner that was acceptable and later used to conduct the required analysis, the research questionnaires were structured according to the steps provided by the University of Cape Coast Graduate School dissertation writing handbook. The questionnaire developed was distributed in person by the researcher upon getting to study area. Respondents were taken through how the questionnaire was to be completed and as well pleaded with them

to as much as possible, react to the questions. This gave respondents some specific time to respond to the questions on the questionnaire and after a week the researcher went back to respondents and duly collected the answered questionnaire as distributed to respondents.

Response Rate

Data was collected from fire officers in Cape Coast. The population considered for this study was two hundred (200) employees and a sample size of 132 was chosen based on the Krejcie and Morgan (1970), sample size determination table (Attached as Appendix B). A total of one hundred and thirty-two (132) questionnaires were issued from which one hundred and thirteen (113) were filled and returned which represents a response rate of 85%. According to Mugenda and Mugenda (2003), a 50 per cent response rate is adequate, 60 per cent is good and above 70 per cent rates very well. The success rate in this study could be attributed to the self-administration of the questionnaires applied by the researcher from which the intended respondents from the various regions were pre-notified on the actual date before the data collection. The response rate is represented in table 2 below.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	113	86
Non- Returned	19	14
Total	132	100

Source: Field survey (2019)

Data Processing and Analysis

Once the surveys were returned, the data was compiled, studied, and analysed according to the research purpose and related research questions. The data obtained from the Likert type responses and the demographic questionnaire were compiled and the descriptive statistics computed using the SPSS. The individual analysis of each objective is presented in this section. The first section described participants based on specific demographic characteristics. Demographic characteristics were summarized using frequencies and percentages for all variables including: age; gender; numbers of years worked and staff rank.

The specific objectives were analysed as follows:

1. Objective one: The analytical tool used for this objective was linear regression. With perceived external prestige as the independent variable and employees' commitment as the dependent variable.
2. Objective two: The study employed linear regression for the analysis of this objective. With perceived external prestige as the independent variable and employees' turnover intentions as the dependent variable.
3. Objective three: The analytical tool used for this objective was linear regression. With perceived external prestige as the independent variable and employees' job satisfaction as the dependent variable.

Ethical Considerations

Several considerations must be made when conducting a research study. These, according to Bless and Higson Smith (2000), play a vital role in ensuring the genuine procedures are followed right from the beginning of the study to its

end. They defined the main rules of data collection as a voluntary participation, the right to privacy, freedom and anonymity as well as confidentiality in the entire process of information gathering. All these ethical rules have been met in this research study. Those employees that were selected had their consents sought through the management of the University. Anonymity and confidentiality were assured to respondents without causing any kind of stress to employees during the process. Therefore, this research and its associated methodology adhere to all of these ethical considerations. An organisational entry protocol was observed before the data were collected.

Chapter summary

This chapter discussed in details and in systematic manner the methodology used for the study, which includes the research setting, research design, the study population, sampling and sampling procedures adopted for the study, the instruments used, and procedures followed in the collection and analysis of data. The chapter has shown that the study adopted the quantitative method and a descriptive approach to the purpose of the study. The chapter has also indicated the use of mean and standard deviation for the descriptive related objectives and the use linear regression for the inferential related objectives of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

This particular study aims to explore the perceived external prestige and employees' attitude at the Ghana National Fire Service, Cape Coast. The Chapter presents an analysis of the data collected from respondents at the study organisation. The study used structured questionnaire as its main data collection instrument. The statistical tools employed here are; frequencies, percentages, ANOVA and linear regression analysis. The results are presented in tables to help easy readability. In line with the main research goal, this chapter reflects on the core research objectives as outlined in chapter one. The first section discusses the demographic background of respondents; however, the second section discusses the objectives of the study.

Description of Results for Socio-Demographic Characteristics

This section provides results on the nature of the respondents for this study. The demographic characteristics describe the nature of the junior staff, senior staff and managerial staff used as respondents for the study. The data was collected across various biographical details. It describes the nature of the respondents of the study. The results are presented in Table 3.

Table 3: Respondents' Demographic Characteristics

		Frequency	Percent
Gender	Male	94	83
	Female	19	17
	Total	113	100
Age	26-35	8	7
	36-45	53	47
	46-55	31	27
	56 and above	21	19
	Total	113	100
Rank	Junior Staff	81	72
	Senior Staff	28	25
	Managerial	4	3
	Total	113	100
Working Years	1-5 years	20	18
	6-10 years	34	30
	11-15years	18	16
	16-20 years	15	13
	21-25 years	5	4
	26-and above	21	19
	Total	113	100
Academic Qualification	HND/Diploma	37	33
	Bachelor's Degree	23	20
	Master's Degree	4	4
	Doctorate	1	1
	Other(s)	48	42
	Total	113	100

Source: Field Survey (2019)

The gender of respondents was considered essential to the study; therefore, the researcher established the gender distribution of respondents. Table 3 presents the results of the analysis of the response on the gender distribution of the respondents. Table 3 above shows that male respondents were of the majority and were 94 in number, representing 83% of the total respondents. This shows that a majority of staff at Ghana Fire Service, Cape Coast are males. The gender representation of females was also 19 in number, which represents 17% of the total respondents. However, the distribution shows a relatively unfair distribution of gender at Ghana Fire Service, Cape Coast. With respect to the age distribution of the respondents, the results indicate that the highly represented age group are those in the 36-45 age brackets (47%). This is followed by those in the brackets of 46-55 (27%). The third highest age group are those in the 56 and above (19%). The least group are 26-35 year group (7%). The age distribution shows that Ghana Fire Service, Cape Coast has a relatively younger staff who will help the institution for long since the activities of fire service require much energy and strength.

The ranks of the respondents show that majority are Junior Staff (72%), followed by Senior Staff (25%) and the least were those in Managerial position (3%). This shows a normal representation of all ranks of staffs at Ghana National Fire service, Cape Coast. With respect to the number of years worked, the majority of the staffs had worked between 6-10 years (30%), the second highest were 26 and above years (19%), followed by 1-5 years (18%), and the next was 11-15 years (16%). The following were the last two year groups with the least percentages; 16-20 years (13%) and 21-25 years (4%). The highest academic qualification of the

staffs was other qualifications (42%), this is followed by bachelor's degree (20%), and master's degree (4%) only 1 percent had doctorate as qualification. The demographic results show that the respondents are well distributed across age, gender, academic qualification, experience and ranks. This shows that the responses could be trusted to represent the case at Ghana National Fire Service, Cape Coast.

Findings of the Research Objectives

This section presents results and analysis based on the three key questions of this study. Both descriptive and inferential statistics are used in analysing the data. As it has been indicated in the methods, the design of this research is descriptive and adopts a quantitative method. The results and analysis are presented chronologically based on the stated objectives of this study.

Objective One: Effect of Perceived external prestige on employee's commitment on the Ghana National Fire Service.

The first research objective sought to examine the effect of perceived external prestige on employee's commitment on the Ghana National Fire Service. In this study, perceived external prestige is the belief of the employees about how prestigious their organisation is in the eyes of the outsiders. Respondents were presented with eight statements underlying the image of Ghana National Fire Service, such as whether people in their community think highly of an employer, is considered prestigious in the religious community to be a former employee of my company, whether their employer is considered one of the best and so on. Also,

employee’s commitment is when an employee gets connected or attached to the organization at a higher level, one can assess the commitment level.

On commitment, respondents were presented with seven statements on affective commitment, continuance commitment and normative commitment. The respondents were to indicate on a scale of 1-7 the extent to which they agree with the statements. 1 indicates least level of agreement and 7 indicates highest level of agreement. The results for Perceived External Prestige were transformed and regressed against employee’s commitment. The summary of the model of Perceived External Prestige on employee’s commitment is presented in Table 4.

Table 4: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.393 ^a	.155	.147	.89520	1.929

a. Predictors: (Constant), Perceived External Prestige

b. Dependent Variable: Employee Commitment

Source: Field Survey (2019)

The result from Table 4 shows two values of concern, the R-Correlation Coefficient and the R-Square Coefficient of Determination. The Coefficient of Determination indicates the relationship between the Independent and Dependent variable. It is the proportion of variation in the dependent (Employee Commitment) variable explained by the regression model. An R Square value of .147 indicates that about 14.7% of the variation in the commitment of staffs at Ghana National Fire Service, Cape Coast is set down by Perceived External Prestige, the remaining variation in performance may be due to other factors captured in this study. The R

value represents the Pearson Correlation coefficient. The R value of 0.393 indicates a medium relationship between Perceived External Prestige and employee commitment. Cohen (1992), suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium, $r=.50$ to 1.0 or $r=-.50$ to -1.0 large. The results indicate a significant positive relationship between Employee's Commitment and Perceived External Prestige. Table 5 assess the statistical significance of the regression model.

Table 5: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	16.255	1	16.255	20.284	.000 ^b
Residual	88.953	111	.801		
Total	105.208	112			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Perceived External Prestige

Source: Field Survey (2019)

The results of the ANOVA form Table 5 indicate a statistically significant figure of $p=.000$, as held up by Fidell, Tabachnick, Mestre and Fidell (2013), a significant level of less than or equal to $.05$ is necessary for social science research. If such a condition is met, then the independent variable does a good job explaining the variation in the dependent variable. In this analysis, the ρ -value is well below $.05$ ($\rho = .000$). Therefore, it can be concluded that the R and R² between Perceived External Prestige and employee commitment is significant and therefore Perceived External Prestige can significantly influence employee commitment. However, the

ANOVA fails to indicate the extent of the effect. Table 6 indicates the magnitude of the impact of Perceived External Prestige of the commitment of staff at Ghana National Fire Service.

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.468	.436		5.664	.000
PEP	.447	.099	.393	4.504	.000

a. Dependent Variable: Employee Commitment

Source: Field Survey (2019)

The table in the SPSS output labelled coefficients (table 6) provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant value $p = 0.000$ is less than 0.05 for both the independent variable and the constant. Pallant (2013), points out that a significant value of < 0.05 indicates that the variable has a significant impact on the dependent variable. It can therefore be concluded that Perceived External Prestige has a significant impact on Employee Commitment. The table further shows a Beta of .393 which according to Fidell, Tabachnick, Mestre and Fidell (2013), indicates a strong impact of the independent variable on the dependent.

The implication of this results is that the perception of external prestige on Ghana National Fire Service. The findings of this study confirm and is supported by loads of findings with respect to studies conducted in terms of perceived external prestige and employee's commitment. Bergami and Bagozzi (2000), showed that perceived organisational prestige has positive effects on affective commitment by organisational identification mediating effect where this findings confirmed by other researchers (Bergami and Bagozzi, 2000; Barters et. al., 2007: 182, Carmeli et. al., 2006). Carmeli and Freund argued that PEP and organisational commitment are related under the concept of organisational effectiveness (Carmeli & Freund, 2002; Freund, 2006).

Objective Two: Effect of perceived external prestige influences employee's turnover intentions on the Ghana National Fire Service

The second research objective sought to assess the effect of perceived external prestige influences employee's turnover intentions on the Ghana National Fire Service. In this study employee's turnover intentions is known as conscious and deliberate decision to leave the organisation. Employees thinking about leaving this organisation, planning to look for a new job, intending to ask people about new job opportunities, and don't planning to be in this organisation much longer were the statements that were presented to respondents. There were 4 statements on employee's turnover intentions. The respondents were to indicate on a scale of 1-7 the extent to which they agree to the statements on employee's turnover intentions.

Table 7: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.560 ^a	.314	.310		.73799	1.500

a. Predictors: (Constant), Perceived External Prestige

b. Dependent Variable: Turnover Intentions

Source: Field Survey (2019)

The results from Table 7 shows the R- Correlation Coefficient and the R-Square- Coefficient of Determination. The R Square value of .314 indicates that about 31.4% of the variation employee’s turnover intentions at Ghana National Fire Service is set down by perceived external prestige, and the remaining variations may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R value of 0.560 indicates a medium relationship between perceived external prestige and employee’s turnover intentions. The results indicate a positive relationship between employee turnover intentions and perceived external prestige. Table 8 assess the statistical significance of the regression model.

Table 8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.816	1	45.816	84.123	.000 ^b
	Residual	100.213	108	.545		
	Total	146.029	109			

a. Dependent Variable: Turnover Intentions

b. Predictors: (Constant), Perceived External Prestige

Source: Field Survey (2019)

The results of the ANOVA form Table 8 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick and Fidell (2013), a significant level of less than or equal to $.05$ is necessary for social science research. In this analysis, the p -value is well below $.05$ ($p = .000$). Therefore, it can be concluded that the R and R² between perceived external prestige and employee’s turnover intentions is significant. However, the ANOVA fails to indicate the extent of the effect. Table 9 indicates the magnitude of the impact of perceived external prestige of the employee’s turnover intentions of staff at Ghana National Fire Service.

Table 9: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
1 (Constant)	.625	.217		2.877	.004
PEP	-.637	.070	-.560	-9.172	.000

a. Dependent Variable: Turnover Intentions

Source: Field Survey (2019)

The table in the SPSS output labelled coefficients (table 9) provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The significant values $p= 0.000$ and $p= 0.004$ are less than 0.05 for both the independent variable and the constant respectively. Pallant (2015) points out that a significant value of <0.05 indicates that the variable has a significant impact on the dependent variable. It can therefore be concluded that perceived external prestige has a significant impact on Employee’s Turnover

Intentions. The table further shows a Beta of $-.560$ which indicates a strong impact of the independent variable on the dependent. Although, the beta gives a negative sign, the absolute value is needed to make decision.

The result of this objective implies that the perceived external prestige that people have for Ghana National Fire Service such as, people in the community thinking highly of GNFS, GNFS is considered prestigious in the religious community to be a former employee of my company, it is considered to be one of the best, and former employees of my company would be proud to have their children work here, has significant relationship with employee's turnover intentions. It concludes that an employee become committed to the organisation he or she is working for when the perception that people have for the organisation is prestigious and hence, they tend to remain in the organisation for a longer period. But when the perception is vice versa, the employees tend to think of leaving the organisation and this then increases turnover rate at the organisation.

The finding of this objective was confirmed by Carsten and Spector's (1987), study which found a consistent and positive relationship between turnover intentions and actual turnover rates. But O'Neill and Gaither's (2007), study which was conducted on pharmacists found a significant but weak direct relationship between PEP and turnover intentions. Conceptually, it is argued that the employees' perceptions of how outsiders judge their organizations influence the employees' intentions to remain or leave the firm. Therefore, according to the analysis of this second objective of this study, the research is in line with the empirical studies of

the study. That is, perceived external prestige has a significant or positive relationship or impact on employee’s turnover intentions.

Objective Three: Effect of perceived external prestige on job satisfaction on the Ghana National Fire Service?

The final research objective of this study sought to assess the effect of Perceived External Prestige on job satisfaction on the Ghana National Fire Service. Job satisfaction, defined as “complex emotional reactions to the job” was regarded as one of the most important indicators of organizational performance. A total of 20 statements were presented with the aid of literature and respondents were required to answer appropriately. The table 10 below shows the analysis (using regression) of the response provided by the study participants. Item analysis using regression would help identify the influence of perceived external prestige on job satisfaction on GNFS. The respondents were to indicate on a scale of 1-7 the extent to which they agree with the statements. 1 indicates least level of agreement and 7 indicates highest level of agreement. The results for Perceived External Prestige were transformed and regressed against job satisfaction on the GNFS. The summary of the model of perceived external prestige on job satisfaction is presented in Table 10.

Table 10: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.330 ^a	.109	.101	1.897	1.875	

a. Predictors: (Constant), Perceived External Prestige

b. Dependent Variable: Job satisfaction

Source: Field Survey (2019)

From Table 10 indicates an R Square value of .109, which showed that about 10.9% of the variation in the Job Satisfaction of employees at Ghana National Fire Service is accounted for by Perceived External Prestige, the remaining variation in performance may be due to other factors not captured in this study. The R value represents the Pearson Correlation coefficient. The R value of 0.330 indicates a medium relationship between Perceived External Prestige and Job Satisfaction. Cohen (1988) suggests the following guidelines for the interpretation of the magnitude of correlation coefficient; $r=.10$ to $.29$ or $r=-.10$ to $-.29$ small, $r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium, $r=.50$ to 1.0 or $r=-.50$ to -1.0 large. The results indicate a significant positive relationship between Job Satisfaction and Perceived External Prestige. Table 11 assess the statistical significance of the regression model.

Table 11: ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.372	1	48.372	13.440	.000 ^b
	Residual	395.905	110	3.599		
	Total	444.277	111			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Perceived External Prestige

Source: Field Survey (2019)

The results of the ANOVA form Table 11 indicate a statistically significant figure of $p=.000$, as held up by Tabachnick and Fidell (2013), a significant level of less than or equal to $.05$ is necessary for social science research. In this analysis,

the ρ -value is well below .05 ($\rho = .000$). The table shows whether the model is statistically significant in interpreting Job Satisfaction of employees at Ghana National Fire Service. Therefore, it can be concluded that the R and R2 between Perceived External Prestige and Job Satisfaction is significant. Table 12 indicates the magnitude of the impact of Perceived External Prestige of the job satisfaction of employees at Ghana National Fire Service.

Table 12: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	1.879	.925		2.032	.045
PEP	.771	.210	.330	3.666	.000

a. Dependent Variable: Job Satisfaction
Source: Field Survey (2019)

From Table 12, the significant value $p = 0.000$ and $p = 0.045$ is less than 0.05 for both the independent variable (Perceived External Prestige) and the constant. Pallant (2015), points out that a significant value of < 0.05 indicates that the variable has a significant impact on the dependent variable. It can therefore be concluded that Perceived External Prestige has significant impact on job satisfaction. The results further indicate a Beta of .330 which is statistically significant since $p = 0.000$ and less than .05. The results shows that the way the company is perceived by outsiders will have an impact on how satisfied its employees are with the job.

The findings with respect to perceived external prestige is supported by other empirical researches carried in line with this objective. According to Fuller et

al. (2006b; p. 329), “PEP is a status-related evaluation that is thought to fulfill socio-emotional needs, such as the need for self-esteem” and consequently, to the extent to which employees value the status that they gain from outsiders, this would have a positive influence on job satisfaction. Dutton et al. (1994; p. 240), suggest that “if organisational members see their organisation as more respected or prestigious by important outsiders, job satisfaction is more likely to take place, because it could increase someone’s self-esteem”. Some research (Bergami & Bagozzi, 2000; Smidts et al., 2001; Dukerich et al., 2002), revealed a strong relationship between PEP and pleasant affective states at work. Based on the results, it is therefore concluded that perceived external prestige has a significant effect on job satisfaction on GNFS employees.

Following from the social identification theory the results of this study has supported the fact that perceived external prestige has a relationship with the attitude of employees. Within the context of the fire officers in the Cape Coast metropolis, the results showed that there is a positive effect of their perception of external prestige on the level of their commitment, turnover intentions and their job satisfaction. This is as a result of positive external prestige perception among the fire officers in Cape Coast.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents an overview of the entire study. The overview is presented in terms of the purpose of the study, the objectives that guided the study and the research design. In addition to that the chapter presents an overview of the analytical tools employed in this study and the results based on the objectives of this study. Included in the chapter is a conclusion based on the results of the study and recommendations. The chapter concludes with a suggestion for further research to be conducted in the area of perceived external prestige.

Summary of the Study

The study has been designed primarily to assess the impact of perceived external prestige on employees' attitude at the Ghana National Fire Service. The specific objectives that sparked the researcher's interest to carry out the study were to:

1. examine the effect of perceived external prestige on employee's commitment to the Ghana National Fire Service.
2. assess the effect of perceived external prestige influences employee's turnover intentions on the Ghana National Fire Service
3. assess the effect of perceived external prestige on job satisfaction on the Ghana National Fire Service.

The study was a survey study, which adopted a quantitative methodology. The study also adopted a descriptive study approach. The population considered for

the study was two hundred (200) fire officers, made up of junior staff, senior staff and managerial staff Ghana National Fire Service, Cape Coast. From a population of 200 fire officers, a sample size of 132 was selected for the study, based on the study conducted by Krejcie and Morgan (1970), sample size determination table and 113 responded. A questionnaire was chosen as the data collection instrument. Questionnaires used in the collection of information from respondents were on their respective knowledge on their perceived external prestige, information on employees' commitment (Affective commitment, Continuance commitment and Normative commitment), and on employees' job satisfaction. The Statistical Package for the Social Science (SPSS) was used for data coding, entry and analysis. The data was analysed using multiple linear regression.

Summary of Key Findings

Beginning with the socio-demographic part of the results, majority of the staffs are males (83%) as compared to the females (17%). However, the distribution shows a relatively unfair distribution of gender at GNFS. With respect to the age distribution of the respondents, the results indicate that the highly represented age group are those in the 36-45 age brackets (47%), followed by those in the brackets of 46-55 (27%). The third highest age group was 56 and above years (19%) and the least group was those in 26-35 age brackets (7%). The researcher found out that GNFS Cape Coast has a relatively younger staff who will help the institution in the long-term because the activities of fire service require much energy and strength.

The ranks of the respondents show that majority are Junior Staff (72%), followed by Senior Staff (25%) and the least were those in Managerial position

(4%). This shows a normal representation of all ranks of staffs at the Ghana National Fire service, Cape Coast. With respect to the number of years worked, the majority of the staffs had worked between 6-10 years (30%), the second highest were 26 and above years (19%), followed by 1-5 years (18%), and the next was 11-15 years (16%). The following were the last two year groups with the least percentages; 16-20 years (13%) and 21-25 years (4%). The highest academic qualification of the staffs was other qualifications (42%), this is followed by bachelor's degree (20%), and master's degree (4%) only 1 percent had doctorate as qualification.

The first research objective sought to examine the effect of perceived external prestige on employee's commitment on the Ghana National Fire Service, Cape Coast. The respondents were presented with eight (8) questions on the independent variable and sixteen (16) on the dependent variable. The study measured both the independent variable (perceived external prestige) and dependent variable (employee commitment) using the Likert scale of 1-7. The results of the regression analysis indicated that there is a significant and strong positive relationship between employee's commitment and perceived external prestige. The results showed a coefficient of determination of $R = 0.393$ portraying a medium relationship between perceived external prestige and employee's commitment. The significant value showed $p = 0.000$ which is less than 0.05 as per Pallant (2013), criterion.

The second research objective sought to answer the question 'what is the effects of Perceived External Prestige influences on employee's turnover intentions

on the Ghana National Fire Service?’ With this regression analysis was ran to determine the effect, the extent as well as the significance of the effect of Perceived External Prestige on the turnover intentions of staff. The R value of 0.560 per the regression analysis indicated a strong positive effect of perceived external prestige on employee’s turnover intentions. This was followed by assessing the statistical significance of the regression model. The p -value was found to be well below .05 ($p = .000$); followed by a Beta of -.560 showing a strong negative impact of the independent variable on the dependent. Although, the beta gives a negative sign, the absolute value is needed to make decision. On the bases of the analysis it can be said that perceived external prestige had a strong and negative significant impact on Employee’s turnover intention.

On the final objective, the researcher’s intention was to provide an answer to the research question; “what is the effect of Perceived external prestige on job satisfaction on the Ghana National Fire Service?”, the researcher adopted recognition of input, the belief of the employees about how prestigious their organization is in the eyes of outsiders and this was regressed against Employee’s turnover intentions. The study found out that there was a medium relationship between perceived external prestige and employee’s job satisfaction (R value of 0.330). The researcher further examined the significant level as well as the magnitude of the impact. The ANOVA indicated a statistically significant figure of $p=.000$ which is <0.05 and a Beta of .330 providing a justification that the impact of perceived external prestige on employee’s job satisfaction is significant. It can

therefore be concluded that perceived external prestige has a positive and significant impact on employee's job satisfaction.

Conclusions

The following conclusions are drawn from the study based on the key findings of this study. The study concludes that perceived external prestige is a predictor of firemen commitment to the service. However, the nature of the variance explained by the model shows that perceived external prestige has a small effect on the commitment of fire service officers within the Cape Coast metropolis and that other factors could account for such a difference. The positive relationship shows that favorable perceived external prestige has a positive influence on the commitment of the fire service officers.

With respect to the second research objective, this study concludes that perceived external prestige is the largest predictor of fire men turnover intentions within the Cape Coast metropolis. The results show that the largest variance accounted for by perceived external prestige in this is in relation to turnover intentions. Indicating that an unfavorable perceived external prestige can lead to high level of employee turnover intentions. In this study it has been established clearly that intentions are an accurate measure of actions. Indicating that high turnover intentions is an accurate predictor of actual intention to leave the service.

Also, in line with the third research objective, this study concludes that perceived external prestige is a predictor of the extent to which fire service officer feel satisfied with their current jobs. The study therefore concludes that if organizational members see their organization as more respected or prestigious by

important outsiders, job satisfaction is more likely to take place, because it could increase someone's self-esteem.

Recommendations

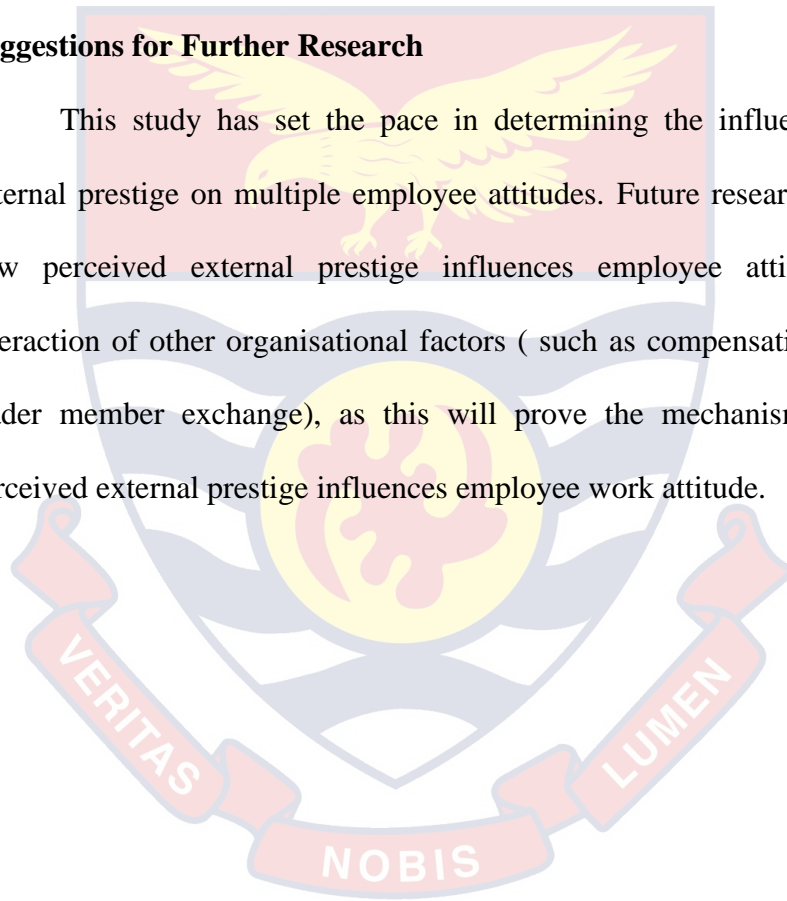
Based on the conclusions drawn from this study, the following recommendations are made. This study paves the way in suggesting ways through which the management of the Ghana National Fire Service and other public sector institutions could improve employee attitude. The study has shown that perceived external prestige is a key determinant of various employees' attitude. Therefore, the study recommends that management of the GNFS in Cape Coast increase the perception of prestige among their staffs by communicating organisational and individual achievements internally through recognition ceremonies, emails and other notices.

Also, to achieve the right level of employee commitment, this study recommends that senior fire officers and management improves the level of community engagements. Training the public on dealing with fire and fire prevention will improve the public perception of the GNFS which will result in favorable perception of external prestige and high level of employee commitment. To significantly reduce the turnover intention of fire service officers, this study recommends that management provides an opportunity to staff to indicate areas within the service offered by the GNFS that needs to be improved. Involving employees in building a favorable perceived external prestige is key to reducing their turnover intentions.

Finally, to improve the job satisfaction of fire service officers through a favorable perceived external prestige, this study recommends that the management of GNFS encourage the design of flexible organizational system that will allow officers to attend to situations in a timely manner. In addition, all needed resource and tools for working effectively must be provided as these increases perceived external prestige and positively influences job satisfaction.

Suggestions for Further Research

This study has set the pace in determining the influence of perceived external prestige on multiple employee attitudes. Future research could consider how perceived external prestige influences employee attitude through an interaction of other organisational factors (such as compensation and quality of leader member exchange), as this will prove the mechanism through which perceived external prestige influences employee work attitude.



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APPENDIX
UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT

Research Questionnaire: PERCEIVED EXTERNAL PRESTIGE AND EMPLOYEES' ATTITUDE AT THE GHANA NATIONAL FIRE SERVICE, CAPE COAST

I am a Postgraduate student in the Department of Management, School of Business, University of Cape Coast. I am currently carrying out a study on **Perceived External Prestige and Employees' Attitude at the Ghana National Fire Service, Cape Coast**. This study is purely an academic work in partial fulfilment for a Masters of Business Administration Degree in Management. I would be grateful to you if you could complete the questionnaire for me. Your cooperation is therefore needed in providing the required information as possible. All responses derived from this study will be treated with utmost confidentiality and used for academic purpose only. Therefore, your name or address is not required. I count on your cooperation.

PART A: BACKGROUND INFORMATION OF RESPONDENT

1. Please indicate your Gender

a) Male b) Female

2. Level of Staff: Junior staff Senior Staff Managerial

3. What is your age? a) Below 25 years b) 26-35 years c) 36-45 years

d) 46-55 years e) 56 years and above

4. What is your highest level of education?

a) HND/Diploma Level b) Bachelor's Degree c) Master's degree

d) Doctorate e) Other(s) specify.....

5. How many years have you worked with the GNFS?

a) 1-5 years [] b) 6-10 years [] c) 11-15years [] d) 16-20 years []

e) 21-25 years [] f) 26-and above []

PART B: PERCEIVED EXTERNAL PRESTIGE

Please indicate your agreement level with respect to the underlying statements of the image the public perceive of GNFS by ticking (√) the most appropriate column:

Where **1** represents a lowest agreement whilst **7** represents a highest agreement.

STATEMENT	1	2	3	4	5	6	7
1. People in my community think highly of my employer.							
2. It is considered prestigious in the religious community to be a former employee of my company.							
3. My employer is considered one of the best.							
4. People look down at my employer.							
5. Former employees of my company would be proud to have their children work here.							
6. My employer does not have a good reputation in my community.							
7. A person seeking to advance his or her career in this area of employment should downplay his or her association with my employer.							
8. When other employers are recruiting, they would not want employees from my company.							

PART C: COMMITMENT

Please indicate the extent of your **agreement** with the following statements on a 7-point scale. Where 1 represents a lowest agreement whilst 7 represents a highest agreement.

Statement	1	2	3	4	5	6	7
Affective Commitment							
1. I would be very happy to spend the rest of my career with this organization.							
2. I really feel as if this organization's problems are my own.							
3. I do not feel a strong sense of "belonging" to this organization.							
4. I do not feel "emotionally attached" to this organization.							
5. This organization has a great deal of personal meaning for me.							
6. I enjoy discussing this organization with people outside it.							
Continuance Commitment							
7. Too much in my life would be disrupted if I decided I wanted to leave this organization now.							
8. Right now, staying with this organization is a matter of necessity as much as desire.							
9. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.							
10. One of the major reasons I continue to work for this organization is that another							

organization may not match the overall benefits I have here.							
11. It would be very hard for me to leave my organization right now, even if I wanted to.							
12. It would not be too costly for me to leave my organization now.							
Normative Commitment							
13. I feel that I have too few options to consider leaving this organization.							
14. I would accept almost any type of job assignment in order to keep working for this organization.							
15. This organization really inspires the very best in me in the way of job.							
16. I think that I could easily become as attached to another organization as I am to this one.							

PART D: JOB SATISFACTION

Please indicate the extent of your **agreement** with the following statements on a 7-point scale.

Where **1** represents a lowest agreement whilst **7** represents a highest agreement.

STATEMENTS							
I'm satisfied with.....	1	2	3	4	5	6	7
1. being able to keep busy all the time							
2. the chance to work alone on the job							

3. the chance to do different things from time to time								
4. the chance to be “somebody” in the community								
5. the way my boss handles his/her workers								
6. the competence of my supervisor in making decisions								
7. being able to do things that do not go against my conscience								
8. the way my job provides for steady employment								
9. the chance to do things for other people								
10. the chance to tell people what to do								
11. the chance to do something that makes use of my abilities								
12. the way company policies are put into practice								
13. my pay and the amount of work i do								
14. the chance of advancement on the job								
15. the freedom to use my own judgment								
16. the chance to try my own methods of doing the job								
17. the working conditions								
18. the way my coworkers get along with each other								
19. the praise i get from doing a good job								
20. the feeling of accomplishment I get from the job								

PART E: EMPLOYEE’S INTENTION TO QUIT

Using the scale of 1 (Never) to 7 (Always), please indicate your level of agreement, disagreement or otherwise with each of the statements by ticking [✓] in the appropriate number.

STATEMENT	1	2	3	4	5	6	7
1. I am thinking about leaving this organization.							
2. I am planning to look for a new job.							
3. I intend to ask people about new job opportunities.							
4. I don't plan to be in this organization much longer.							

Thank you for your time and cooperation

