UNIVERSITY OF GHANA BUSINESS SCHOOL

TOPIC:
ASSESSING THE FACTORS THAT ENGENDER COMMITMENT AND JOB SATISFACTION AMONG EMPLOYEES. A CASE STUDY AT GHANA METEOROLOGICAL AGENCY HEADQUARTERS

BY

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A DISSERTATION SUBMITTED TO THE UNIVERSITY OF GHANA BUSINESS SCHOOL IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF ARTS IN MASTER OF MANAGEMENT AND ADMINISTRATION.

JULY 2019
DECLARATION

I hereby declare that with exception of reference of other peoples’ work which have been properly acknowledged, the result of the study is my own research done, submitted as a project to the University of Ghana Business School, Legon, For the award of Master of Arts in Management and Administration and has not been offered for any other Master’s Program.

I therefore declare that all mistakes and errors found in this study carried out stand for corrections and I accept responsibility.

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DEDICATION

To my respective beloved parents and guardians who together laid a firm foundation for my academic take-off, am dedicating this work to them.
ACKNOWLEDGEMENT

I am most grateful to the Lord Almighty who is my Rock, my Teacher, my Defender, Great provider of wisdom and knowledge. “Commit to the Lord whatever you do and your plans will succeed (proverbs 16:3)”. I committed this work into the hands of the Lord and he has accomplished his promise.

I wish to express my profound gratitude to my supervisor Prof. Kwesi Amponsah Tawiah for his perfect supervision even though he is a very busy man. I therefore deemed it as a great honor to have him as my supervisor. Not forgetting all lecturers who taught me during the programme.
I also wish to acknowledge the staff of Ghana Meteorological Agency particularly the Human Resource Department.

ABSTRACT

The aim of this study is to assess the factors that engender commitment and job satisfaction among the employees at Ghana Meteorological Agency Headquarters, Accra. It is also to assess the measures which needs to be put in place to ensure the employees are satisfy and committed to the success of the organization.

The study adopted a quantitative approach because it gives an advantage of describing respondent’s personal characteristics, opinions, attitude, perception and preferences. The researcher used 60 employees to represent the population. Multiple-choose questions were combined in the questionnaire to elicit most of the information. Quantitative data from structured interviews was also analyzed and the information generated was used to further support the information from the questionnaires.
Analyses of the data revealed what factors engenders commitment and job satisfaction at the Ghana Meteorological Agency. Recommendations were given to management to improve upon their motivational approaches to enable employee to give off their best and be committed to the achievement of their objective.

CHAPTER 1: INTRODUCTION

1.1 Background of the study

vi

TABLE OF CONTENTS

CONTENT PAGE

CANDIDATE’S DECLARATION ii
CERTIFICATION iii
DEDICATION iv
ACKNOWLEDGEMENT v
ABSTRACT vi
TABLE OF CONTENTS vii
LIST OF TABLES xi

1 CHAPTER 1: INTRODUCTION

1.1 Background of the study 1
1.2 Statement of Problem 3
1.3 Purpose of the Study 4
1.4 Objective of the Study 4
1.5 Research Questions 5
1.6 Significance of the Study 5
1.7 Scope and Organization of the Study 6

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction 7
2.2 Definitions of Employee Commitment 9
2.3 Dimensions of Employee Commitment 10

2.3.1 Affective Commitment 11
2.3.2 Continuous Commitment 11
2.3.3 Normative Satisfaction 12
2.4 Employee Satisfaction 13

2.4.1 Definitions of Employee Satisfaction 13
2.4.2 Theories of Employee Satisfaction 15
2.4.3 Maslows Theory of Satisfaction 16
2.4.4 Herzbergs Two Factor Theory 17
2.4.5 Theory X&Y (Douglas McGregor) 18
2.4.6 Theory of Needs-Achievement Theory (David McClelland) 18
2.4.7 ERG Theory 19
2.4.8 Process Theory 19
2.4.9 Equity Theory 20
2.4.10 Porter/Lawler Expectancy Model 20
2.4.11 Goal-Setting Theory 20
2.4.12 Job Characteristics Theory 21

CHAPTER 3: METHODOLOGY

3.1 Introduction 27
3.2 Research Design 27
3.3 Population 27
3.4 Sampling and Population of the Study 28
3.5 Sampling Technique 28
3.6 Sources of Data Collection 28
3.7 Analytical Tools 29
3.8 Organizational Structure of Gmet 29

viii

3.8.1 Mission Statement 29
3.8.2 Vision 29
3.8.3 Function 30

CHAPTER 4: RESULTS ANALYSIS AND DISCUSSIONS

4.1 Introduction 31
4.2 Analysis of Respondent Demography 31
4.2.1 Analysis of Respondents Gender 31
4.2.2 Analysis of Respondents Number of Years with the Agency 31
4.2.3 Analysis of Respondents Qualification 32
4.2.4 Analysis of Respondents Commitment to the Agency 33
4.2.5 Analysis of Respondents Factors of Commitment 34
4.2.6 Analysis of Respondents Job Satisfaction 35
4.2.7 Analysis of Respondents Factors of Job Satisfaction 36

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction 38
5.2 Effects of Employee Satisfaction 38
5.3 Effects of Employee Commitment on Service Quality 38
5.4 Effects of Employee Satisfaction and Employee Commitment 38
5.5 Conclusion 39
5.6 Recommendation 40

ix

5.7 Limitations of the Study 41
5.8 Further Studies 41

REFERENCES 42

APPENDIX 47
LIST OF TABLES

TABLES

PAGE

Table 4.1: Distribution of respondents’ gender
31

Table 4.2: Distribution of number of years respondents worked in the organization
31

Table 4.3: Qualification of respondents
32

Table 4.4: A table determining the level of commitment of employees to the Agency
33

Table 4.5: A table determining the factors of commitment
34

Table 4.6: A table determining the level of job satisfaction of employees to the Agency
35

Table 4.7: A table determining the factors of satisfaction at the workplace
36
CHAPTER ONE
INTRODUCTION

1.1 Background of the study

Labour productivity is a method of measuring business success and profitability, especially in today’s labour market where most of the employment in the developing world is in the service sector, Beardwell et al (2004). Attitudes and behaviour that influence the level of labour productivity comprise of a variety of social and psychological factors, such as job satisfaction and organizational commitment, (Cook et al 1981, Spector 1997). One can find numerous studies on satisfaction and commitment in the literature of organizational theory (Mullins 2005, Smith 2003), as managers demand to understand the factors that strongly determine labour productivity. The outcomes of job satisfaction and organizational commitment that directly affect the labour productivity include turnover, turnover intentions, absenteeism, job performance, organizational citizen behaviour and employee health and well-being. Job satisfaction and organizational commitment have been found to be determinants of turnover behaviours’ and correlate negatively with turnover (Mathieu & Zajac, 1990; Spector, 1997; Meyer et al., 2002; Porter et al., 1974). High turnover rates are costly and can reduce a company’s profitability, as new employees will require training resources and are less productive after recruitment. Also, turnover can result in losing valuable knowledge to the competitors (Meyer et al., 2002). Furthermore, employers are
interested in understanding on-the-job behaviour that can affect the productivity of the company’s services. On-the-job behaviour consists of factors such as attendance, job performance and organizational citizenship behaviour (Meyer et al., 2002).
Absenteeism is withdrawal behaviour that is highly correlated with organizational commitment (Steers, 1977). Blau and Boal (1987) found that employees with high levels of commitment had lower levels of absenteeism and turnover. Moreover, dissatisfied people are more absent from work than satisfied people (Spector, 1997).

The last job behaviour factor is organizational citizenship behaviour (OCB), which is job behaviour that influences business productivity where performance goes beyond the job requirements such as helping co-workers (Spector, 1997). OCB positively correlates with organizational commitment and job satisfaction, but it also correlates marginally with job performance (Meyer, Allen, & Smith, 1993; Organ & Ryan, 1995). Another concern at work is the health and welfare of the labour force. Even though the subject has not been studied to the same degree as the other outcomes mentioned above, it has become more relevant in the organizational theory literature on topics such as stress and conflict with external factors (Meyer et al., 2002). The literature on organizational theory is fairly clear with regards to the outcomes of organizational commitment and job satisfaction, as the focus has been on the employer’s concern with profitability and productivity growth. However, the antecedents of the two variables are much more varied and inconsistent (Reichers, 1985). This stems from the diverse ways the topics have been expressed by the authors. As the terms are widely defined and considered complex, it is not easy to find universal factors that can be used in any situation.
1.2 Statement of the problem

Managing people at work places is a fundamental measure in the management process towards ensuring quality service. To comprehend the significance of people at the work place is to identify that the human component and the organisation are one and the same. A properly managed organisation commonly identifies an ordinary employee as the foundation of quality and productivity improvements. Organisations as these do not rely on venture capital but rather, see employees as the basic source of improvement. To achieve such effectiveness towards attainment of goals, organisations will have to ensure that there is collaboration, a sense of satisfaction and commitment among employees at the work place (Tella et al., 2007).

One of the essential objectives of a firm or organisation is to deliver quality service to the customer. As a result, Meteorological organisations such as the Ghana Meteorological Agency are increasingly concerned with looking beyond financial performance measures and rather focus on how to deliver higher quality service (Love et al., 2008).

Butler and Rose (2011) are of the opinion that, in achieving the needed high performance from employees leading to service quality, satisfaction and commitment of employees plays a vital role. An organisation cannot rely not on only very motivated staff but, also the employees should be satisfied and mentally balanced in order to increase performance and productivity (Dugguh and Dennis, 2014). Yet, not many organisations see satisfaction as a primary concern in getting employees to perform. As pointed out in the proceeding section, in the midst of the intricate challenges, Ghana Meteorological Agency face ranging from rising financial burdens, technology, to vigorous service delivery trends, employee issues can all too easily fall in rank on management’s itinerary. The fact is, employees’ attitudes and behaviour have a direct and material impact on service delivery, and can be an essential element in effectively adapting to change this (Murale et al.2015) posit. As is evident in research, Murale et al., (2015) says that the right environment leads to employee behaviours that make an
appreciable difference in performance in terms of customer satisfaction, which is essentials pertaining to service quality and can ultimately lead to better financial results and a stronger competitive stand. Some previous studies have designated that dissatisfaction at the workplace among employees may lead to poor quality of service which in turn adversely affects customer satisfaction and loyalty (Atkins et al., 1996; Fahad Al-Mailam, 2005). Therefore, it is important for service providers to understand concepts such as employee satisfaction and commitment and its effect on overall customer experiences from the services provided (Murale et al., 2015). Again, viewing employee commitment as an employee attitude has been said to be vital because it has an important effect on organisational performance, and this attitude can be influenced by human resources policies and practices (Rayton, 2006). A search through literature also makes it evident that no study looking at the variables under study have not being researched on in the Meteorological sector. Therefore, it is on the backdrop of these, that researcher investigated the factors that engenders commitment and Job satisfaction among employees at the Ghana Meteorological Agency Headquarters.

1.3 Purpose of the Study

The main aim of the study is to examine the factors that engenders Commitment and job satisfaction among employees’ at Ghana Meteorological Agency, Head office.

1.4 Objectives of the Study

The main objective of the research is to evaluate the factors of Commitments and satisfaction and what engenders commitment among employees.

In line with the main objective, the following specific objectives have been enumerated

- To examine the factors of employee satisfaction and what engender satisfactions.
- To examine the factors of employee commitment and what engender commitment.
1.5 Research Questions

The following research questions listed below are set in order to achieve the objectives of the study:

- What is the factors of employee satisfaction and what engender yours satisfaction at Ghana Meteorological Agency?

- What are the factors that contribute to employees Commitment at Ghana Meteorological Agency?

1.6 Significance of the Study

Per the significance of the study:
Firstly, the study will aid management of the Agency in shifting their focus towards building a formidable employee base equipped with developing and upholding a personal obligation towards work. Identifying the needs and wants of employees are necessary if the Agency intends to be the best in Africa and deliver the best Meteorological service in Sub Sahara. The study will in this instance be very useful in improving employee welfare and wellbeing which will lead to the provision of best services through maintaining and attaining the best level of satisfaction and commitment of employees. Secondly, this research will aid future provision of the organisations by pointing to how important it is to invest in employee physiognomies in this case (satisfaction and commitment levels) and its effects on delivering quality service. Numerous organisations miss the mark on delivering quality service not because their service are bad or sub-standard but relatively their incapability to effectually anticipate and meet the needs and wants of employees as they work to bring about customer satisfaction. This study will thus bring relief to organisations in their competitive efforts of maintaining a balance workforce both from personal and organisational perspective. Thirdly, this research will be pertinent for the purposes of academic work. The study will serve as a foundation for further
research for students, consultants, lecturers and others who are interested in studying a related topic. It will also serve as an academic reference in management, marketing and human resource management disciplines

1.7 Scope and Organization of the Study

The study is limited to Ghana Meteorological Agency, Headquarters Accra. The study is also limited to the Agency satisfaction policies and the impact of commitment of employees. The study report will be organized into five (5) chapters as outlined below.

Chapter one deals with the background of the study, statement of the problem, objectives of the study, research hypotheses, significance of the study and scope and organization of the study. Chapter two examines the relevant theories and gives some perspectives on some empirical works in the area. It includes the theoretical and empirical literatures as well as definition of terms and construct. Chapter three gives the general design of the study and key methods of analysis. It will be made up of the research design, target population, sources of data, study instrument, analytical techniques, data analysis, variables and model specification. Chapter four presents the results and discusses the findings. Basically, it includes the results of the study, discussion of results and hypotheses testing. Chapter five will draw conclusions and make recommendations. It is made up of the summary, recommendations, limitations of the study and further studies proposed. Chapter Five: This chapter will summarize the major findings of the study and conclusion reached and makes relevant recommendations based on the findings. The limitations of the study as well as suggestions for future studies was included in this chapter
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This section of the paper tends to focus on some concept and theories that are relevant and can be applied in the filed of satisfaction and commitment of employees in the organizational setting. It goes forward to give detailed analysis and meaning to the research questions above mentioned.

Employee commitment

Employees Commitment has now become an important factor to consider in determining the success of an organization. Any Organization in this current ambition world, would not be able to perform at its peak or maximum without the commitment of every single employee to the organizations objectives. This thereby helps to increase achievement, productivity and effectiveness. Therefore, it is vital that organizations appreciate the concept of commitment and its probable outcome (Shahid and Azhar, 2012) (Dixit and Bhati, 2012).

Many studies by scholars have long been interested in employee commitment. Some researchers have studied the relationship between commitment and other various factors. In a (1995) study by Shore et al., it was established that affective commitment and job performance are positively correlated. 231 managers and 339 subordinates in multinational firms in United States were involved. Another study carried out by Somers (1998) on the relationship of work related commitment and input on employee job performance is also evident. However, findings of their work suggested a positive relation between career commitment and job performance but no association was found between organisational commitment and job performance. Both affective and normative forms of commitments were established to be unrelated to job performance. Again, Lee and olshfski (2002) studied the behaviour of fire-fighters in New York on organisational commitment.
The findings established per their work led to the belief that organisational commitment gives substantial capacity in describing positive work related behaviours. Furthermore, individuals identify with the role attached to jobs, stay committed to doing the job, and accordingly live to the expectations attached to that job. Furthermore, Suliman and Isles (2000) in a study comprising three industrial units in Jordan with job performance and five demographic variables discovered a three dimensional concept of organisational commitment. Job performance and commitment (all three components) were equally seen to relate positively. Additionally, sex, age, job status, education, and organisational tenure variables had positive and negative relationships with organisational commitment and its three dimensions. Yet still, in a study done to look into the relationship between organisational commitment, communication and job performance by Chen et al. (2006), the research findings pointed out that organisational commitment and job performance exhibit some positive relationships. This finding suggested that channels of communication and procedures be strengthened by organisations in order to strengthen their accounting professionals’ organisational commitment and performance.

In the context of service delivery to the general public, similarly, commitment has been found to have a positive relationship with staff behaviours. Behaviours such as supernumerary job roles
2.2 Definitions of employee commitment

As with many other constructs, a search of literature revealed diverse definitions and measures of employee commitment. Meyer and Allen (1997), Meyer and Herscovitch (2001), and Meyer et al., (2002) demonstrate the growing knowledge about the concept of employee commitment and its measurement, and provide an overview of what is known about the antecedents and behavioural consequences of commitment in the workplace.

Hall et al. (1970) saw commitment as a process by which the organisation and individuals’ goals become increasingly congruent. Salancik (1977) opined that commitment is a condition of being in which a person become confine by his actions and through these actions to beliefs that support the activities of his own involvement. Furthermore, Mowday et al., in (1982) also contributed by defining commitment as when an individual shows relative strength by identifying with and being involved in a particular organisation. Three characteristics of commitment are inherent in Mowday et al. (1982). They are a belief in and acceptance of the values of the organization, a strong willingness to put in effort for the organisation and the desire to remain with the organization. These show that commitment is not only an attitude, but also behaviour. Adding on, Scholl (1981) described commitment as “a stabilizing force that acts to maintain behavioural direction when expectancy/equity conditions are not met and do not function.” In addition, employee commitment has been definedvariedly to include the following: Commitment has been seen to have a cognitive predisposition. Thus, it is defined as a psychological state that characterises an employee’s identification, involvement and ultimate relationship with an organisation (Paulina et al., 2006). This element is characterised by the employee’s approval of the goals and values of the organisation (identification), the willingness to invest one exertion on defense of the organisation (involvement) and the weight attached to holding up the membership in the organization (loyalty) (Boglera and Somech, 2004) and mirrors Mowday et al.’s (1982) definition.
In summary, researches of Buchanan (1974), Etzioni (1975), Hall et al. (1970), Hrebiniak and Alutto (1972), Porter et al. (1974), Salancik (1977), and Sheldon (1971) represent most, but not all, of that diversity related to the definitions and measures of employee commitment as search of literature revealed. The various definitions that have emerged share a common element: a view of employee commitment as a sense of attachment to a work organization. Some authors have emphasized that attachment in terms of such behavior as investing in a course of action (Hrebiniak and Alutto 1972; Salancik 1977; Sheldon 1971). Others have emphasized an affective, emotional element: commitment as a sense of loyalty and psychological attachment (Buchanan 1974; Etzioni 1975; Hall et al., 1970; Porter et al., 1974; Boglera and Somech, 2004).

2. 3 Dimensions of employee commitment

Most studies on commitment have focused on the organisation as a whole. For some cases a distinction is made between organisational commitment and task commitment. Gallie and White (1993) use the term “organisational commitment” to refer to the recognition of organisational values and to the willingness to stay. On the other hand, task commitment refers to the effort put into one's work. Rajendran and Raduan (2005) on the contrary, stipulated that organisational commitment is the subset of employee commitment, which is made up of work commitment, career commitment and organisational commitment.

Scales and models have been postulated purporting to measure employee commitment. Dozens of studies published from 1990 to 1994 have used some form of the Meyer and Allen (1991) scales according to Clugston (2000). Meyer and Allen’s (1991) theoretical model containing the antecedents and consequences of a three-component model of commitment appear to be the predominant conceptualization of employee commitment among current researchers. Although more than three-component scales are available to measure employee commitment (Jaros et al., 1993; O'Reilly and Chatman 1986), Meyer and Allen’s (1991)
theoretical model takes precedence. Their commitment construct has the essential elements of desire, need, and obligation which are inherent in the three-components of affective, continuance, and normative organisational commitment (Clugston, 2000).

2.3.1 Affective commitment

To Meyer and Allen (1991), affective commitment is described as an attitudinal process whereby employees think about their relationship with the organization in terms of value and goal congruency. The extent to which an individual's goals and values align with the organisation's is found to have direct influence on the individual's desire to stay in the organisation, and working hard for the organization. On the whole, employees with a strong affective commitment remain with the organization because they want to do so. Meyer and Allen (1996) associates affective commitment with work experiences where employees experience psychologically comfortable feelings (such as approachable managers), increasing their sense of competence (such as feedback). Recognising the organisation’s value and internalising its principles and standards has also been found to influence the development of affective commitment (Beck and Wilson, 2000).

2.3.2 Continuance commitment

On the other hand, the need to stay in the organisation based on the costs linked with leaving is what Meyer and Allen, (1991) termed as continuance organisational commitment. These costs are evident in two different ways. Firstly, as employees gain tenure in an organisation they build up investments ranging from pension plans, attaining seniority, developing specialised and untransferable job skills, local affiliations, and so on which may be sacrificed or damaged by changing jobs; and secondly, individuals may stay committed to an organisation and remain in their current jobs because they lack any alternative to job
prospects. Therefore, Meyer and Allen (1991) propose that because of lack of job alternatives elsewhere, employees

with a strong continuance commitment remain with the organisation because they feel as though they have to do so. Furthermore, Somers (1998) propose that continuance commitment can be subdivided into high sacrifice commitment (“personal sacrifice” associated with leaving) and low alternative commitment (“limited opportunities” for other employment) cited in Dixit and Bhati (2012). In sum, Meyer and Allen (1991) specified that individuals who identify with continuance commitment remain with the organisation simply because they have no alternatives.

2.3.3 Normative commitment

The last of Meyer and Allen (1991) three-component model of commitment is the normative type of commitment. Normative commitment refers to the desire of employee's to remain with the organisation. The decision to stay usually is based on a sense of duty, loyalty, or moral obligation (Meyer and Allen, 1991). Marsh and Mannari (1977) on how normative commitment develops posited that individuals’ perceive it as a moral duty to stay with a particular organization, notwithstanding how much status enhancement the organization gives the individual over the years. Normative commitment is differentiated from the preceding forms of commitment looked at (affective and continuance) in that it does not mirror a need to identify with the organization's goals, and that there is also no explicit extrinsic exchange involved in the relationship. Thus, the sense of loyalty and duty underlying an employee's normative commitment influences the individual to remain with the organisation because they feel as though they have to do so (Clugston, 2000)
2.4 Employee satisfaction

Some empirical studies have indicated a direct correlation between satisfaction and some variables such as employee performance. Organisations that maintain a work environment that entice, motivate and keep industrious individuals will be strategically placed to thrive in the now fierce competitive business environment that calls for quality and cost-efficiency leadership both nationally and globally (Dugguh and Dennis, 2014). Madhuri et al., (2014) put forward that employee satisfaction is a result of employees’ awareness of how well their job offers those things that are regarded as vital by them. They sum up by saying job satisfaction is an emotional response to a job condition. This, Price and Muller (2009) also affirm. Furthermore, Lock has given an all-inclusive definition of cognitive, employees’ satisfaction as involving emotional and evaluate feedback pleasurable or attitudes. He defines it as “an emotional state resulting from experience” (Locke, 1976) the appraisal of one’s job or jobs

2.4.1 Definitions of employee satisfaction

Employee satisfaction has not received a general consensus as regards to what it really is. This is because job does not have a final representation. As such, before a definition of employee satisfaction can be given, the nature and significance of work as a common human activity must be well-thought-out (Aziri, 2011).

Flowing from the above statement, various authors have diverse approaches they use in defining employee satisfaction. A search through literature has revealed some commonly allude to definitions some of which are examined here in.

Hoppock (1935) sees employee satisfaction as any mixture of factors which include psychological, physiological and environmental situations that give reason to a person conclude that he/she is satisfied with a job. According to this line of thought, Aziri (2011)
says even though employee satisfaction is underpinned by many external factors, it rests on some inward feelings of the employee

In another definition on employee satisfaction by Vroom (1964) he emphasizes on the role played by the individual at the workplace. He defines employee satisfaction as feelings individuals have toward work roles which they currently occupy.

A common definition that runs through literature and often cited is by Spector (1997). According to him employee satisfaction has to do with the approach of the feeling people have about their job and its different features. He further put forward that employee satisfaction has to do with the extent to which people like or dislike their job. Thus employee satisfaction and employee dissatisfaction can happen in any given work condition.

A similar view to that of Vroom (1964) and Spector (1997) concerning employee satisfaction is that of Davis et al. (1985). To them also employee satisfaction represents a mixture of positive or negative feelings harbored by workers about their work. Also employee satisfaction represents the extent to which prospects an individual have about a job and its rewards. They finally link employee satisfaction closely to the employee’s behaviour in the work place (Davis et al., 1985).

Moving on to some modern day definitions, employee satisfaction is equated to a worker’s sense of accomplishment and success on the job. It is generally professed to have a direct link to productivity as well as to personal welfare. Employee satisfaction entails doing a job one enjoys, doing it well and being compensated (rewarded) for the individual’s exertions. It further denotes zeal and contentment with one’s work. Employee satisfaction has been again identified as the key element that leads to acknowledgement, income, advancement, and the attainment of other goals that lead to a feeling of gratification (Kaliski, 2007). This definition is also shared by Statt (2004) as he sees employee satisfaction as the magnitude to which a worker is happy with the rewards gained from the work, particularly in terms of intrinsic motivation, from the perspective of Armstrong (2006), attitude and feelings people have
about their work also account for job satisfaction. Affirmative attitudes shown by an employee towards a job indicate satisfaction. He further points out the opposite which is employee dissatisfaction to be as a result of the negative attitudes portrayed by employees. Kalleberg (1977), add that this satisfaction may be affective. To them, satisfaction is a unidimensional individual paradigm signifying a complete emotional feeling employees have about their job. This echoes Spector, (1997) definition.

George and Jones (2008) similarly share the notion of attitude about work contributing to employee satisfaction. They add that aside harbouring attitudes with regards to work, employees also can develop attitudes concerning a number of aspects of the jobs they do such as the nature of the work, their colleagues, superiors or subordinates and their salary. These can interact and give feelings and belief that in turn raise employee satisfaction extremely for the good or bad.

Employee satisfaction can be thought of as one of the top most factors relating to efficacy of business organisations. As such employees should be considered and treated carefully as they have wants, needs and personalized desires which are indicators for the importance of employee satisfaction (Aziri, 2011)

2.4.2 Theories of employee satisfaction

Luthans (1995) states that, “there is nothing as practical as a good theory.” Theory is a logical combination of inter-reliant conceptions that bring about a framework that binds a significant area of knowledge (Weihrich and Koontz, 1999). Specifically, according to Newstrom (2007), a theory pinpoints key variables and links them to form ‘tentative hypotheses that can be verified via research. A search of literature concerning theories of satisfaction discloses that they are largely classified either per the ‘nature of theories’ or their sequential advent (Saif et al., 2012).
Fred Luthans (2005) advocates that there are Content theories made up of (Needs Hierarchy, Two-Factor, and ERG theories); Process theories (Expectancy theory and Porter & Lawler model); and Contemporary (Equity, Control and Agency theories). Alternatively, Stephen (2005:48-61) cited in Saif et al. (2012) uses timeline and catalogues the theories into Early-theories (Hierarchy of needs, Theory X & Y, Two-Factor theory) and Contemporary theories (McClelland’s theory of needs, Goal Setting theory, Reinforcement theory, Job Design Theory (job-characteristics model), Equity theory and Expectancy theory). It is though, noteworthy that content and process theories have become ‘standard classification’ (Saif et al., 2012)

Content theories center on how people recognise and prioritizes needs, drives and incentives/goals towards gaining satisfaction (Luthans, 2005:240). Most researchers classify these needs into prime, ancillary and high level employee requirements, which need to be, achieved when the worker is to be motivated and satisfied (Saif et al., 2012). The following are the well-known content theories that are widely used by the management.

2.4.3. Maslow’s theory of satisfaction

Maslow’s hierarchy of needs is the widely cited theory of motivation and satisfaction (Weihrich and Koontz, 1999). Abraham Maslow contended that an individual’s motivational desires could be organised in a pecking order. When satisfaction of particular level of needs is ascertained, it no longer helps to stimulate. Accordingly, the following advanced level of need has to be initiated in order to motivate and by this means satisfy the individual (Luthans 2005). Academics have put forward that Maslow’s theory of hierarchy of needs was the first motivation theory that laid the foundation for ‘the theories of job satisfaction’ (Saif et al., 2012). Maslow (1943) came up with a five levels of need pyramid:

1. Physical needs: (food, clothing, shelter, sex),

2. Safety needs: (physical protection),
3. Social: (develop close associations with others),

4. Esteem/Achievement needs: (prestige given by others), and

5. Self-Actualization: (self-fulfilment and accomplishment through personal growth)

### 2.4.4 Herzberg’s two-factor theory

Another noteworthy theory was generated after interviewing 200 accountants and engineers in a study. Utilizing critical incident method of data collection with two questions, Herzberg tabularised good and bad feelings. He suggested that there are job-satisfiers (motivators) linked with job matters and job-dissatisfies (Hygiene factors) related to the environment. Motivators are made up of accomplishment, acknowledgement, work itself, obligation and progression. Hygiene factors do not ‘satisfy’. It somewhat guards against dissatisfaction. Some of the elements inherent are firm policy, management, control, earnings, social relationships, and working conditions (Herzberg et al., 1959). The Two-factor theory is the definitive suitable context for studying employee satisfaction (Kim, 2004) cited in Saif et al. (2012). For example it has been employed to help in understanding matters concerning employee satisfaction in educational settings (Karimi, 2007).

Theoretically too, it has again been made use of as a background for measuring police officers’ satisfaction (Getahun et al., 2007). Nonetheless, an appraisal of literature discovered censures of this theory. One of such criticisms is that the model overlooks individual variances and unfairly accepts that all employees react in a related mode to the variations in motivators and hygiene factors (Karimi, 2007).
2.4.5 Theory X & Y (Douglas McGregor)

This theory is built on a group of assumptions about the nature of human beings. McGregor in 1960 proposed this theory after he had observed how managers dealt with employees. The assumptions that make up of the X (Negative view of Human-being) include the fact that human beings harbor an innate abhorrence of work and do away with it if possible. As such, people must be compelled, ordered and threatened with retribution to make them work. Again, they shun responsibility and lack drive yet want security (Weihrich and Koontz, 1999). On the other hand, the Y assumptions component of the theory gives a positive view about human being. The Y theory assumptions are efforts at the work place that appear as natural to the employee. As such people do not depend only on external force to produce effort but through self-control and direction to achieve goals. Therefore, the amount of commitment to objective is dependent on the magnitude of prize and human beings out of their will seek responsibility (Weihrich and Koontz, 1999).

2.4.6 Theory of Needs - Achievement Theory (David McClelland)

Exploring further, this theory centres on the accomplishment motive hence, ‘achievement theory’ but it is centred on achievement, power and affiliation motives.

1. Achievement: This is the determination to excel beyond the ideals of success.

2. Power: It denotes the longing to have an influence and to lead others
   (Shajahan and Shajahan, 2004).

3. Affiliation: It is the aspiration for having open and close interactive associations. Those with high affiliation desire supportive instead of competitive situations. Unlike the aforementioned Y assumptions component
of McGregor’s theory, McClelland and Associates proposed that a number of people have an enthralling ambition to get ahead and thus strive for personal achievement rather than the prize attached. To better what has been done before is a craving for such people therefore they like challenging jobs (Shajahan and Shajahan, 2004).

2.4.7 ERG theory
Clayton Alderfer studied Maslow’s theory and connected it with hands-on research. He reorganised Maslow’s hierarchy of needs into three classes of needs: Existence (physiological and security needs), Relatedness (social and esteem needs), and Growth (self-actualization) (Shajahan and Shajahan, 2004), thus the ERG theory. Alderfer proposed a range of needs rather than hierarchical levels. Contrasting Maslow and Herzberg, Alderfer does not concede that a progressive need fulfilment is needed or that deficiency is the sole route to trigger a need (Luthans, 2005).

2.4.8 Process theories
Process theories deals with how motivation manifests. Correspondingly, the theory of expectancy derived from cognitive theory has an influence in the process theories of employee satisfaction (Luthans, 2005). Hence, these categories of theories endeavour to explain how desires and goals are acknowledged mentally (Perry et al., 2006).
2.4.9 Equity theory

This theory by J. Stacy Adams proposes that employees consider their job (input) against what they gain from it (outcome) and then compare this ratio with the input-outcome ratio of other colleagues. An equal ratio to that of colleagues signifies a state of equity (Robbins, 2005) cited in Saif et al. (2012). Some authors refer to this theory as distributive justice (Yusof and Shamsuri, 2006). Rewards have been found to raise satisfaction of employees when they are prized and seen as fair by the employees (Perry et al., 2006).

Expectancy theory recognises the significance of a number of individual needs and motivations (Weihrich and Koontz, 1999:471). This theory is considered as the broadest theory of employee satisfaction (Robbins, 2005) as cited in Saif et al. (2012). It suggests that satisfaction is a result of three factors: how much reward is wanted (valance), the estimate of probability that effort will lead to the successful performance (expectancy), and the estimate that performance will result in getting the reward (instrumentality)-explained as Valance $\times$ Expectancy $\times$ Instrumentality = satisfaction (Newstrom 2007)

2.4.10 Porter/Lawler expectancy model

Another popular model of employee satisfaction is the Porter/Lawler Expectancy Model. Porter and Lawler affirm that effort from motivation does not directly bring about performance. Rather, an employee’s abilities and traits and the role perceptions moderate it (Saif et al., 2012). Additionally, satisfaction is not reliant on performance. It is rather determined by the likelihood of getting fair rewards (Weihrich and Koontz, 1999).

2.4.11 Goal-setting theory

Edwin Locke is credited to have proclaimed that ambitions (goals) play a vital role to bring about motivation and satisfaction (Shajahan and Shajahan, 2004). Additionally, providing feedback on progress toward goals helps to identify inconsistencies with what has been done
and is yet to be done. Most studies that have verified goal-setting theory validate that stimulating goals with feedback, work as encouraging forces (Robbins, 2005:54) cited in Saif et al. (2012). This theory has been used in the study of more than 40,000 participants’ performance in about 100 diverse tasks in eight countries in both laboratory and field settings (Perry et al., 2006).

2.4.12 Job characteristics theory

The last of the theories used to discuss employee satisfaction is the Job characteristics theory. These are aspects of the individual employee’s job and tasks that shape how the individual perceives his or her particular role in the organisation.

Hackman and Oldham's (1980) cited in Saif et al. (2012) are the formulators of job characteristics theory. They reasoned that the outcomes of job redesign were subjective to several moderators among which are the differences to which various employees’ desire personal or psychological progress (Perry et al., 2006). Unambiguousness of tasks leads to greater employee satisfaction since greater role clarity creates such workforce, which is more satisfied with, committed to, and involved in work (Moynihan and Pandey, 2007).

Jobs that are laden with motivating features produce psychological states. This in turn raises the possibility of anticipated results. In illustration, the consequence of a task can kindle a sense of relevance of work that will lead to effective performance. More accurately, the model puts forth five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which have a bearing on three dire psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (employee satisfaction, absenteeism, work motivation, etc.) (Perry et al., 2006).
2.5 Factors of employee satisfaction

Satisfaction is the gratification felt after a need is fulfilled (Robbins, 1998) cited in Saif et al. (2012). It is a universal phenomenon that is established by job factors such as pay, work, supervision etc., personal characteristics (demographics) and other social and group factors (Shajahan and Shajahan, 2004). The difference in individual drives and needs can have a toll on their performance hence, managerial appreciation of how desires bring about performance and how rewards for such performance bring about employee satisfaction is essential (Newstrom, 2007). Factors that influence employee satisfaction can be grouped under environmental, individual and psychological factors. Factors that fall under the environment include: communication, employee recognition among others (Krayer and Westbrook 1986;, Weiss and Cropanzano 1996), while those that relate to the individual are emotions, genetics and personality (Cote and Morgan, 2002). Psychologically related factors include one’s life, family, and community (Wright and Cropanzano, 2000). These elements are briefly explained below.

Communication is one of the main factors prompting employee satisfaction. Communication can be seen to be overload, under-load and of superior-subordinate kind. The management of communication is critical for advancement on the job (Dugguh and Dennis, 2014). Demands can be regarded as a communication load which refers to “the rate and complexity of communication inputs an individual must process in a particular time frame”. Employees can experience communication overload and communication under-load and this can have an effect on their level of satisfaction (Farace et al., 1977). According to Farace et al., (1977), there is communication overload when messages are delivered in chunk and in a short span of time or when information passed on is too complex to process. In effect, a state of overload looms when inputs outweigh outputs. On the other hand, communication under-load transpires when messages received are lower than the employee’s processing capability.

In effect, employees become disgruntled, goaded, and unhappy with their work which may bring about low levels of job satisfaction as a result of not gaining sufficient information on the job or not having capability to deal with messages (Dugguh and Dennis, 2014).
Another aspect of communication that is vital and influence employee satisfaction is how it transpires between superiors and subordinates and thus termed superior-subordinate communication. This can either positively or negatively influence satisfaction levels. Communication behaviour such as body language and diction are central to manager-employee relationship (Dugguh and Dennis, 2014). These non-verbal communication on the part of superiors helps to increase social involvement with their subordinates. This can impact satisfaction levels and increases the likelihood to gain positive feedback from subordinates. Contrarily, an unfriendly manager, reluctant to communicate will receive negative feedback and create low employee satisfaction (Burgon et al., 1996).

Some studies again designate that employees derive satisfaction from working with companies that are effective in human resource management best practice such as employee acknowledgment programs and to some degree, economic reward programs. Employee recognition should not be limited to compliment and gifts but should be viewed as a strategic tool to keep satisfaction levels high (Dugguh and Dennis, 2014).

The individual’s affective component, emotions and mood are another factor that influences employee satisfaction. Weiss and Cropanzano (1996) postulated that moods have a tendency to be long lasting, while emotions are mostly powerful, brief and possess a clear cause. Positive emotions relate to overall satisfaction of the job (Brief and Robertson, 1996) (Weiss et al., 1999). In managing emotions, the conscious and unconscious efforts to rise, sustain or lower one or more components of an emotion must be utilized (Pugliesi, 1999). Subduing of unfriendly sentiments lowers satisfaction and the strengthening of pleasant emotions increases satisfaction (Cote and Morgan, 2002).

Moving on to further factors, some studies have indicated that genetics also impact satisfaction due to its role in intrinsic - accomplishment or task as opposed to extrinsic - environmental factors such as working conditions (Arvey et al., 1989). Linked to this is research by Brief and Weiss (2002), describing the role of negative affectivity and positive
positivity. Negative affectivity is related strongly to the personality trait of neuroticism. They further state that, individuals who are high in negative affectivity are more disposed to experience less satisfaction. Positive affectivity is associated with the personality of extraversion. Thus, such individuals are more susceptible to be satisfied in their lives and jobs they do. Estrangement and locus of control are two personality factors that are most related to employee satisfaction. Employees who have an internal locus of control and feel less alienated are more likely to experience satisfaction, job involvement and job commitment. Using a meta-analysis for 135 studies a positive relationship between internal locus of control and employee satisfaction is reported (Schultz and Schultz, 2010). Some facets of an individual’s life like work, family, community among others also affect satisfaction. This is termed as psychological well-being and is defined as the overall effectiveness of an individual’s psychological functioning (Wright and Cropanzano, 2000). This psychological well-being has three essential characteristics.

First, it is a phenomenological event, meaning that people are happy when they personally believe themselves to be so. Secondly, well-being consists of some expressive situations. Predominantly, psychologically sound people are more inclined to experience positive feelings and are less liable to skill negative emotions. Thirdly, well-being refers to the totality of one’s life. It is a global evaluation Wright and Cropanzano stress. It serves an essential role in determining employee satisfaction in that it focuses on both satisfaction and performance.

Psychological well-being in the workplace plays an important role in determining employee satisfaction and has been adopted in most research in recent years (Baptiste, 2008). These studies have concentrated on its effects on employee satisfaction as well as performance (Robertson et al., 2012). One study pointed out that because employee satisfaction is explicit to an individual’s job, thus research should not take into reason facets of one’s life external to the job (Wright et al., 2007). Earlier studies had focused only on the work environment as the main determinant of satisfaction at the work place. “Ultimately, to better comprehend
employee satisfaction, it is important to take into account an individual’s psychological well-being” (Wikipedia, 2009). According to a study published in 2000 by Wright et al., a significant correlation was found between psychological well-being and employee satisfaction ($r = .35, p < .01$). A sequel study by the same authors in 2007 revealed similar results ($r = .30, p < .01$).

2.6 Relationship between employee satisfaction and employee commitment

There is no uncertainty that employee commitment leads to employee satisfaction. Employee satisfaction has been acknowledged as an element of employee commitment (Kovach, 1977). La Lopa (1997) indicated that employee satisfaction is a major predictor of employee commitment. Many studies use different aspects of satisfaction to forecast employee attributes such as performance, commitment, and service quality (Dienhart and Gregoire, 1993). Tai et al. (1998) observed that employee satisfaction and employee commitment are highly correlated.

Markovits et al., (2007) proposed that affective employee commitment was found to be most dominant with respect to levels of intrinsic and extrinsic employee satisfaction. Firstly, satisfaction with the job is directly related to organizational commitment (Brown and Peterson, 1994). Secondly, employee satisfaction is either directly (Netemeyer et al., 1990) or indirectly (Brown and Peterson, 1994) related to a turnover intentions. Turnover intentions are perhaps the best indicator of future turnover (Futrell and Parasuraman, 1984). According to Brown and Peterson, (1994) employee satisfaction is an antecedent to organizational commitment. Furthermore, they again submitted a more detailed relationship between organisational commitment from the perspective of employee satisfaction features rather than global or overall employee satisfaction. Boles et al., (2007) indicate that various facets of employee satisfaction are more strongly related to organisational commitment.
A component of (Meyer and Allen, 1991) threefold commitment construct, affective commitment has been found to be related with performance. Employees with strong affective commitment work harder and perform better than those with weak affective commitment (Meyer and Allen, 1997). Babakus et al., (1999) equally pointed out employee affective commitment was a significant driver of job performance. A number of studies have equally demonstrated that affective commitment was positively related to work effort and job performance (Luchak and Gellatly, 2007; Vandenberghe et al., 2004) cited in Adekola, (2012).
CHAPTER THREE
METHODOLOGY

3.1 INTRODUCTION

This chapter describes the methodology used in the study. The main issues discussed here are the sources of data collected, the research population, sampling techniques employed and the sample size. Besides, the research instrument used in the data collection, the data collection procedure and tools for data analysis are also discussed.

3.2 Research Design

The research is a case study approach. For this reason the researcher used Quantitative Data Collection Techniques as an instrument in data collection which comprise the use of questionnaires and interviews to analyse data for the case study. As a major source of obtaining data, a set of clear questions was designed to reflect the problems and objectives of the research work. The questions consist of open-ended and close-ended questions to make it easier for respondents. Face-to-face interview was also conducted to obtain other relevant information that will be beneficial to the research. The interaction provides the researcher an opportunity for seeking clarification on some detailed concern of respondents.

3.3 Population

All the items under consideration in any study inquires constitute Population. Huysamen (1994) defines a population as encompassing “the total collection of all members, cases or
elements about which the researcher wishes to draw conclusions” (page 14). The study targeted employees of Ghana Meteorological Agency, at the Head-quarters, Accra Legon.

3.4 Sampling and Population of the Study (Accessible Sampling)

A choice of sample size is vital and depends on the margin of error the investigator can bear, the size of the total population and the kind of analysis to be performed. The chosen size of sample is thus the researchers prerogative (Saunder et al., 2009) Stutely (2003) recommended thirty (30) as minimum to ensure statistic effectiveness in the research should the features of the respondents be considered. Hence, for the study’s purpose a sampling of Sixty (60) respondents was selected from the population of employees of the Ghana Meteorological Agency Headquarters.

3.5 Sampling Technique

Sampling is defined as a process of selecting a section to represent a whole (Polit and Beck, 2004) Convenicence sampling technique will be deployed in order to get specific respondents. Here data will be collected from key informants about the subject matter. This method is chosen in order to give equal chances to all employees, employers and managers who will be willing to be in the sample space.

3.6 Source of Data Collection

Data was gathered from both Primary and secondary sources. Questionnaire was the main tool used to elicit majority of the information. The researcher went to the various Departments at the Agency Headquaters and administered the questionnaires to the respondents. The researcher also conducted structured interviews to compliment the information from the
questionnaires. Secondary data was also extracted from selected books, journals and internet to the project topic understudy.

### 3.7 Analytical Tools

Microsoft Excel was used to analyse the data gathered from the respondents. Apart from such statistical test, the researcher’s questions may involve just simple descriptive analysis like frequency and percentages, where charts was further used to show the graphical distribution of respondents to answer research questions relating to satisfaction and commitment.

### 3.8 Organizational Structure of Ghana Meteorological Agency

The Ghana Meteorological Agency is the institution of the Republic of Ghana charged with the Responsibility for the monitoring and provision of climate and weather services in the country.

The Ghana Meteorological Agency which was set up by an act of parliament in December 2004, Took over the responsibilities of the former Meteorological Services Department (MSD) of Ghana. The Ghana Meteorological Agency Act, 2004 Act 682

#### 3.8.1 Mission Statement

To provide efficient weather and climate services by collecting, processing, archiving, and Disseminating meteorological information to end-users.

#### 3.8.2 Vision

To be a leading meteorological institution that is at the cutting edge of climate research with the Capacity to provide reliable, timely and relevant weather and climate information to inform Policy choices in weather-sensitive sectors of the economy of Ghana.
3.8.3 Functions

In order to fulfil the above mission, the Agency performs the following functions as stipulated in Section 2 (2) of Act 682:

(a) Advise Government on meteorology generally.

(b) Issue weather forecasts for the safe operation of air-craft, ocean-going vessels, oil rigs and other socio-economic activities.

(c) Provide meteorological information advice, and warnings for the benefit of agriculture, civil and military aviation, surface and marine transport, operational hydrology and management of energy and water resources to mitigate the effects of natural disasters such as floods, storms and droughts on socio-economic development and projects.

(d) Promote the service of meteorology in agriculture, prevention of drought and desertification activities.

(e) Establish, organize and manage surface and upper air observational station networks.

(f) Collect, process, and disseminate meteorological information nationally and internationally in accordance with rules, practices and procedures established under international conventions.

(g) Ensure uniform standards of observation of meteorological phenomena in the country.

(h) Train, conduct and undertake research particularly in the field of tropical, agricultural, hydrological, and other aspects of meteorology
CHAPTER FOUR
RESULT ANALYSIS AND DISCUSSION

4.1 Introduction.

The total numbers of questionnaires distributed for this research were 60. Fifty-two (52) were validly completed and retrieved. All retrieved questionnaires were useful as none was rejected for the purposes of this research. Therefore, the percentage of respondents’ rate was 87%.

4.2 Analysis of Respondents’ Demography

Analysis of the respondents’ demography is shown in the sections below.

4.2.1 Analysis of respondents’ gender

The gender distribution of the respondents is shown in Table 4:1 below.

<table>
<thead>
<tr>
<th>Gender</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>36</td>
<td>69.2</td>
</tr>
<tr>
<td>Female</td>
<td>16</td>
<td>30.8</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

From Table 4:1 above, 36 (69.2%) respondents were males whiles 16 (30.8%) were females. Therefore, there were more male respondents than females.

4.2.2 Analysis of respondents’ number of years in organization

The distribution of the respondents’ job tenure is shown in Table 4:2 below.

<table>
<thead>
<tr>
<th>No. of Years</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
</table>
From Table 4:2, 14 (26.92%) respondents have been working with the organization for less than one year. 8 (15.38%) respondents have been working for more than one year, but less than 2 years. 12 (23.08%) respondents have been working for more than 2 years, but less than 3 years, 7 (13.46%) respondents have been working for more than 3 years, but less than 4 years, while 11 (21.15%) have been working with the organization for over 4 years.

Overall, a total of 38 (73.08%) respondents have been with the organization for one year and beyond. In the organization, employees who have spent one year are considered to have a good understanding of issues in the organization. The implication is that majority of the respondents have been in the organization for a longer period and thus have a good understanding of issues in the organization covered in this study.

4.2.3 Analysis of respondents’ qualification in the organization

The distribution of the respondents’ Qualification is shown in Table 4:3 below.

<table>
<thead>
<tr>
<th>No. of Years</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree</td>
<td>33</td>
<td>63.4</td>
</tr>
<tr>
<td>HND</td>
<td>4</td>
<td>7.69</td>
</tr>
<tr>
<td>Diploma</td>
<td>10</td>
<td>19.2</td>
</tr>
</tbody>
</table>
Table 4.3 Qualification of respondents.

| Certification          | 1 | 2  | 3       | 4  | 5 | Total | % |
|-----------------------|--|--|--|------|--|--|------|--|
| Certificate           | 5 |    |     |      |    | 9.6   |    |
| **Total**             | 52|    |     |      |    | 100   |    |

Table 4.3: Qualification of respondents.

Figure 4.3 represents the educational qualification of respondents across the Agency Headquarters. It came out that significant majority of 63.4% were degree holders, 7.69% held Higher National Diploma, 19.25% with Diploma and 9.6% with certificate qualification. Considering the nature of duties and it being a scientific institution high level of educational personnel are always preferred which requires high levels of competence and mental astuteness.

4.2.4 Analysis of the respondents’ commitment to the Agency

Table 4.4: A table determining the level of commitment of employees to the Agency.

<table>
<thead>
<tr>
<th>COMPONENTS</th>
<th>1-Strongly Disagree</th>
<th>2-Disagree</th>
<th>3-Neutral</th>
<th>4-Agree</th>
<th>5-Strongly Agree</th>
<th>Mean Score</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional attached to Organ.</td>
<td>f 5.7%</td>
<td>f 15.4%</td>
<td>f 34.6%</td>
<td>f 31%</td>
<td>f 11.5%</td>
<td>10.2</td>
<td>6.4</td>
</tr>
<tr>
<td>Bonded to Organ.</td>
<td>5 9.6%</td>
<td>5 9.6%</td>
<td>18 34.6%</td>
<td>20 39%</td>
<td>4 7.7%</td>
<td>10.4</td>
<td>7.9</td>
</tr>
<tr>
<td>Organization has employees’ interest at heart</td>
<td>5 9.6%</td>
<td>4 7.7%</td>
<td>17 32.7%</td>
<td>15 29%</td>
<td>9 17.3%</td>
<td>10</td>
<td>5.8</td>
</tr>
<tr>
<td>Supervisors visible demonstrate commitment</td>
<td>2 3.8%</td>
<td>5 9.6%</td>
<td>10 19.2%</td>
<td>19 37%</td>
<td>19 36.5%</td>
<td>11</td>
<td>7.8</td>
</tr>
<tr>
<td>Top management ensure that tools are available for work</td>
<td>4 7.7%</td>
<td>8 15.4%</td>
<td>10 19.2%</td>
<td>22 42%</td>
<td>5 9.6%</td>
<td>9.8</td>
<td>7.2</td>
</tr>
<tr>
<td>Top Management visible demonstrate commitment</td>
<td>3 5.8%</td>
<td>8 15.4%</td>
<td>15 28.9%</td>
<td>18 35%</td>
<td>8 15.4%</td>
<td>10.4</td>
<td>6.0</td>
</tr>
<tr>
<td>Thought of changing to another organ.</td>
<td>5 9.6%</td>
<td>7 13.5%</td>
<td>18 34.6%</td>
<td>16 31%</td>
<td>4 7.7%</td>
<td>10</td>
<td>6.5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>71.8</td>
<td>48</td>
</tr>
</tbody>
</table>
Sought to determine if employees were committed to the Agency, series of questions were asked to determine the level of commitment. A majority of 34.6% of the employees were neutral as to whether they had an emotional attachment with the organization, 39% agreed to be bonded to the organization. When asked if they believe the organization had their interest at heart 32.7% were neutral as they could not really tell if the organization had their interest as heart, 17.3% strongly disagreed the organization had their interest at heart and 9.6% strongly agreed the organization had their interest at heart. 36.5% of the employees strongly agreed to the fact that supervisors visible demonstrated their commitment, 3.8% strongly disagreed, 9.6 disagreed with 19.2% of employees being neutral and 37% agreeing. The data gathered indicated that 9.6% of employees strongly disagreed to the thought of changing organization, 13.5% agreed to the thought of changing organization whiles 34.6% neutral as to whether there was a thought of changing organization and 31% agree to the thought of changing organization. The total mean score of commitment was 71.8 whiles the total standard of deviation was 48, which is more than half of the Mean score. The implication is that majority of employees in the organization were not committed to the organization.

4.2.5 Analysis of the respondents’ factors that made them commitment to the Agency

Table 4: A table determining the factors of commitment.

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>1-Strongly Disagree</th>
<th>2-Disagree</th>
<th>3-Neutral</th>
<th>4-Agree</th>
<th>5-Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary increase</td>
<td>f</td>
<td>%</td>
<td>f</td>
<td>%</td>
<td>f</td>
</tr>
<tr>
<td>Promotion</td>
<td>7</td>
<td>13.5</td>
<td>2</td>
<td>3.8</td>
<td>8</td>
</tr>
<tr>
<td>Leave</td>
<td>5</td>
<td>9.6</td>
<td>1</td>
<td>1.9</td>
<td>10</td>
</tr>
<tr>
<td>Responsibility</td>
<td>3</td>
<td>5.8</td>
<td>1</td>
<td>1.9</td>
<td>8</td>
</tr>
<tr>
<td>Recognition</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1.9</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL %</td>
<td>172 %</td>
<td></td>
<td>306.3 %</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
To find out respondents view or what influence their commitment to the organization 40.4% of the respondents strongly agreed that salary increment, was a factor to their commitment, 15.4% where neutral as to whether it was a factor and 3.8% disagreed salary increase was a factor for their commitment to the organization. 38.5% agreed to promotion being a factor to their commitment whiles 25% strongly agreed and 1.9% disagreeing.

Employee’s sense of responsibility and recognition plays a key role in their commitment to an organization, 53.8%, agree responsibility was a factor to their commitment, 1.9% disagree and 15.4% where neutral. 34.6% agreed to recognition as a factor to their commitment, 30.8% strongly agreed and 0% of the employees strongly disagreed. The implicated was that majority of the employees strongly agreed that the above listed factors were the reasons why they were committed to the organization as a total of 172.1% strongly disagreed and 306.3% strongly agreed.

4.2.6.  (Analysis of respondents’ job satisfaction)

Table 4:6 A table determining the level of job satisfaction of employees to the Agency.

<table>
<thead>
<tr>
<th>COMPONENTS</th>
<th>1-Strongly Disagree</th>
<th>2-Disagree</th>
<th>3-Neutral</th>
<th>4-Agree</th>
<th>5-Strongly Agree</th>
<th>Mean Score</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I enjoy my work most days</td>
<td>2 3.8</td>
<td>2 3.8</td>
<td>19 36.5</td>
<td>14 27</td>
<td>9 17.3</td>
<td>9.2</td>
<td>7.4</td>
</tr>
<tr>
<td>Clear understanding of responsibility and expectation</td>
<td>0 0</td>
<td>4 7.7</td>
<td>5 9.6</td>
<td>18 34.6</td>
<td>6 24 46.2</td>
<td>10.2</td>
<td>10.3</td>
</tr>
<tr>
<td>Major satisfaction in life is my job</td>
<td>8 15.4</td>
<td>10 19.2</td>
<td>11 21.2</td>
<td>17 32.7</td>
<td>4 7.7</td>
<td>10</td>
<td>4.7</td>
</tr>
<tr>
<td>Opinions count in organization</td>
<td>6 11.5</td>
<td>5 9.6</td>
<td>18 34.6</td>
<td>11 21.2</td>
<td>2 11 21.2</td>
<td>10.2</td>
<td>5.2</td>
</tr>
<tr>
<td>Feeling of accomplishment from job</td>
<td>2 3.8</td>
<td>4 7.7</td>
<td>18 34.6</td>
<td>20 38.5</td>
<td>8 15.4</td>
<td>10.4</td>
<td>8.2</td>
</tr>
<tr>
<td>Likely to change job/Profession</td>
<td>7 13.5</td>
<td>17 32.7</td>
<td>11 21.2</td>
<td>14 26</td>
<td>9 3 5.8</td>
<td>10.4</td>
<td>5.5</td>
</tr>
</tbody>
</table>
47

Having no regrets joining Profession 1 1.9 2 3.8 11 21.2 21 40.4 15 28.8 10 8.4 70.4 50

The data above shows that 36.5% of the respondents neutral as to whether they enjoy work most days, 17.3% strongly agree to enjoying work most day, and 3.8% disagreed to enjoying most of their work days. 46.2% Strongly agree to having a clear understanding of their responsibility and what is expected from them, 9.6% were neutral and 0% strongly disagreed. 15.4% of the respondents strongly disagreed to getting major satisfaction from their job, 19.2% disagreed, 32.7% agreed and 7.7% strongly agreed most of their satisfaction was from their work. 34.6% were neutral if their opinions counts in the organization, 21.2% strongly agreed and 11.55% strongly disagreed their opinions’ really mattered or was considered in the organization. 38.5% of the respondents agree to having a feeling of accomplishment from the job, 15.4& strongly agree, with 34.65 being neutral and 7.7% disagreeing. Majority of the respondents 28.8% had no regrets in joining the professions, with 40% agreeing and a minimum of 1.9% strongly disagreed having regrets for joining profession. The total mean score was 70.4 and the standard deviation was 50. The implication of the data indicated majority of the employees were not satisfied with their work.

4.2.7 Analysis of the respondents’ factors that gave them satisfaction at the work place

Table 4:7A table determining the factors of satisfactions at the work place.

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>1-Strongly Disagree</th>
<th>2-Disagree</th>
<th>3-Neutral</th>
<th>4-Agree</th>
<th>5-Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appreciation of work</td>
<td>f</td>
<td>%</td>
<td>f</td>
<td>%</td>
<td>f</td>
</tr>
<tr>
<td>Good relationship with colleagues</td>
<td>2</td>
<td>3.8</td>
<td>2</td>
<td>3.8</td>
<td>8</td>
</tr>
<tr>
<td>Good life balance</td>
<td>1</td>
<td>1.9</td>
<td>1</td>
<td>1.9</td>
<td>3</td>
</tr>
<tr>
<td>Good relationship with supervisors</td>
<td>1</td>
<td>1.9</td>
<td>5</td>
<td>9.6</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>1.9</td>
<td>0</td>
<td>6</td>
<td>11.5</td>
</tr>
</tbody>
</table>
This section of the analysis seeks to identify the factors that gave the employees satisfaction at the workplace. 40.4% of the employees agreed to appreciation of their work gave them satisfaction, 32.7% strongly agreed and 3.8% disagreed. 48.1% agreed to a good relationship with colleagues gave them satisfaction, 5.8% being neutral as to whether a good relationship with colleagues gave them satisfaction, and 1.9% strongly disagreeing. 46.2% agree to a good life balance gave them satisfaction, 9.6% disagree and 1.9% strongly disagree. 48.1% of the staff agreed that a good relationship with their supervisors gave them job satisfaction, 32.75 strongly agree and 0% of the respondents disagreed that a good relationship with supervisors gave them satisfaction at the workplace. A total percentage of 134% disagreed that, the factors list in the table above constituted to their job satisfaction, whiles a total percentage of 340.4% agreed that the factors listed in the table will constitute to their job satisfaction. The implication of the analyze is that most of the staff were not satisfied with their job.
CHAPTER FIVE
CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This Chapter presents the findings of the research. The conclusion is drawn from the research data, keeping in mind the research objective and questions set earlier. From the findings, conclusion and recommendations are thus made.

5.2 EFFECTS OF EMPLOYEE SATISFACTION

Based on the data analyses conducted, employee’s satisfaction was not found to have an effect on service quality, notwithstanding the outcome from the research context, there are evidences from the research conclusion as indicated in the literature review making the claim, that employee’s satisfaction has an effect on service quality. Thus, from the prospective of respondents in the study, their satisfaction level with the job does not lead them to provide quality service to their clients.

5.3 EFFECTS OF EMPLOYEE COMMITMENT ON SERVICE QUALITY

The outcome of the finding from the effect of employee’s commitment on service quality, had proven to be positive. It gives the understanding that employees who are committed to their organization are most likely to deliver quality service and improvement in their duties and improved performance.

5.4 EFFECTS OF EMPLOYEE SATISFACTION AND EMPLOYEE COMMITMENT
Employee’s satisfaction was found to have a positive effect on commitment level. This implies the more an employee is satisfied at the workplace, the more committed he/she will be, exhibited towards his work and organization, which in the end will affect the quality of service.

In conclusion, even though employee’s satisfaction does not have a direct relationship with service quality, its effect on service quality rather can be achieved through employee’s commitment.

5.5 CONCLUSION

Employees satisfaction and commitment is undoubtable a concern for most management of business organization due to the enormous effects it can have on service quality level, especially on the part furthering service delivery in organizations/Customer-contact employees.

As Meteorology is a timely service provider, the dissatisfaction of employees does not only reduce their contribution or involvement but can increase their intention to leave the organization. Given thus the focus of study was in employee’s satisfaction and commitment as antecedents at service quality delivery. Through the model the following were propose and conclusion drown.

Employee’s satisfaction of staff does not directly bring about service quality provisions at the Agency. Thus, if employees are satisfied with their work, it will not directly or necessarily lead to improvements in their service quality delivery. It can be concluded as the study established among other things that it is very important to achieve commitment from employees in order for service quality to be achieved in the Agency. Also revealed that only satisfied employees can not alone lead to delivery of service quality in the Agency delivery system but with commitment
playing a mediating role it(satisfaction) can affect quality of service level to be achieve on the part of employees.

5.6 RECOMMENDATION

Centered on the findings in the study the following recommendation are offered:

- It is essential on the part of management to ensure that employees are satisfied with their work, for the achievement of high service quality. The desire of every employee must be taken into consideration and management must find ways out what employees deem fit and what work relate wise and personal desires.

- Management should also endeavor to ensure consistent in fostering relationship between employees, supervisors and also peer-peer relation at the work place in order to attain trust. As employee’s commitment and satisfaction are positive attitude towards work, through maintain coordinal relationship with employee’s behavior that are inclined to commitment and satisfaction level will be developed by employees. Employees who get or are given high level support by the organization are most likely to feel positive attitude and obligation to repay the organization in the form of effective commitment.

- Management must build an open and effective communication channel. This could foster the proper dissemination of information which is essential for getting information across to employees the setting of standards in meeting on the delivery of quality service information flow should not be over loaded in between the channels.
Employees on the other hand must deem it important to adhere to the rules and regulations of the organization. Through this effort there will be peace between employees and management and as such have clear conscience at the work place, vice versa favorable working conditions such as good salary, job security and recognition among other things must be seen available to employees.

Jobs within the organization must be standardize across the various departments. The harmonization of similar job and related task will prevent apathy and disgruntlement among employees. Standardizing jobs will lead to job satisfaction and commitment resulting in service quality.

5.7 LIMITATIONS OF THE STUDY

In the execution of this study, a number of challenges are expected to be encountered which might have affect the outcome of this research. However, the findings of the study are broadly consistent with those of other studies of employee Satisfaction and commitment

- Due to the Data Protection Act and Sensitive information, there will be restriction on certain kinds of information which would otherwise enhance the quality of the study.
- Another important set of factors which constrained the execution of this study will be time and inadequate financial resources as well as finishing this study and the final semester course work alongside this project work. Indeed these set of factors will be the most challenging.
5.8 FURTHER STUDIES

Since this study has a number of limitations, further studies is needed. Future research may further examine the level of employees’ satisfaction and the impact of commitment on the overall organization considering variables such as financial performance, customer satisfaction and service delivery, employee commitment and organizational climate.

REFERENCES


**APPENDIX**

**QUESTIONNAIRE**

**UNIVERSITY OF GHANA BUSINESS SCHOOL, GRADUATE STUDIES.MA.MANAGEMENT AND ADMINISTRATION.**

**THE LEVEL OF EMPLOYEE SATISFACTION AND IMPACT OF ORGANIZATIONAL COMMITMENT OF EMPLOYEES.**

This questionnaire is prepared to find out the level of employee satisfaction and the impact of commitment of employees at the Ghana Meteorological Agency.

Please, note that this exercise is a purely academic one. Any information is intended solely for academic purpose and will be kept absolutely confidential.

**INSTRUCTIONS:** Below are a series of questions, please indicate your response option by making ‘X’ in the space provided or write where appropriate.
SECTION A (BIO-DATA)

Age:  18-29 □ □  30-40 □ □  41-50 □ □  51-60 □ □

Gender:  Male □ □  Female □ □

Qualification:  Degree □ □  HND □ □  Diploma □ □  Certificate □ □

Others, Please Specify…………………………………………………………………………………………..

Grade:……………………………………………………………………………………………………

Department:……………………………………………………………………………………………………

How long have you been with the Agency?...……………………………………………………………………

To what extent do you agree with the following? (5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly disagree)

<table>
<thead>
<tr>
<th>COMMITMENT</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. It would be very hard for me to leave my organization right now</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2. I see myself as part of the organization</td>
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</tr>
<tr>
<td>3. I feel emotionally attached to this organization</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I feel bonded to this organization</td>
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<tr>
<td>5. This is the best organization to work for.</td>
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</tr>
<tr>
<td>6. I am not thinking of changing to another organization</td>
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<td></td>
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</tr>
<tr>
<td>7. I will like to spend greater part of my working life in this organization</td>
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</tr>
<tr>
<td>8. I am proud to tell others about my work in this organization</td>
<td></td>
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</tr>
<tr>
<td>9. I believe that this organization has my interest at heart</td>
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<td></td>
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<td></td>
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<tr>
<td>10. My organization generally has employees’ interest at heart</td>
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</tr>
<tr>
<td>11. My supervisor visibly demonstrates a commitment to quality</td>
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<tr>
<td>12. Top Management ensures that tools needed for work are available</td>
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<tr>
<td>13. Top Management visibly demonstrate their commitment to employee wellbeing</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Top Management visibly demonstrate their commitment to customer satisfaction</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Please provide the following rates in relation to Commitment
(5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly disagree)

What Makes you committed to a job?

<table>
<thead>
<tr>
<th>NO.</th>
<th>Factors</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Salary increase</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Promotion</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Leave</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Responsibility</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Recognition</td>
<td></td>
</tr>
</tbody>
</table>

**PART F: EMPLOYEE SATISFACTION**

To what extent do you agree with the following? (5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly disagree)

<table>
<thead>
<tr>
<th>JOB SATISFACTION</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I enjoy my work most days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. My job is interesting and challenging</td>
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<tr>
<td>3. There is a lot of variety in my job</td>
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<tr>
<td>4. I enjoy working under less supervision</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>5. I have a clear understanding of my job responsibilities and what is expected of me</td>
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<td></td>
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</tr>
<tr>
<td>6. I feel the level of responsibility I am given is acceptable</td>
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<td></td>
<td></td>
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<tr>
<td>7. The major satisfaction in my life comes from my job</td>
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<td></td>
</tr>
<tr>
<td>8. I feel my opinion counts in the organization</td>
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</tr>
<tr>
<td>9. I feel my colleagues treat me with respect</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>10. I get a feeling of accomplishment from my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. I'm not likely to recommend my career to others</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. I'm not likely to change my job/profession</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>13. I work in this Agency because I love to provide services to general public</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>14. My motivation is being appreciated for the job done</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>15. I have no regret joining this Profession</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Does the Agency Motivation influence your involvement, commitment, initiative and creativity leading to job satisfaction?

Yes [ ]  No [ ]

Please provide the following rates in relation to your job satisfaction

(5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly disagree)

What factors make your satisfaction?

<table>
<thead>
<tr>
<th>NO.</th>
<th>Factors</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Appreciation of work</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Good relationship with colleagues</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Good life balance</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Good relationship with supervisor</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Agency Financial stability</td>
<td></td>
</tr>
</tbody>
</table>