Progenitors of Organisational Commitment Among Senior Staff in the University of Cape Coast, Ghana

Naomi Arthur Fynn[1]
Hayford Lartey[2]

[1]naomi.fynn@ucc.edu.gh
[2]hayford.lartey@ucc.edu.gh

[1,2]University of Cape Coast, Ghana

Submitted: 14th February 2025; Accepted: 22nd February 2025; Published: 21st March 2025

https://doi.org/10.51867/scimundi.5.1.7

ABSTRACT

This study examined the progenitors of organisational commitment among senior staff at the University of Cape Coast (UCC) using Victor Vroom's Expectancy Theory of Motivation as its theoretical framework. Adopting a cross-sectional survey design, data were collected from a sample of 301 senior staff members, selected using a simple random sampling technique from a total population of 1,518. Reliability analysis confirmed high internal consistency across all constructs, with Cronbach's alpha coefficients exceeding the .7 threshold. Using a cross-sectional survey design, data were collected from 301 senior staff members in the University of Cape Coast. The study employed a structured questionnaire to gather. Descriptive statistics (frequency, percentages, mean and standard deviation), and inferential technique (multiple regression) were employed to analyse the data. Findings revealed a significant positive relationship ($R = .597$) between employee compensation ($\beta = .113$, $p = .040$), working conditions ($\beta = .243$, $p < .001$), and human capacity development ($\beta = .341$, $p < .001$) with organisational commitment, explaining 35.6% of the variance ($R^2 = .356$, $F(3,297) = 54.846$; $p < .001$). The study concluded that employee compensation, working conditions, and human capacity development are critical predictors of organisational commitment among senior staff at the UCC. These results underscore the importance of fostering favourable working conditions, adequate compensation, and opportunities for professional development to enhance organisational commitment among senior staff. The study recommends that UCC's management prioritise strategies addressing these predictors to bolster staff commitment and organisational effectiveness.

Keywords: Employee Compensation, Human Capacity Development, Organisational Commitment, Working Conditions

I. INTRODUCTION

Organisational commitment has become a focal point in human resource management, attracting substantial scholarly attention (Danish et al., 2013; Riana & Wirasedana, 2016; Zhenjing et al., 2022; Astuti et al., 2024; Opeke & Mayowa-Adebara, 2020; Okeke & Elegbede, 2024). Organisational commitment is defined as a psychological state that reflects the employee's relationship with the organisation, influencing their choice to either remain with or leave the organisation (Meyer & Allen, 2001). Studies have examined various factors that influence organisational commitment. These discussions underscore the critical role of fostering organisational commitment to achieve long-term performance goals. Despite the numerous discussions surrounding the factors influencing organisational commitment, it is important to acknowledge the significant strides made in understanding and fostering commitment among employees in various institutions.

Employee compensation is regarded as one of the significant progenitors of organisational commitment. According to Milkovich and Newman (2005), compensation encompasses all forms of financial returns, tangible services, and benefits that employees receive as part of their employment relationship. Riana and Wirasedana (2016) explored the impact of compensation on organisational commitment and employee performance, finding a positive and significant effect of compensation on organisational commitment. Similarly, James et al. (2024) identified a strong positive relationship between pay-for-performance and employee commitment at Ibom Power Company (IPC). However, contrasting findings emerged from Astuti et al. (2024), who conducted a quantitative study employing a causality analysis approach to examine the effects of compensation, career development, and job satisfaction on organisational commitment. Their results indicated that while career development and job satisfaction significantly and positively influenced organisational commitment, compensation did not have a significant impact.

Another significant progenitor of organisational commitment is working conditions. Sukalova (2021) asserts that working conditions encompass a range of factors and elements that influence employees as they perform their tasks for the employer. These conditions have a significant impact on their productivity, well-being, health, and loyalty to the

organisation. Danish et al. (2013) explored the impact of perceived organisational support and work environment on organisational commitment, also examining the mediating role of self-monitoring within this relationship in the service sector of Lahore, Pakistan. Their findings indicated a significant positive association between the work environment and organisational commitment. Similarly, Zhenjing et al. (2022) found that a positive workplace environment notably enhances employee commitment. In contrast, Daweti et al. (2024) reported a negative association between organisational commitment and working conditions.

Apart from employee compensation and working conditions, human capacity development is also regarded as a significant progenitor of organisational commitment. Human capacity development is the process of enhancing the number of individuals who possess the education, skills, and experience essential for economic and social development (Sharma, 2004). Hosen et al. (2024) explored the mediating role of organisational commitment in the relationship between training and development, career development, and work performance. Their findings indicated a statistically significant impact of training and development on organisational commitment. Similarly, Opeke and Mayowa-Adebara (2020) found that human capital development significantly influenced employee commitment. In contrast, Okeke and Elegbede (2024) examined the effects of human capital development, employee coaching, and career support on organisational commitment among Union Bank Plc employees in Lagos, Nigeria. While human capital development and employee coaching did not significantly affect organisational commitment, career development was found to have a significant influence on it.

It is, therefore, clear that employee compensation, working conditions, and human capacity development play a crucial role in fostering organisational commitment. When these factors are effectively implemented, they contribute to a motivated and dedicated workforce, leading to enhanced productivity and overall organisational success. Accordingly, it is essential for this study to evaluate employee compensation, working conditions, and human capacity development as the progenitors of organisational commitment in order to formulate strategies in addressing concerns of organisational commitment.

1.1 Statement of the Problem

Ideally, it is anticipated that organisational commitment among senior staff is significantly influenced by employee commitment, working conditions, and human capacity development. Senior staff members who feel a strong sense of employee commitment are expected to demonstrate greater loyalty to the institution, which in turn enhances overall performance and retention. Working conditions are also believed to play a crucial role, with positive working environments leading to higher levels of job satisfaction, well-being, and organisational commitment. Additionally, human capacity development, encompassing training, career growth, and skill development, is expected to foster a deeper sense of engagement and commitment among staff, as they feel supported in their professional growth.

However, the current situation at the University of Cape Coast (UCC) highlights a significant issue regarding the organisational commitment of senior staff. Following a major structural shift, senior academic, administrative, and other staff members have seen their workloads increase, which has led to added stress and strain. Many of these employees are required to take on additional responsibilities without corresponding compensation, leading to dissatisfaction and potential burnout (Obese, 2010; Banji & Fombad, 2019). Furthermore, staff working in departments that handle raw chemicals face potential health risks due to exposure to hazardous compounds, raising concerns about their wellbeing and safety in the workplace (Banji & Fombad, 2019). These factors likely affect staff morale and organisational commitment, as employees may feel undervalued and unsupported in their roles. This situation suggests that inadequate support systems and working conditions could undermine the staff's overall commitment to the institution.

A review of the literature identified several gaps regarding the progenitors of organisational commitment among senior staff at UCC. Contradictory findings exist in prior studies regarding the influence of compensation, working conditions, and human capacity development on organisational commitment. For instance, while Riana and Wirasedana (2016) and James et al. (2024) found that compensation positively impacts organisational commitment, Astuti et al. (2024) reported no significant effect. Similarly, Danish et al. (2013) and Zhenjing et al. (2022) highlighted the positive influence of a favourable work environment on commitment, whereas Daweti et al. (2024) found a negative association. Regarding human capacity development, Hosen et al. (2024) and Opeke and Mayowa-Adebara (2020) reported positive effects on organisational commitment, but Okeke and Elegbede (2024) noted mixed results. Additionally, there is a geographical and population gap, as limited studies have explored these dynamics in Ghana. The context-specific factors influencing organisational commitment among senior staff at UCC remain under-researched. Furthermore, there is an empirical gap in understanding how these progenitors interact and collectively influence organisational commitment within this unique institutional and cultural setting. This clearly indicates that studies into progenitors of organisational commitment in Ghana are still in an embryonic stage.

1.2 Research Hypotheses

The study sought direction through the following hypotheses:

Ho_1: There is no statistically significant influence of UCC senior staff's employee compensation on their organisational commitment.

Ho_2: There is no statistically significant influence of working conditions of UCC senior staff on their organisational commitment.

Ho_3: There is no statistically significant influence of human capacity development of UCC senior staff on their organisational commitment.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Expectancy Theory of Motivation

The Expectancy Theory of Motivation, developed by Victor Vroom in 1964, provides a psychological perspective on motivation by focusing on individuals' expectations and their ability to achieve desired outcomes. The theory asserts that motivation is driven by three primary components: expectancy, instrumentality, and valence. *Expectancy* refers to an individual's confidence that their efforts will result in the desired level of performance, which is influenced by factors such as self-belief, prior experiences, and the task's perceived difficulty. *Instrumentality* concerns the individual's perception of whether achieving a certain level of performance will lead to a specific reward. When the connection between performance and reward is ambiguous or unreliable, motivation can decline. Lastly, *valence* represents the value or appeal of the reward to the individual, with rewards that align closely with personal goals or desires being more likely to drive motivation (Vroom, 1964).

One of the key criticisms of the Expectancy Theory of Motivation is its lack of consideration for emotional states and group dynamics. While the theory accounts for personality, ability, skills, knowledge, and experience as factors influencing motivation, it overlooks the emotional and social contexts that can significantly affect individual and group outcomes. Vroom himself acknowledged the need to update the theory with new research findings (Vroom, 1964). Additionally, the theory's complexity, involving numerous variables such as expectancy, instrumentality, and valence, makes it difficult to test and implement in practical settings. Critics like Parijat and Bagga (2014) argue that the theory assumes employees have the time, willingness, and resources to calculate motivation rationally, which is often unrealistic. Quantitative measures of the model's components can be challenging to determine, and the formula for calculating motivation is considered controversial and impractical by some. Another limitation lies in the theory's focus on extrinsic motivational factors, such as financial incentives and public recognition, while neglecting intrinsic factors that drive many employees. This narrow focus makes the model less applicable to individuals who find motivation in personal growth, fulfilment, or other internal rewards. Critics also point out that the theory assumes all necessary conditions such as resources, opportunities, and employee capabilities are in place, which is often not the case in real-world organisations. As a result, the theory is sometimes viewed as idealistic and insufficient for addressing practical motivational challenges.

The Expectancy Theory of Motivation offers a useful framework for understanding the progenitors of organisational commitment among senior staff at the University of Cape Coast (UCC), particularly in relation to employee compensation, working conditions, and human capacity development. According to the theory, organisational commitment can be enhanced when staff perceive a clear connection between their efforts, performance, and valued rewards, aligning with the components of expectancy, instrumentality, and valence. Effective employee compensation serves as a key extrinsic reward, reinforcing the performance-reward linkage (instrumentality) and demonstrating the organisation's value for staff contributions. Similarly, favourable working conditions fulfil basic and psychological needs, influencing expectancy by creating an environment where employees feel capable of performing their roles effectively. Moreover, human capacity development initiatives, such as training and career progression opportunities, increase employees' confidence in their abilities (expectancy) and highlight the organisation's commitment to personal growth, thus enhancing the valence of remaining committed to the institution. Together, these factors create a motivational ecosystem that fosters stronger organisational commitment through the alignment of individual and institutional goals.

2.2 Empirical Review

2.2.1 Employee Compensation and Organisational Commitment

Riana and Wirasedana (2016) examined the impact of compensation on organisational commitment and employee performance, with the labor union serving as a moderating variable. The study utilised a sample of 97 employees from a cellular provider company in Bali, selected through simple random sampling. Data collection was conducted via questionnaires and analyzed using descriptive statistics and Partial Least Squares (PLS). The

questionnaire measured compensation (CR = .8471) using three indicators, organisational commitment (CR = .8606) using three indicators, employee performance (CR = .7212) using seven indicators, and labor union (CR = .7217) using six indicators. The findings revealed that compensation had a positive and significant effect on organisational commitment (β = .643, t-statistic = 22.093).

Also, Katabalo and Mwita (2024) explored the role of compensation in job satisfaction, employee performance, and organisational performance. The study employed a quantitative approach, collecting data through questionnaires. A descriptive research design was adopted, with a public organisation in Tanzania serving as the case study. Data were collected from all 107 employees of the organisation, and as a result, no sampling was conducted. Out of the 107 employees, responses were received from 85, yielding a response rate of 82.5%. The data were analysed using both descriptive and inferential statistics. Descriptive analysis included frequencies, means, and standard deviations, while inferential analysis comprised correlations and regressions. The findings indicated that compensation has a significant positive impact on job satisfaction (β = .790, p-value = .000), employee performance (β = .429, p-value = .000), and organisational performance (β = .551, p-value = .000). The findings suggest that enhancing employee compensation can significantly boost job satisfaction, employee performance, and organisational commitment, ultimately driving overall organisational success.

Astuti et al. (2024) also conducted a quantitative study using a causality analysis approach to examine the effects of compensation, career development, and job satisfaction on organisational commitment. The study involved 148 Class III UPBU office employees from the Merauke region as participants. Data were collected through questionnaires measured on a 5-point Likert scale and analysed using path analysis. The reliability of the questionnaire items was high, with compensation (α = .912), career development (α = .902), job satisfaction (α = .889), and organisational commitment (α = .882). The multiple regression analysis indicated that career development and job satisfaction significantly and positively affect organisational commitment ($p < 0.05$), while compensation does not ($p > 0.05$).

James et al. (2024) examined the relationship between compensation management and employee commitment at Ibom Power Company (IPC) in Ikot Abasi Local Government Area, Akwa Ibom State, Nigeria. The study employed a cross-sectional survey design, using the entire population of 207 IPC employees as participants. Data were collected through a structured questionnaire and analysed using simple percentages and Pearson's product-moment correlation via SPSS. The results indicated a positive and significant relationship between pay-for-performance and employee commitment in IPC ($r = 0.892$, $p = 0.000 < 0.05$). The findings imply that implementing a pay-for-performance strategy can significantly enhance employee commitment, fostering greater alignment with organisational goals.

2.2.2 Working Conditions and Organisational Commitment

Danish et al. (2013) examined the impact of perceived organisational support and work environment on organisational commitment, alongside analysing the mediating role of self-monitoring within this relationship in the service sector of Lahore, Pakistan. A self-administered survey was utilised to gather responses from employees working in the service sector. A total of 680 questionnaires were distributed among employees, of which 355 were completed in full and subsequently used for further analysis. The findings revealed that the work environment had a significant and positive association with organisational commitment (regression weight= 0.23, p-value = .000), whereas no significant association was identified between perceived organisational support and organisational commitment.

Zhenjing et al. (2022) investigated the influence of the workplace environment on employee task performance, with employee commitment and achievement-striving ability serving as mediators. Data were collected from academic staff using a cross-sectional research design and a convenience sampling technique. Following established sample size recommendations, a total of 420 questionnaires were distributed. Of these, 330 were returned, and after excluding incomplete responses, 314 valid questionnaires were used for data analysis. Structural equation modelling (SEM) was conducted using SmartPLS 3, focusing on both measurement and structural models. The findings revealed that a positive workplace environment significantly enhances employee commitment (β = .289, t = 5.169, p = .000).

Daweti et al. (2024) explored whether strong social interactions at work influence the commitment of academic employees in the context of poor physical working conditions within under-resourced public higher education institutions. Data were collected through a cross-sectional survey involving 63 academic employees across six faculties at a large under-resourced institution in KwaZulu-Natal, South Africa. These employees faced the challenge of teaching predominantly under-prepared students from disadvantaged backgrounds while contending with limited physical resources. Regression analysis (r = –.52, CR = –3.21, SE = .07, p = .001) revealed a strong association between organisational commitment and poor working conditions, with statistical significance at $p < 0.01$ and a 95% confidence level with a 5% margin of error.

2.2.3 Human Capacity Development and Organisational Commitment

Hosen et al. (2024) investigated the mediating role of organisational commitment in the relationship between training and development, career development, and work performance. Data were collected from 362 frontline hotel

employees using a survey and random sampling technique. The analysis involved descriptive statistics as well as measurement and structural models, conducted through SPSS 23 and SmartPLS 3.0. The instrument satisfied all necessary measurement model requirements for the constructs: Training and Development ($\alpha = .823$, CR = .874, AVE = .581), Career Development ($\alpha = .859$, CR = .898, AVE = .639), Work Performance ($\alpha = .931$, CR = .943, AVE = .675), and Organisational Commitment ($\alpha = .831$, CR = .878, AVE = .548). The findings demonstrated a statistically significant influence of training and development on organisational commitment ($p = .005$, SE = .053, $t = 2.809$).

Opeke and Mayowa-Adebara (2020) examined the impact of human capital development on employee commitment in university libraries in South-West Nigeria. The study utilised a survey research design, with a population comprising 684 librarians from 43 universities across the six states in the region. Total enumeration was employed to include all professional and para-professional librarians, and data were collected using a validated questionnaire. The Cronbach's Alpha coefficients for the constructs ranged from .82 to .86, and a response rate of 72% was achieved. Descriptive and inferential statistics, including linear and multiple regression analyses, were used to analyse the data. The results indicated that the level of employee commitment in these university libraries was moderately high ($M = 2.64$ on a 4-point scale). Human capital development significantly influenced employee commitment ($\beta = .179$, $t(489) = 77.25$, $R^2 = .24$, $p < .05$). Among the components, manpower training ($\beta = .261$, $p < .05$) contributed slightly more to employee commitment than career development ($\beta = .257$, $p < .05$).

Okeke and Elegbede (2024) examined the impact of human capital development, employee coaching, and career support on organisational commitment among employees of Union Bank Plc, Lagos, Nigeria. The study adopted a cross-sectional design, employing purposive and random sampling techniques. Data were collected from 169 respondents at the Ilupeju branch of Union Bank Plc using a self-administered questionnaire. The sample size was determined using the Yamane formula. Descriptive statistics, including frequency and percentage, were used to analyse respondents' socio-demographic characteristics, while multiple regression analysis via SPSS was conducted to test the hypotheses. The findings revealed that human capital development ($p = .768 > .05$) and employee coaching ($p = .557 > .05$) did not have a significant effect on organisational commitment. However, career development ($p = .02 < .05$) significantly influenced organisational commitment.

2.3 Conceptual Framework

The conceptual framework in Figure 1 illustrates the hypothesised relationships between three organisational factors and organisational commitment among senior staff at the UCC. In this model, three key progenitors (Employee Compensation, Working Conditions, and Human Capacity Development) are proposed to influence organisational commitment. Employee Compensation (H1) suggests that the level of financial and non-financial rewards provided to staff impacts their commitment to the organisation, with the assumption that fair and competitive compensation enhances loyalty and dedication. Working Conditions (H2) posits that the physical and psychological environment in which staff operate affects their level of commitment; supportive and conducive working conditions are expected to foster a stronger sense of belonging and attachment to the organisation. Additionally, Human Capacity Development (H3) is hypothesised to influence organisational commitment, as opportunities for skill enhancement, training, and career growth can motivate employees to remain committed to the organisation. Overall, this model aims to examine how these factors collectively shape organisational commitment, providing insights into the mechanisms through which senior staff at UCC develop loyalty and dedication to their institution.

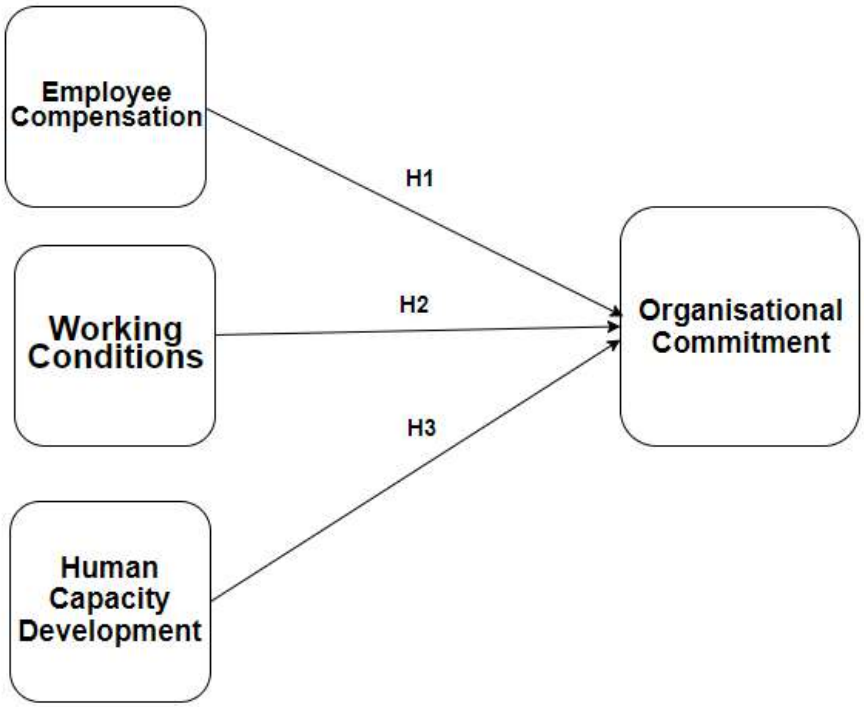

Figure 1
Conceptual Framework for Progenitors of Organisational Commitment

III. METHODOLOGY

3.1 Procedures

This study adopted a cross-sectional survey design to evaluate the progenitors of organisational commitment among senior staff at the University of Cape Coast (UCC). The study population consisted of all 1,518 senior staff members of UCC, who were chosen as the unit of analysis due to their significance in examining progenitors of organisational commitment. A sample size of 306 was calculated using Krejcie and Morgan's (1970) sample size determination table, which accounts for population size, proportion, and a margin of error set at 0.05. The study utilised the simple random sampling technique, specifically the lottery method, to select 301 senior staff members. Each member of the population was assigned a unique number, which was randomly drawn to guarantee that every individual had an equal chance of selection. This method enhanced the study's reliability and validity while ensuring the representativeness of the sample.

3.2 Instrumentation and Data Collection

The study employed a structured questionnaire consisting of 31 items divided into three sections. Section A included five items capturing respondents' demographic information. Section B, adapted from Walton's (1974) Quality of Work Life questionnaire, comprised three subsections: BI measured adequate and fair compensation, BII assessed healthy working conditions, and BIII evaluated opportunities for using and developing human capacities. Section C utilised an 8-item scale adapted from Allen and Meyer (1990) to measure organisational commitment. All variables were assessed using a 5-point Likert scale. The reliability of the collected data was evaluated, with results summarised in Table 1. In line with Nunnally and Bernstein's (2008) guidelines, all constructs exhibited acceptable to excellent reliability, with Cronbach's alpha coefficients surpassing the recommended threshold of .7. Specifically, the development of human capacities showed excellent reliability (.867), while compensation (.784), working conditions (.741), and OC (.774) demonstrated good reliability. These findings confirm a high level of internal consistency across all constructs, ensuring the reliability of the questionnaire.

Table 1
Reliability Test

Constructs	Cronbach's Alpha	No. of items
Employee compensation	.784	6
Working conditions	.741	6
Human Capacity Development	.867	6
Organisational commitment	.774	8

3.3 Data Analysis

Descriptive statistics were employed to analyse the collected data. Frequency counts and percentages were used to summarise demographic information, including gender, age, marital status, education level, and years of service. Additionally, multiple regression analysis was conducted to examine the progenitors of organisational commitment.

3.3.1 Model Diagnosis

Before conducting multiple regression analysis, preliminary diagnostic tests were performed to ensure the appropriateness of the model. The Durbin-Watson statistic (2.199) indicated no auto-correlation among the progenitors (human capacity development, employee compensation, and working conditions) as it fell within the acceptable range of 1.5 to 2.5. This supported the suitability of estimating the regression model. Multi-collinearity was assessed using the Variance Inflation Factor (VIF), where a VIF score of 3.3 or less is considered acceptable to avoid multi-collinearity issues (Kock, 2015). The analysis revealed no multi-collinearity problems among the predictors, with VIF scores of 1.386 for employee compensation, 1.995 for working conditions, and 1.765 for human capacity development.

IV. FINDINGS & DISCUSSION

4.1 Background Information of the Respondents

The background information of the respondents was analysed using frequency and percentages. The results on the background characteristics of the respondents are shown in Table 2.

Table 2

Background Characteristics of the Respondents

Demography	Subscale	Frequency	Percentage (%)
Gender	Male	174	57.8%
	Female	127	42.2%
Age	20-30 years	73	24.3%
	31-40 years	163	54.2
	41-50 years	48	15.9
	51 and above years	17	5.6
Marital status	Single	102	33.9
	Married	199	66.1
Education level	Below First Degree	63	20.9
	First Degree	146	48.5
	Master's Degree	69	22.9
	Professional Certificate	23	7.6
Working experience	Less than 1year	33	11.0
	1-5years	51	16.9
	6-10years	128	42.5
	11-15years	59	19.6
	16-20years	23	7.6
	21 or above years	7	2.3

As shown in Table 2, the majority of respondents were male (174; 57.8%), with females making up a smaller proportion (127; 42.2%), indicating a gender imbalance favouring male participants. In terms of age, most respondents were between 31 and 40 years old (163; 54.2%), followed by those aged 20-30 years (73; 24.3%), 41-50 years (48; 15.9%), and 51 years and above (17; 5.6%), suggesting that the majority of participants were in their early to mid-career stages. Regarding marital status, most respondents were married (199; 66.1%), while single participants accounted for a smaller proportion (102; 33.9%). In terms of educational qualifications, nearly half of the respondents held a first degree (146; 48.5%), followed by those with a master's degree (69; 22.9%), below a first degree (63; 20.9%), and a professional certificate (23; 7.6%). Concerning working experience, the largest group had 6-10 years of experience (128; 42.5%), followed by 11-15 years (59; 19.6%), 1-5 years (51; 16.9%), and less than 1 year (33; 11.0%). Fewer respondents had 16-20 years (23; 7.6%) and 21 or more years (7; 2.3%) of experience. This distribution suggests a workforce that is predominantly in the mid-range of their career progression.

4.2 Progenitors of Organizational Commitment

4.2.1 Descriptive Statistics

Table 3 displays the descriptive statistics regarding the levels of organisational commitment and its progenitors among senior staff members in UCC.

Table 3

Descriptives Statistics

Variable	Mean	SD
Employee Compensation	2.76	.92
Working Condition	3.26	.86
Human Capacity Development	3.57	.71
Organisational Commitment	3.41	.71

*Scale (Mean): 0 – 2.5 = Low; 2.51 – 3.50 = Average; and 3.51 and above = High

From Table 3, the mean score for Employee Compensation is 2.76 (SD = .92), indicating an average perception of compensation among employees. This suggests that while employees do not perceive their compensation as entirely inadequate, they do not find it highly satisfactory either. The mean score for Working Condition is 3.26 (SD = .86), also falling within the average range, implying that employees have a moderate level of satisfaction with their work environment. Human Capacity Development has a mean score of 3.57 (SD = .71), placing it in the high category, which suggests that employees perceive the organization's investment in training and professional development positively. Similarly, Organisational Commitment has a mean score of 3.41 (SD = .71), indicating an average level of commitment among employees, meaning they are moderately engaged and loyal to the organisation. The overall trend shows that employees rate compensation and working conditions as average, while human capacity development is rated high, reflecting a stronger emphasis on professional growth opportunities. The relatively small standard deviations suggest a moderate level of agreement among employees regarding their perceptions of these organisational factors.

4.2.2 Regressions Analysis

Table 4 displays the findings of the regression analysis on the progenitors of organisational commitment among senior staff members in UCC.

Table 4

Regression Coefficient of Progenitors of Organisational Commitment

	Variable	B	Std. Error	Beta	R	t-stats	P-Value
	Constant	1.284	.174			7.372	.000***
H1	Employee Compensation	.088	.043	.113	.119	2.063	.040*
H2	Working Condition	.202	.054	.243	.210	3.700	.000***
H3	Human Capacity Development	.343	.062	.341	.305	5.510	.000***
R	.597[a]						
R^2	.356						
Adjusted R^2	.350						
F (3, 297) =	54.846, p < .000						

a. Dependent Variable: Organisational Commitment *Sig<0.05, **Sig<0.01, ***Sig<0.001

Table 4 revealed that there is a positive relationship (R = .597) between employee compensation, working conditions, human capacity development, and organisational commitment. The findings indicate that these factors significantly influence organisational commitment (R2=.356, F (3, 297) =54.846; p<.001; R^2 = .356, F (3, 297) = 54.846; p < .001). Therefore, the null hypothesis is rejected. The R^2 implies that employee compensation, working conditions, and human capacity development accounted for 35.6% of the variance in organisational commitment. The results from Table 4 regarding the constant of the regression model showed β = 1.284, t = 7.372, p < .001, suggesting that even when the predictors are held constant, organisational commitment would be 1.284. This implies that, even in the absence of improvements in these factors, employees still exhibit a baseline level of organisational commitment.

Moreover, Table 4 indicated the following: employee compensation (β = .113, t = 2.063, p = .040), working conditions (β = .243, t = 3.700, p < .001), and human capacity development (β = .341, t = 5.510, p < .001). Therefore, all three predictors significantly influence organisational commitment. This implies that a unit increase in employee compensation, working conditions, and human capacity development would result in .113, .243, and .341 changes, respectively, in the level of organisational commitment. Additionally, the adjusted R^2 (.350) indicates that the effect size is moderate based on Sawilowsky's (2009) classification of effect sizes. The estimated regression equation for predicting the relationship between the predictors and organisational commitment is given as follows:

Organisational Commitment (OC) = 1.284 + .088(EC) + .202(WC) + .343(HCD)

Where EC = Employee Compensation
WC = Working Conditions
HCD = Human Capacity Development

4.3 Discussion

The study examined the role of employee compensation, working conditions, and human capacity development in shaping organisational commitment. The findings revealed that these factors collectively accounted for 35.6% of the variance in organisational commitment ($R^2 = .356$, $F(3, 297) = 54.846$; $p < .001$). This significant relationship indicates that improvements in these variables contribute to enhancing employees' commitment to their organisations. The constant ($\beta = 1.284$, $t = 7.372$, $p < .001$) suggests that, even in the absence of changes in compensation, working conditions, and human capacity development, employees exhibit a baseline level of organisational commitment.

Employee compensation was found to significantly influence organisational commitment, implying that an increase in compensation leads to a corresponding improvement in employees' level of commitment. This finding aligns with Riana and Wirasedana (2016), who found that compensation positively affects organisational commitment among employees in a cellular provider company in Bali. Similarly, Katabalo and Mwita (2024) established that compensation significantly enhances job satisfaction and employee performance, which, in turn, boosts organisational commitment. Furthermore, James et al. (2024) confirmed that a pay-for-performance strategy enhances employee commitment, reinforcing the notion that fair and competitive remuneration fosters organisational loyalty. However, contrary to these findings, Astuti et al. (2024) reported that compensation did not significantly impact organisational commitment, suggesting that factors such as career development and job satisfaction may have a stronger influence in certain organisational contexts.

Working conditions also demonstrated a significant positive effect on organisational commitment. This finding supports the results of Danish et al. (2013), who identified a strong association between a favourable work environment and organisational commitment within the service sector. Additionally, Zhenjing et al. (2022) found that a positive workplace environment enhances employee commitment, further reinforcing the current study's findings. However, research by Daweti et al. (2024) indicated a negative relationship between poor working conditions and organisational commitment among academic employees in under-resourced institutions, highlighting the adverse effects of an inadequate work environment. The contrast between these findings suggests that while good working conditions enhance commitment, poor conditions may significantly reduce employees' motivation and engagement.

Human capacity development emerged as the strongest predictor of organisational commitment, indicating that investments in employee training and development significantly enhance their commitment to the organisation. This is consistent with Hosen et al. (2024), who demonstrated that training and career development positively influence organisational commitment, underscoring the importance of continuous learning opportunities in fostering employee loyalty. Similarly, Opeke and Mayowa-Adebara (2020) found that manpower training significantly improves employee commitment in university libraries, further validating the findings of the present study. However, Okeke and Elegbede (2024) reported that human capacity development did not significantly influence organisational commitment, suggesting that the effectiveness of development initiatives may depend on how they are structured and perceived by employees.

The overall findings of this study highlight the importance of employee compensation, working conditions, and human capacity development in shaping organisational commitment. While all three factors significantly contribute to commitment, human capacity development exhibits the strongest effect, indicating that employees who receive continuous professional growth opportunities are more likely to remain committed to their organisations. These results underscore the need for organisations to prioritise fair compensation structures, improve working environments, and implement robust employee development programmes to foster long-term organisational loyalty. The study's findings provide empirical support for the argument that a well-compensated, well-supported, and well-trained workforce is more committed to achieving organisational goals.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The study concluded that employee compensation, working conditions, and human capacity development are critical predictors of organisational commitment among senior staff at the UCC. Adequate compensation emerged as a significant factor, highlighting its importance in fostering employee commitment. Similarly, working conditions were found to have a significant positive impact, reinforcing the role of a supportive workplace environment. Human capacity development showed the strongest influence, emphasising the importance of training and professional growth opportunities in enhancing organisational commitment.

5.2 Recommendations

In effect, the study recommends that the management of UCC prioritise policies that promote fair and equitable compensation to ensure that staff feel valued and motivated. Efforts should also be made to improve working conditions, including the provision of safe and conducive environments that enhance productivity and well-being. Moreover, significant investments in human capacity development initiatives, such as training programmes, mentorship opportunities, and career advancement workshops, should be undertaken to enable staff to realise their potential fully. Lastly, continuous engagement with employees to identify and address their needs is crucial for sustaining high levels of organisational commitment and overall institutional effectiveness.

REFERENCES

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of Occupational and Organisational Psychology, 63*(1), 1-18.

Astuti, E. I. R., Pangaribuan, N., & Noer, E. (2024). The Influence of Compensation and Career Development on Employees' Organizational Commitment in Class III UPBU Offices in the Merauke Region. *Economit Journal: Scientific Journal of Accountancy, Management and Finance*, *4*(1), 52-67.

Banji, G.T., & Fombad, M. C. (2019). Effective Leadership: A panacea to Employees' Commitment to effective Library and Information Services in the University of Cape Coast (Sam Jonah) Library in Ghana. *Library Philosophy and Practice Journal, 6*(7), 1-19.

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

Daweti, B., Khumalo, N., & Ngo-Henha, P. E. (2024). The impact of working conditions on commitment of academic employees: A socio-affective perspective. *Problems and Perspectives in Management, 22*(1), 524–533. https://doi.org/10.21511/ppm.22(1).2024.42

Hosen, S., Hamzah, S. R. A., Ismail, I. A., Alias, S. N., Abd Aziz, M. F., & Rahman, M. M. (2024). Training & development, career development, and organizational commitment as the predictor of work performance. *Heliyon*, *10*(1), 1-13.

James, A. M., Brownson, C. D., & Efi, A. (2024). Compensation Management and Employee Commitment. *Research Journal of Management Practice*, *4*(1), 13-25.

Katabalo, C. V., & Mwita, K. M. (2024). The role of compensation on job satisfaction, employee performance and organisational performance. *Science Mundi*, *4*(1), 137-148.

Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration (ijec)*, *11*(4), 1-10.

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

Meyer, J. P., & Allen, N. J. (2001). Organizational commitment. In C. L. Cooper & I. T. Robertson (Eds.), *Personnel psychology and human resource management: A reader for students and practitioners* (pp. 289–342). UK: John Wiley & Sons Ltd.

Milkovich, G. T., & Newman, J. (2005). *Compensation* (8th ed.). Boston, MA: Irwin McGraw-Hill.

Nunnally, J. C., & Bernstein, I. H. (2008). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.

Obese, E. (2010). *Occupational health and safety practices of the University of Cape Coast*. Doctoral dissertation, University of Cape Coast, Cape Coast.

Okeke, S., & Elegbede, T. (2024). The Effects of Human Capital Development, Employee Coaching and Career Support on Organisational Commitment among Employees in Lagos, Nigeria. *International Journal of Business and Technopreneurship (IJBT)*, *14*(1), 21-34.

Opeke, R. O., & Mayowa-Adebara, O. (2020). Influence of human capital development on employee commitment in university libraries in South-West, Nigeria. *Unizik Journal of Research in Library and Information Science*, *5*(1), 54-75.

Parijat, P., Bagga, S. (2014). Victor Vroom's Expectancy Theory of Motivation: An Evaluation. *International Research Journal of Business and Management, 7*(9), 1-8.

Riana, I. G., & Wirasedana, I. W. P. (2016). The effect of compensation on organisational commitment and employee performance with the labour union as the moderating variable. *Social and Economic Science, 3*(2), 83–88.

Sawilowsky, S. S. (2009). New effect size rules of thumb. *Journal of Modern Applied Statistical Methods*, *8*, 597-599.

Sharma, S. (2004). Optimal production policy with shelf life including shortages. *Journal of the Operational Research Society*, *55*(8), 902-909.

Sukalova, V. (2021). Management employees working conditions for sustainable development in the era of globalization. In *SHS Web of Conferences, 129*, 07006. EDP Sciences. https://doi.org/10.1051/shsconf/202112907006

Vroom, V. H. (1964). *Work and motivation*. New Delhi: Wiley.

Walton, R. E. (1974). Quality of work life indicators: Prospects and problems. In *A symposium on social indicators of work life* (pp. 19–20). Ottawa: Canada Department of Labour.

Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of employees' workplace environment on employees' performance: a multi-mediation model. *Frontiers in Public Health*, *10*, 890400. 1–13.