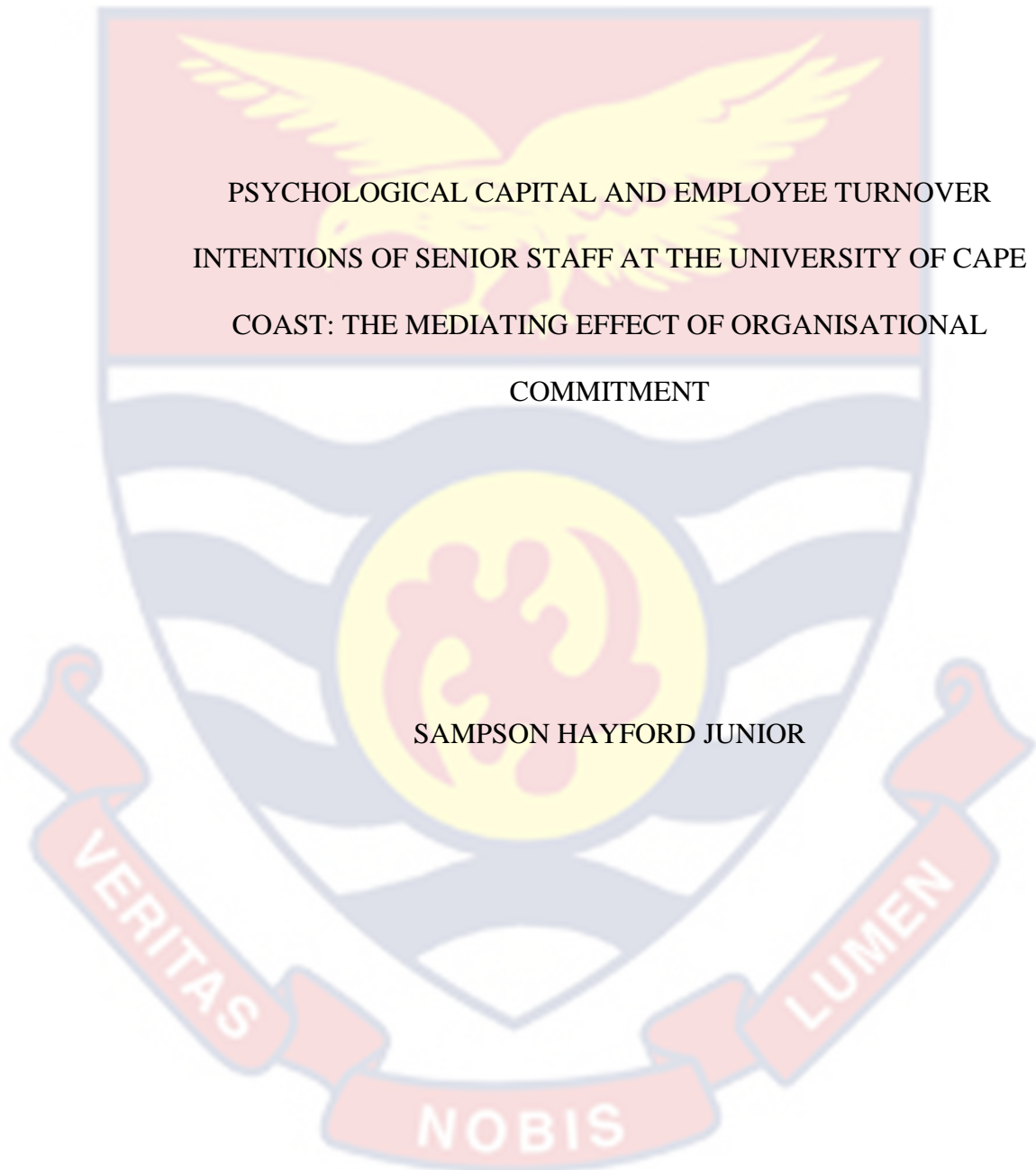


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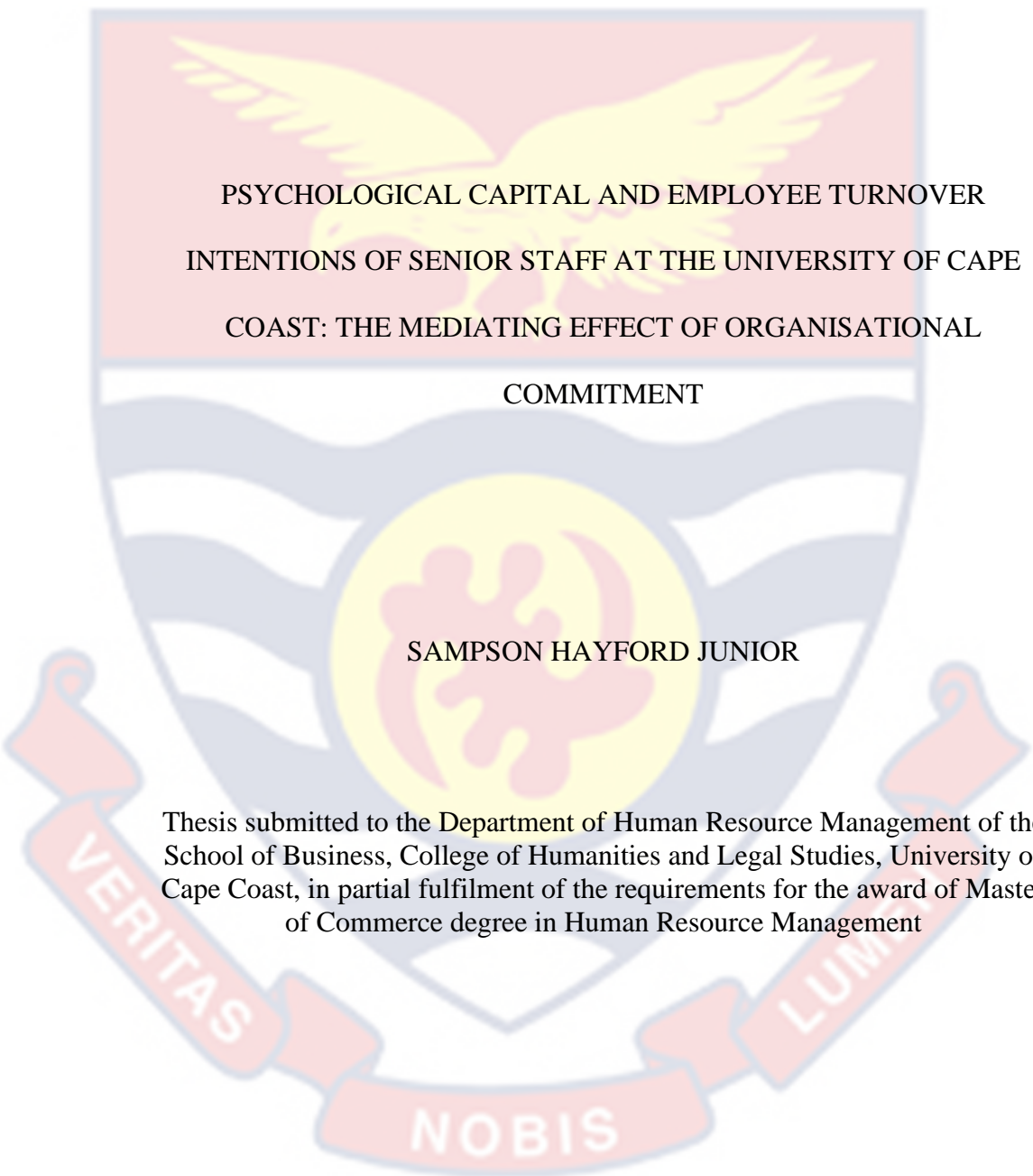


PSYCHOLOGICAL CAPITAL AND EMPLOYEE TURNOVER
INTENTIONS OF SENIOR STAFF AT THE UNIVERSITY OF CAPE
COAST: THE MEDIATING EFFECT OF ORGANISATIONAL
COMMITMENT

SAMPSON HAYFORD JUNIOR

2023

UNIVERSITY OF CAPE COAST



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This thesis submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Commerce degree in Human Resource Management

DECEMBER 2023

DECLARATION

Candidate's Declaration

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

Candidate's signature: Date.....

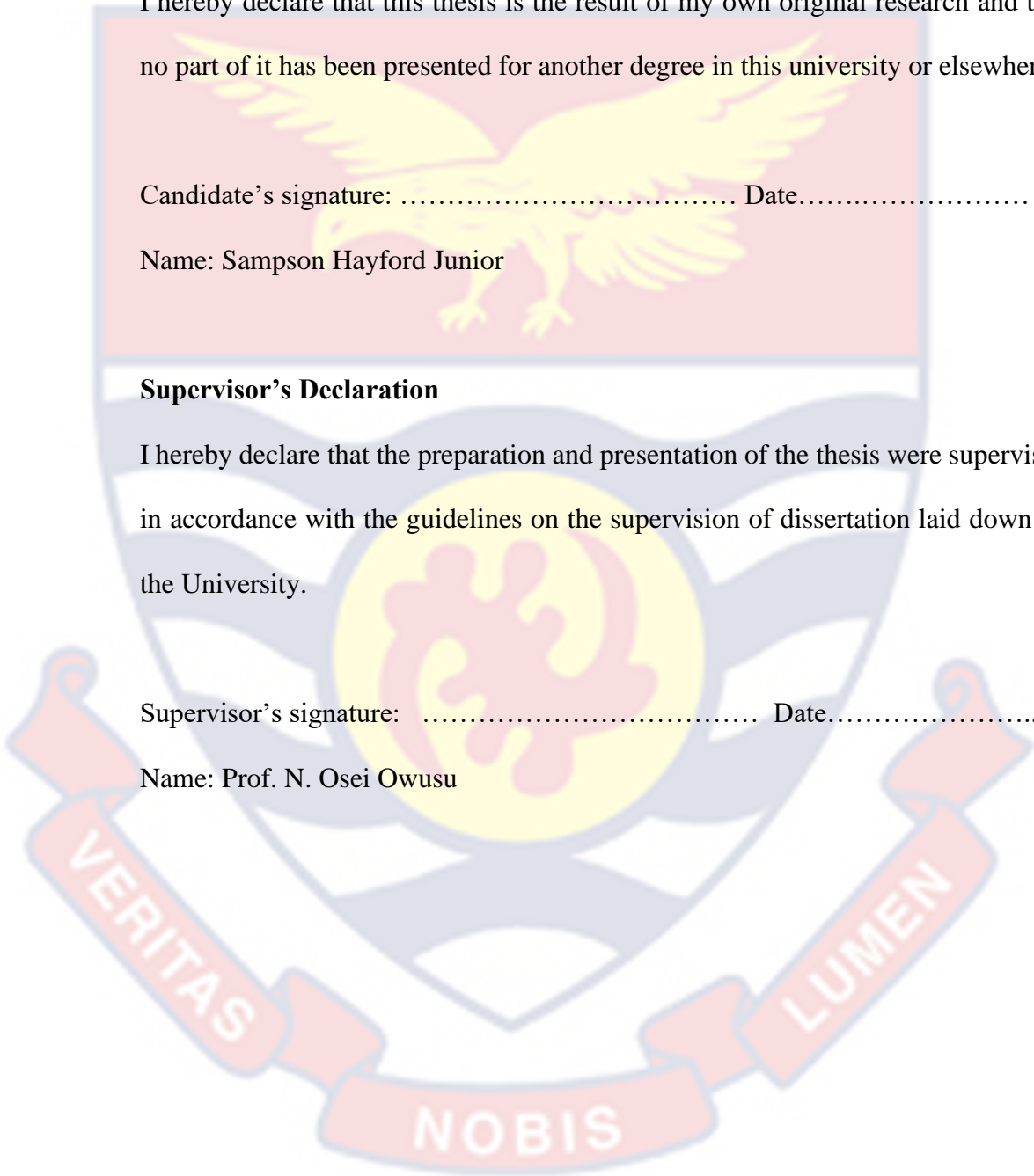
Name: Sampson Hayford Junior

Supervisor's Declaration

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

Supervisor's signature: Date.....

Name: Prof. N. Osei Owusu



ABSTRACT

In the realm of organisational psychology, the exploration of psychological capital and its impact on employee behavior is of paramount interest. As such, it is very expedient to assess this impact on turnover intentions. The purpose of this study was to examine the influence of psychological capital on employee turnover intentions: the mediating effect of organisational commitment among senior staff at the University of Cape Coast, Ghana. The study employed the quantitative approach and explanatory research design due to its research objectives. The sample size was determined by the Krejcie and Morgan (1970) sample determination, which pegged the sample at 319 out of a population of 1570 senior staff at the University of Cape Coast. However, data obtained from 297 respondents with a 93.4 percent response rate were reliable and thus used for the study. The results showed that, optimism had the highest significant effect on turnover intentions among employees due to the magnitude of its path coefficient, this was followed by hope and resilience. Also, it was found that organisational commitment has a significant and a negative effect on employee turnover intentions. Finally, the results showed that hope and resilience can only influence employee turnover intentions by means of how employees are committed to the organisation. Based on the outcome of the study, the study recommended that, human resource management of the university needs to pay more attention to employee's appeal of psychological contract in the management practice by means of paying attention to the maintenance of the employees' relation resource.

KEYWORDS

Employee turnover intentions

Hope

Optimism

Organisational commitment

Psychological capital

Resilience

Self-efficacy



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DEDICATION

To my family



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LIST OF ACRONYMS

ETI Employee Turnover Intentions

OC Organisational Commitment

PC Psychological Capital



CHAPTER ONE

INTRODUCTION

In the realm of organisational psychology, the exploration of psychological capital and its impact on employee behavior is of paramount interest. Specifically, this study delves into the intricate relationship between psychological capital and the turnover intentions of senior staff members at the University of Cape Coast, a topic vital for understanding employee retention in academic institutions. The study not only examines the direct influence of psychological capital on turnover intentions but also investigates the mediating role of organisational commitment in this dynamic. Organisational commitment, serving as a crucial intermediary variable, plays a pivotal role in elucidating the underlying mechanisms through which psychological capital influences senior staff members' intentions to stay or leave their positions within the university. By dissecting this intricate web of psychological factors and organisational commitment, this research seeks to offer valuable insights into enhancing the job satisfaction and retention of senior staff members, thereby contributing significantly to the broader discourse on employee engagement and organisational behavior.

Background to the Study

The rise of the knowledge economy has elevated talent to a pivotal position as the most significant source of competitive advantage for organisations (Malik, 2019; Mahdi et al., 2019). However, the departure of key talent has become a pressing concern for many organisations. To attain their corporate objectives, organisations must strategize and implement appropriate policies, recognizing the

vital role of resources in addressing diverse challenges. Human resources stand out as the primary competitive asset, crucial for an organisation's success.

As emphasized by Olivia et al. (2019), an organisation's performance is intricately tied to its employees meeting specified requirements, indicating good performance. Competent human resources are essential for ensuring the organisation's seamless operation; however, not all employees can consistently deliver satisfactory performance. Human resources are invaluable assets because they enable efficient management of the organisation's resources and drive profitability (Azizi et al., 2021). Neglecting the potential of human resources often leads to employee turnover, underscoring the necessity for organisations to value and nurture their workforce. An employee's decision to stay with the organisation is influenced by multiple factors, prompting researchers to develop various theories and models over the years to examine these determinants (Wang et al., 2020; Megheirkouni, 2022).

Chursin and Tyulin (2018) emphasize the contemporary business landscape, characterized by chaos, intense global competition, rapid technological advancements, intricate business dynamics, and economic uncertainties. In this challenging environment, organisations must efficiently manage their resources to sustain their success (Taouab & Issor, 2019). These dynamic changes pose significant challenges to an organisation's human resource development and management function, underscoring the critical need for fostering healthy relationships between employers and employees. Globally, the traditional notions of lifetime employment and absolute loyalty from personnel are no longer

guaranteed (Smith & Besharov, 2019; Boella & Goss-Turner, 2019). Employee attrition can be influenced by internal factors such as individual values and personality traits. Additionally, external factors like interactions with colleagues, supervisors, and organisational policies also impact turnover rates (Dwiyanti et al., 2020). Turnover intentions, identified as intermediaries between attitudes influencing the desire to quit work and actual quitting behavior (MM, 2021), manifest through increased absenteeism, reduced work efficiency, violations of regulations, resistance to leadership, and behaviors detrimental to the organisation (Puni, et al., 2016).

Xie and Takahashi (2022) highlight that breaches in psychological capital represent a significant factor contributing to employees' intentions to leave their jobs. When employees perceive that their supervisors are not fulfilling their commitments, it creates a perception of an unequal relationship between them and their superiors (Dwiyanti, et al., 2020). Consequently, fostering positive and mutually beneficial relationships between supervisors and subordinates necessitates the cultivation of psychological capital. Psychological capitals denote individuals' beliefs regarding the mutual responsibilities between themselves and their organisation (Hunter et al., 2019). Previous researchers have categorized psychological capitals into two forms: transactional capitals and relational capitals (Kim, et al., 2019; Wang et al., 2019). Relational capitals encompass enduring commitments, focusing on socioemotional aspects such as loyalty, trust, support, relatedness, and job security, alongside references to monetary transactions. In contrast, transactional capitals pertain to short-term, monetary obligations

involving limited engagement between the parties (Wang et al., 2019; Braganza, et al., 2021).

Robust psychological capital among employees enhances both work productivity and employee commitment. Wu and Chen (2018) note that employees who demonstrate outcomes aligning with their superiors' expectations receive more consideration than those whose performance does not meet the expectations. Psychological capital embodies tangible manifestations of the contributions employees make to the organisation; those making substantial contributions are rewarded, such as through promotions. Shah et al. (2019) assert that psychological capital revolves around employees' expectations from their organisations and what is anticipated in return. Scholars have established a positive correlation between the fulfillment of psychological capitals and employees' commitment to the organisation, both individually and organisationally (Arasanmi & Krishna, 2019; Singhal & Rastogi, 2018).

Conversely, perceived breaches in psychological capital have been linked to decreased organisational commitment and stronger intentions to resign (Karatepe et al., 2021; Jano et al., 2019; De Ruiter, et al., 2016). Similarly, perceived organisational support has been associated with enhanced work behavior, reduced absenteeism, heightened sense of affiliation with the organisation, and diminished intent to leave among employees (Arasanmi & Krishna, 2019; Alleyne et al., 2018; Jehanzeb & Mohanty, 2018; Pebody, et al., 2016; Ghazali, et al., 2018).

Employee performance is significantly influenced by their organisational commitment, a well-recognized outcome in the realm of leadership studies (Haque

et al., 2019; Miska & Mendenhall, 2018). While some scholars argue that psychological capital directly affects employees' intentions to leave their jobs (López-Núñez et al., 2020), others propose an indirect impact, suggesting that psychological capital requires intermediary variables to exert its influence. Understanding the intricate relationship between psychological capital and employee turnover intentions necessitates further exploration. Therefore, this study aims to investigate the impact of psychological capital on employees' intentions to leave their jobs, specifically focusing on its mediating effect through organisational commitment.

Statement of the Problem

The rise of knowledge economy makes human resources (talents) become the most important source of competitive advantage for organisations (Malik, 2019; Ferreira, Mueller & Papa, 2018). However, the loss of the core talent has become the sore point of many enterprises. The most important organisation asset is human resources because humans are able to manage the organisation's resources and are able to generate profits for the organisation (Torres, Ferraz, & Santos-Rodrigues, 2018). If the organisation does not care about the potential of its human resources, most employees will choose to leave the organisation. Increasing turnover rates will increase recruitment and selection costs. High turnover rate do not only increase the cost of recruitment and selection, but also reduce the organisational morale and weaken the intellectual capital; which is not conducive to sustained and healthy development of organisations (Abbas, et al., 2022). Therefore, the exploration of

the influencing factors of employee turnover intention has aroused wide attention in academic circles (Chiat & Panatik, 2019).

The existing research on the influencing factors of employee turnover intention can be divided into three aspects: the first one is the personal characteristics of employees, including age, seniority, gender, marital status, education level, income; the second one is working and organisational characteristics: including organisational culture, organisational support, organisational justice, organisational integration and working conditions, work load, and work autonomy; the third one is the external factors of the organisation: including employment opportunities and labor market conditions. With the development of social exchange theory and resource conservation theory, the study of employee turnover intention based on the perspective of psychological capital has gradually become the characteristics of the related research (Raj et al., 2019; Çelik, 2018). Some scholars believe that the psychological capital has a direct impact on employee turnover intention (Dhiman & Arora, 2018; Kim & Kang, 2018), but some scholars hold different views that psychological capital has an indirect impact on employee turnover intention, which means that psychological capital needs the intermediary variables' auxiliary effect to exert its influence.

Based on the conclusions of these studies, it is evidenced that research on the influence mechanism of psychological capital on employee turnover is limited. Thus, there is not enough research to capture what actually makes up the influencing nature of psychological capital on employee turnover intentions. Hence, it is necessary to further explore this gap. To that extent, this study puts

forward the theoretical model that psychological capital will not only have a direct impact on turnover intention, but also have an indirect impact on turnover intention through organisational commitment.

Purpose of the Study

The main aim of this study was to examine the influence of psychological capital on employee turnover intentions: the mediating effect of organisational commitment among senior staff at the University of Cape Coast, Ghana.

Research Objectives

The specific objectives of the study are:

1. Assess the influence of psychological capital on employee turnover intentions of senior staff at the University of Cape Coast.
2. Assess the influence of organisational commitment on employee turnover intentions of senior staff at the University of Cape Coast.
3. Examine the mediating role of organisational commitment on psychological capital and employee turnover intentions nexus senior staff at the University of Cape Coast.

Research Hypotheses

The research objectives were guided by the following research hypotheses:

Based on objective one, the following hypotheses were tested

H1a: Resilience has a positive effect on employee turnover intentions

H1b: Self-efficacy has a positive effect on employee turnover intentions

H1c: Optimism has a positive effect on employee turnover intentions

H1d: Hope has a positive effect on employee turnover intentions

Based on objective two, the following hypotheses were tested

H2: Organisational commitment has a positive effect on employee turnover intentions

Based on objective three, the following hypotheses were tested

H3a: Organisational commitment mediates the nexus of resilience and employee turnover intentions

H3b: Organisational commitment mediates the nexus of self-efficacy and employee turnover intentions

H3c: Organisational commitment mediates the nexus of optimism and employee turnover intentions

H3d: Organisational commitment mediates the nexus of hope and employee turnover intentions

Significance of the Study

The results of this research would be of enormous benefit to the institutions in Ghana, specifically to the University of Cape Coast and to other educational sectors. This is because the research will bring to bare facts about the influence of psychological capital on employee turnover intentions, with the mediating role of organisational commitment. Again, officers at the helm of affairs especially, Management of the University of Cape Coast will be informed of the dimensions of psychological capital and the extent to which each of these dimensions influences employee turnover intentions and to which the mediating effect of organisational commitment helps to achieve the overall goals of the organisation.

Psychological capital is important to healthy functioning of organisations as it seeks to increase performance, productivity and innovation at the workplace since one can clearly focus on tasks, good employer-employee relations, improved organisational system and structure (Elmadag & Ellinger, 2018). The results of this study would be important to the management in higher education sectors in making strategic decisions relating to formulation of the adherence to the psychological capital that will either influence the decisions of employees to leave or stay. The management at the University of Cape Coast will also use results from the study to review policies to incorporate right mechanisms to instigate and mediate the adverse influence of psychological capital on employees' turnover intentions.

To researchers, the study adds to the wealth of knowledge in this field of the effect of psychological capital on employee turnover intentions and make information available for further research in this field. Findings will be of immense importance to the management in higher educational sector in policy formation aimed at improving the workplace conditions of their employees amidst organisational commitment.

Limitations of the Study

The main limitation worth noting was the lack of co-operation from respondents for fear of being victimised hindered the study in getting the appropriate information needed for the study. This research encountered several problems especially gathering appropriate data for the analysis. Generally, apathy was the major problem since some of the respondents failed to answer the questionnaire. The respondents might not have disclosed their actual opinions on

certain issues related to the university which could be confidential in nature. Therefore, the bias in their responses was possible. Also, this study researched the influence of psychological capital on employee's turnover intentions among senior staff at the University of Cape Coast with the views from sampled respondents of senior staff, which is a small representation of all the employees in the educational sector. This may limit the inferences that can be drawn from this study as their views may not be applied to all the employees in the universities in Ghana.

Finally, with hindsight, a mixed method (that is, both qualitative and quantitative methods) could have been adopted with more interviews conducted, which would have provided an in-depth understanding of issues. Besides, using the qualitative method would have added to the weight of materials relating to psychological capital and employees' turnover intentions. Although this would have proved extremely time consuming, an interview with the others in higher positions, like the senior employees, would also have been useful. This would have helped to understand the rationale behind the elements of psychological capital and employees' turnover intentions.

Delimitations of the Study

The topic under study is "influence of psychological capital on employee turnover intentions: the mediating effect of organisational commitment among senior staff at the University of Cape Coast, Ghana". The study is confined to senior staff of University of Cape Coast. Psychological capital and its' influence on employee turnover intentions is seen in every human institution but the study is confined to only University of Cape Coast and conclusions may only be applicable

to the University of Cape Coast. However, other organisations may adopt the findings of this research, especially those within the educational sector.

The study focused on psychological capital on employee turnover intentions: the mediating effect of organisational commitment, reference to other sectors was only to either buttress a fact or make a comparison. Its scope was restricted to the University of Cape Coast. The main respondents for the study were senior staff at the University of Cape Coast. In terms of content, there is countless number of issues that could have been looked at in terms of psychological capital, employees' turnover intentions and organisational commitment.

Definition of Terms

Psychological Capital: the legal capital of employment offers a limited understanding of the employment relationship, with workers contributing little to its terms after accepting them. In this sense, the psychological capital may be more influential. It describes the perceptions of the relationship between employers and workers and influences how people behave from day to day. At its core, the psychological capital is built on the everyday actions and statements made by one party and how they are perceived and interpreted by the other. Unlike the legal capital of employment signed by employers and workers, it's not tangible.

Employee turnover: is an important factor in a small business's bottom line. Replacing employees can affect a business' productivity, expenses and overall performance. If you can measure your staff's turnover intention, you can determine the likelihood of your staff leaving your organisation. This helps you determine where you can find opportunities to reduce your overall turnover.

Organisational commitment: refers to the connection or bond employees have with their employer (the organisation). This is based on industrial-organisational psychology (I/O psychology) and describes the individual's psychological attachment to the organisation. The level of organisational commitment can help predict employee engagement and satisfaction, performance, and distribution of leadership.

Organisation of the Study

The study was made up of five chapters. Chapter one looked at the background of the study, statement of the problem, research objectives, research hypotheses and significance of the study, limitations, scope of the study and organisation of the study. Chapter two reviewed the literature available on psychological capital, employees' turnover intentions and organisational commitment, particularly on the employees in the organisation. It investigated psychological capital and its' dimensions and their influence on turnover intentions in the workplace using literature from books and other studies relating to the topic. Chapter three described the methodology that would be used in the study: this included the population size, sample size and sampling techniques as well as methods of data collection and data analysis. Chapter four will present the data analysis and the findings based on research questions. Chapter five will provide an interpretation of the results based on the findings and provide recommendations for further studies to be conducted.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter serves as the basis for the development of the study. The purpose of this chapter was to review the relevant literature on psychological capital, employee turnover intentions and organisational commitment. This chapter consists of a theoretical framework, which contains theories that elucidate the concepts under investigation. It also includes a thorough review of related studies and their findings. Anticipated outcomes are stated in the form of hypotheses and supported with a conceptual model.

Theories Underpinning the Study

This study is underpinned by two major theories namely the Social Exchange Theory and the Human Relations Theory. These two theories were selected because they provide the link between talent management related concepts and organisational growth, and outcomes such as commitment, performance and creativity.

Social Exchange Theory

Social Exchange Theory argues that relationships at work evolve over time into trusting, loyal, and mutual commitments if all parties involved abide by reciprocity or repayment rules. This theory was proposed by Blau (1964) to explain the psychological contract that exists between the employee and his or her employer. This is important in determining behaviour demonstrated by employees within the organisation. The theory is founded on an agreement of implicit nature

between the employer and the employee, an agreement in a study of organisational behaviour which is known as the psychological contract (Newman et al., 2011).

The social exchange theory is relevant to this study because the theory is characterized by perceived equality imply the presence of reciprocity. Indeed, all social life needs a degree of reciprocity on the part of actors in social situations. Thus, when individuals see that there are relatively balancing levels of reciprocity in a social exchange, they are more likely to be satisfied in that exchange. Social exchange theory concludes that individuals who perceive the presence of reciprocity in their social relationships are likely to feel more satisfied with and maintain those relationships in their respective organisations. Social exchange theory is an evolving conceptual framework that can be used to explain the concept of psychological capital, employee turnover intentions and organisational commitment.

On the other hand, failure by the organisation to provide ample rewards in exchange for the employees' efforts is likely to result in decreased organisational commitment. This viewpoint is consistent with Becker's (1960) thought of calculative commitment where individuals' commitment to the organisation is in part, a function of accumulated investments. From the point of view of the employee-employer relationship, social exchange theory suggests that employees act in response to perceived favourable working conditions by behaving in ways that benefit the organisation and/or other employees. Equally, employees hit back against dissatisfying conditions by engaging in negative work attitudes, such as absenteeism, lateness, tardiness or preparing to quit the organisation (Crede et al.,

2007; Haar, 2006). It is therefore, expected that employees who perceive their working conditions to be negative and stressful, would reciprocate with negative work attitudes such as job dissatisfaction, low morale and reduced organisational commitment, while those who see the workplace conditions as positive and demanding would reciprocate with positive work attitudes, such as high commitment, job satisfaction and low turnover (Cropanzano et al., 2003; Crede et al., 2007).

Another view of the social exchange theory is the norm of reciprocity which is based on two assumptions: “(a) people should help those who have helped them, and (b) people should not injure those who have helped them”(Gouldner, 1960, p. 171) Therefore, employees who perceive that the organisation values and treats them fairly, will feel duty-bound to “pay back” or reciprocate these good deeds with positive work attitudes and behaviours (Aryee et al., 2002; Gould-Williams & Davies, 2005; Parzefall, 2008). Studies have suggested that the norm of reciprocity is taught as a moral obligation and then internalised by both parties (i.e., employees and employers) in an exchange relationship such that whoever receives a benefit feels obligated to pay back (Gouldner, 1960; Liden, Wayne, Kraimer & Sparrowe, 2003; Parzefall, 2008). This suggests that employees, who execute enriched jobs devoid of stress, receive attractive pay, job security and fair treatment from the organisation, are bound to express their appreciation for the support received by increasing their commitment to their organisation. In summary, therefore, the exchange theory posits that commitment develops as a result of an

employee's contentment with the booty and inducements the organisation offers, rewards that must be sacrificed if the employee leaves the organisation.

Thence, a breach in such contractual agreement from the view of employees will tend to result in forming resistance by engaging in the four dimensions of psychological capital which tend to influence their decision to either continue their services within the organisation or tend in their resignation. However, such agreement and decisions maybe influenced by the level of commitment the said employee may have gained over the period in the organisation. Hence, the social exchange theory defines such relationship between psychological capital, employee turnover intentions and organisational commitment.

Human Relation Theory

This study is also be anchored on the Human Relation Theory. The Human Relations Theory was propounded by Elton Mayo and his colleagues during the Hawthorne experiments conducted between 1927 and 1932. Mayo's work laid the foundation for the Human Relations Movement in management studies. Mayo's theory of human relations was based almost entirely on his own political interpretation of worker motivation. This shaped the results of the investigations and his career can be seen as the rise of causal knowledge above statistical fact and the emergence of high theory masquerading as factual evidence (Gillespie, 1991).

The human relations theory is relevant to this study because relationships between employees and management with their influence on organisational commitment are of substantial value in any workplace. Human relation is the process of training employees, addressing the human relations theory stems from

the understanding that the cooperation of workers is desirable for the attainment of the objectives of high productivity and industrial peace (Dubin, 2017). It contends that workers' would-be better motivated if they are treated like human beings rather than as irrational objects, fostering a workplace culture, resolving conflicts and commitment between different employees or between employees and management. For instance, by making them have a feeling that the organisation accords them recognition by involving them in the decision-making process.

The Social Exchange Theory and the Human Relation Theory are important to this study in light of the fact that both accept that employees' increment their endeavours did for the benefit of the organisation to the extent that the organisation is seen to will and ready to respond with alluring indifferent and socioemotional assets. This therefore tend to reduce the tendency of employees, seeking for these benefits outside the organisation.

Deductions from the theoretical review

The Social Exchange Theory posits that social interactions are based on the principle of reciprocity, where individuals tend to respond positively to favorable actions and negatively to unfavorable ones. In the context of this study, employees form a social exchange relationship with their organisation. By investing in the organisation (in this case, by enhancing their psychological capital), employees expect positive returns, such as job security, recognition, and support. The study explores how employees' psychological capital, encompassing elements like hope, optimism, resilience, and self-efficacy, influences their commitment to the organisation. In this framework, the study investigates whether a positive

psychological capital investment leads to increased organisational commitment, thereby reducing turnover intentions among senior staff at the University of Cape Coast.

The Human Relations Theory emphasizes the significance of social relationships and human needs in the workplace. It posits that employees are motivated not only by financial incentives but also by social and psychological factors such as recognition, appreciation, and a sense of belonging. In the context of the study, the Human Relations Theory supports the exploration of psychological capital as a factor influencing the turnover intentions of senior staff. It recognizes that employees' psychological well-being, confidence, and positive outlook (all aspects of psychological capital) are integral to their job satisfaction and commitment to the organisation. Thus, the study delves into how enhancing psychological capital among senior staff can foster a positive work environment, strengthen their sense of belonging and recognition within the organisation, and consequently reduce their intentions to leave.

By incorporating these theoretical frameworks, the study seeks to comprehensively understand the interplay between psychological capital, organisational commitment, and turnover intentions among senior staff at the University of Cape Coast. The research aims to provide valuable insights for organisational strategies that enhance psychological capital, strengthen commitment, and mitigate turnover intentions in an academic setting.

Conceptual Review

Psychological Capital

Building upon the work of positive psychology, where the focus is on recognising and building upon an individual's strengths, rather than minimising what is wrong, Luthans and colleagues (2007a) examined positive psychological capacities which could contribute to both individual and organisational performance and satisfaction. In order for a construct to be considered for inclusion in their framework, it needed to be based on both theory and research and be capable of valid measurement. It was also required to be state-like and thus amenable to development (Luthans et al., 2007b). On the basis of meeting these criteria, the aforementioned constructs (i.e., hope, self-efficacy, resilience, and optimism) were identified as positive psychological resources.

People who are high in hope are distinguished by a heightened sense of willpower and the ability to generate multiple avenues to reach their goals (Snyder, 1995). Hope is considered a positive psychological resource as the willpower and multiple alternate pathways work together to enhance the probability of goal attainment (Luthans & Jensen, 2002). Individuals high in self-efficacy are persistent in their efforts to realise achievements. Their motivation to achieve stems from confidence in their own success (Avey, Luthans, & Jensen, 2009). High levels of resilience signify that individuals are not only able to bounce back from adversity in a positive manner but can even go beyond the starting point of the setback.

Finally, individuals who possess elevated levels of realistic optimism expect a positive outcome regardless of personal ability (Avey, Wernsing, & Luthans,

2008). Collectively, these four constructs are termed positive psychological capital (PsyCap). Thus PsyCap is defined as: an individual's positive psychological state of development that is characterized by: (a) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (b) making a positive attribution (optimism) about succeeding now and in the future; (c) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (d) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success (Luthans, et al., 2007a, p3).

The synergistic interaction of the four PsyCap constructs means that the individual should function optimally when one construct informs the remaining constructs (Luthans et al., 2010). For example, a realistically optimistic individual who possesses similarly high levels of hope and efficacy should be more assured of his/her capability to pursue and inject the requisite effort to attain personal goals. Likewise, if this individual is also highly resilient, it is more likely that he/she will recover from setbacks and do so in a quicker fashion. Thus, individuals who enjoy high levels of all four PsyCap constructs may be psychologically stronger than individuals who possess high levels of only hope, or efficacy, or resilience, or optimism in a given situation (Luthans et al., 2007b).

Hope, self-efficacy, resilience, and optimism demonstrate moderate-to-strong correlations with each other (ranging in size from .26 to .58; Luthans et al., 2007b) and it is this shared variance that supports the higher order nature of PsyCap. The interaction of these four constructs have been empirically demonstrated to be

stronger than the sum total (Luthans, Avolio, Walumbwa, & Li, 2005; Larson & Luthans, 2006). This synergistic effect may be explained in light of other empirical studies (e.g., Fredrickson & Joiner, 2002; Tugade, Fredrickson, & Feldman Barrett, 2004) which show that positive emotions have reciprocal upward spiralling effects, in spite of negative events (Luthans et al., 2007b).

The four constructs which comprise PsyCap claim conceptual independence from each other (Luthans et al., 2007b).

Self-efficacy bears a resemblance to resilience, with one enhancing the other (e.g., self-efficacy can influence resilience to an adverse situation); however, the former is proactive in nature while the latter is reactive and thus the two-employ different cognitive mechanisms (Luthans et al., 2006).

Hope and optimism are similar in that both are concerned with positive expectancies. Whereas hope is proactive and concerns itself with creating pathways to goals and linking goal achievement to personal agency, optimism ascribes personal agency only in the face of positive events and involves distancing oneself from a negative outcome through event specific external attributions (Luthans & Jensen, 2002).

In addition to being conceptually independent, the four PsyCap constructs have been demonstrated to possess empirical independence from each other (Bryant & Cvengros, 2004; Carifio & Rhodes, 2002; Magaletta & Oliver, 1999). With regard to the higher order construct itself, the operational definition provided differentiates psychological capital (“who I am and what I can become,” Larson & Luthans, 2006, p. 86) from human capital (what you know) and social capital (Avey

et al., 2008). Furthermore, according to Luthans and colleagues (2007b), its state-like quality lends it conceptual distinction from higher order personality constructs, such as core-self-evaluations (self-esteem, generalised efficacy, locus of control, and emotional stability; Bono & Judge, 2003) and the Big Five traits (Openness to experience, Conscientiousness, Extraversion, Agreeableness, Neuroticism)(Barrick & Mount, 1991).

Empirically based discriminant validation research has confirmed PsyCap's distinction from these two similar higher order constructs (Luthans et al., 2007b). To explicate the developmental nature of PsyCap, the state-trait continuum is briefly described. The state endpoint refers to momentary conditions such as feelings, while the trait endpoint refers to constructs which are very fixed and difficult to manipulate. In between these two spectrum endpoints are state-like and trait-like constructs. PsyCap is conceptualised as state-like which signifies that it is relatively adaptable; trait-like constructs, such as core self-evaluations, are quite stable and reasonably resistant to change (Luthans et al., 2007b).

Training interventions aimed at increasing an individual's PsyCap have found evidence for its development as a composite (Luthans, Avey, & Patera, 2008; Luthans et al., 2010). The first stage of the PsyCap intervention focuses on the development of each construct by first defining it and then explaining how it is applicable in the workplace. This is then supplemented with examples of the construct in action. Subsequent to the first stage, participants engage in self-reflection of work situations and complete written exercises. The second phase concludes with a review of the intervention's content which serves to integrate each

construct into PsyCap as a whole. As a consequence of the constructs' integration, participants should experience results superior to the development of each construct separately (Luthans, Avey, Avolio, Norman, & Combs, 2006; Luthans et al., 2010).

Employee Turnover Intentions

Interest in the study of turnover intention as a proxy for actual turnover has gained much popularity among researchers and academics in the area of industrial-organisational psychology (Griffeth, Hom & Gaertner, 2000; Mitra, Jenkins & Gupta, 1992; Riley, 2006) and personnel management (Price, 2001). According to Watson Wyatt Worldwide (2008), the United States recorded the world's highest voluntary turnover rate at 11%. However, the turnover rate for critical skill or top performing employees was recorded as 5%. Consistent with the aforementioned statistics, Mobley et al. (1979) observed that turnover is influenced by a battery of factors such organisational factors, job-related factors and labour-market expectations. Also, included in the list are individual values and beliefs as well as individual employees' characteristics. Therefore, turnover intention eventually influences actual turnover behaviour.

However, the intention to exit the organisation may be either voluntary or involuntary. In the context of this research, turnover intention is defined as an employee's voluntary intention to quit the organisation (Saks, 2006). As a result, turnover intention captures individual employee's perception and evaluation of job alternatives (Mobley et al., 1979). According to Rust, Stewart, Miller and Pielack (1996, as cited in Walker & Sorce, 2009), quitters generally cost the organisation one and half to two and half times their annual salary in separation, replacement,

and training costs. Further, turnover intention is a serious issue especially because of the costs associated with high labour turnover. Kumar et al. (2012) opined that the phenomenon consists of cost of recruiting and selecting new employees as well as the cost of loss of sales due to the low expertise of new employees.

Similarly, turnover intention is said to also disrupt organisation's operational procedures which ultimately leads to inefficiencies. Besides, Staw (1980) stated that "the higher the level of position to be filled in the organisation, the greater the potential for disruption" (p.256). Thus, operational disruption occurs when key members vacate their post. Likewise, high turnover requires organisations to spend considerable amounts of time inducting the new employees to the social, performance norms and culture of an organisation (Riley, 2006). Furthermore, the empirical studies indicate that a significant inverse relationship exists between turnover rates and productivity (Shaw, Gupta & Delery, 2005). Thus, voluntary turnover reduces an organisation's human capital component and therefore associates negatively with organisational performance.

Although the extant literature is replete with the negative consequences of turnover intention, researchers have also pointed out that there are positive ramifications (Tsaousoglou, Koutoulas & Stavrinoudis, 2022; Ayari & AlHamaqi, 2021; Namubiru, 2023). For instance, the personal benefit of turnover intention includes salary increase and working closer to home. Besides, the organisation may benefit when a veteran worker leaves and is replaced by a younger, more energetic and talented person who brings fresh ideas and expertise from previous job or school (Bajraktari, 2020). Additionally, turnover may result in promotion and

movement of employees into new positions. HABTE (2020) suggested that reasonable levels of turnover are tolerable and encouraged as new employees may contribute fresh ideas, knowledge and skills to problem solving tasks and different working styles that can enhance the social capital of the organisation.

High employee turnover may imply that employees are dissatisfied, unengaged, distracted, or unproductive (Liu, et al., 2019). Therefore, high employee turnover could result in damage to an organisation's reputation and its customer's satisfaction levels (Holston-Okae, 2017). Employee turnover consists of employees voluntarily or involuntarily leaving their current company (Kaur & Mohindru, 2013). The issue of employee turnover represents a significant challenge for all types of business organisations, industries, and sectors (Bilau et al., 2015; Robinson et al., 2014; Sawa & Swift, 2013; Zopiatis et al., 2014). Leaders are beginning to examine and manage employee turnover (Liu et al., 2013). This importance of turnover to leaders developed because, even though it remained a significant concern, research started to show how employee turnover began to affect organisations in negative ways (McClellan et al., 2013).

Research on turnover in the hospitality industry and the factors behind this crisis is essential (AlBattat & Som, 2013a; Faldetta et al., 2013). The implications for positive and social change could include a better understanding of employee turnover and increased organisational awareness of the common variables that could influence high employee-turnover rates. Understanding the factors that influence high employee turnover could help corporate leaders implement initiatives to reverse this growing trend. These new initiatives could include family-

support strategies to improve professional and community attachments, and other strategies to make employees feel more embedded and satisfied in the workplace (Wayne et al., 2013).

Employees who express feelings of empowerment at their workplace because of high levels of support from their employers might also attain a higher sense of fulfillment and meaning (Wayne et al., 2013). As a result, employees could feel less stressed when at home (Wayne et al., 2013). Employees who experience feelings of empowerment from work retained higher levels of life satisfaction, and were more likely to get married, become a parent, and attain an overall higher level of happiness than employees who did not experience feelings of empowerment (Faldetta et al., 2013). Guilding et al. (2014) designed a study to determine the staff turnover costs, in a search for greater accountability within the hospitality industry.

Costs related to employee performance and lost investments in employees, among the other tangible and intangible expenses stemmed from employee turnover. Guilding et al.'s (2014) results revealed that indirect costs of turnover include low morale, lost skill sets, disgruntled customers, and lost networks. However, the recent economic recession has driven many companies to experiment with new tactics to ensure they remain competitive and their employees remain productive. Thus, employee engagements as well as leadership employee exchanges have become critical organisational issues. Therefore, managers and consulting firms have begun to determine the best ways to ensure employee commitment through leadership-driven approaches oriented toward reducing tangible and intangible costs of turnover (Harris, Li, & Kirkman, 2014).

High employee turnover is costly and disruptive (Bryant & Allen, 2013). Thus, human resource managers should employ various strategies to reduce turnover rates to lower labor costs. Costs associated with a high number of employees who voluntarily resign from their jobs could often exceed 100% of the annual salary from the vacant position (Lee et al., 2013; Ramoo et al., 2013). A larger issue is how often human resource managers lack the tools and strategies that might aid in preventing and managing high employee-turnover rates (Cao et al., 2013). In reviewing the literature and their own professional experiences, Bryant and Allen (2013) offered a range of possible effective strategies to aid in managing turnover rates. These strategies include compensation, benefits-based solutions, and solutions that go beyond providing material needs for employees. The findings from Bryant and Allen are relevant to the study because the results demonstrated that one method is not sufficient to reduce turnover or improve retention. Additionally, several strategies and tools remain necessary to be implemented into business practices because multiple factors may affect turnover rates.

Turnover intention has varying factors and conditions that often prevent employees from translating intention into turnover behavior (Misra et al., 2013). Turnover intention is the behavioral attitude of a person desiring to withdraw from an organisation (Awang et al., 2013), and is an effective predictor of actual turnover. Moreover, employer awareness of turnover intention is critical for employee retention, because voluntary turnover mitigation may be effective during the withdrawal process and prior to the formal resignation submission of an employee (Bryant & Allen, 2013). However, high employee turnover remains a

problem in the hospitality industry with some researchers calling for additional information on the factors influencing turnover intention (Awang et al., 2013), for industry leaders to act on research results (Bryant & Allen, 2013) by developing turnover-intention strategies (Tse et al., 2013).

Effects of Employee Turnover

Employee turnover may influence organisational financial performance through five major cost categories: pre-departure, recruitment, selection, orientation, and lost productivity (Reb, Narayanan, Chaturvedi & Ekkirala, 2017). High employee turnover could result in negative outcomes for an organisation's performance and the economy (Duffield, Roche, Homer, Buchan, & Dimitrelis, 2014; Griffin, Hogan, & Lambert, 2014). An organisation may lose millions of dollars when an employee leaves the company, especially with the loss of a skilled employee and one in a leadership position (Amankwaa & Anku-Tsede, 2015). Employee turnover could lead to unemployment and retard economic activity (Ahmad et al., 2021).

A sustainable and productive economy aligns with the relationship between employee retention and economic stabilization, which a nation needs to attain a stable workforce (Zhang, 2016). Business organisations could lose some of their greatest assets when well trained personnel leave their companies (Narayanan, 2016). Organisations with high levels of turnover rates for full-time employees also experience poor customer satisfaction ratings (Hossain & Bray, 2014; Hurley, 2015). Hurley (2015) examined the importance for organisations to prioritize employees' well-being in the workplace to curtail employee-turnover rates. Hurley

also examined the causal relationship between employee turnover and customer-satisfaction rates by studying 275 fast-food and convenience stores. Through correlational analysis, Hurley found that full-time and part-time employees differed when it came to the correlation between customer satisfaction and employee turnover.

Organisations with high levels of turnover rates for full-time employees also received poor ratings for customer satisfaction. Employee turnover could directly affect customer satisfaction (Hurley, 2015). Strategies to Reduce Employee Turnover, Bryant and Allen (2013) and Hurley (2015) explored ideas to reduce turnover rates. Bryant and Allen described high employee-turnover rates as costly and disruptive. Thus, HRMs need to employ various strategies to reduce turnover rates. Bryant and Allen offered a range of possibly effective strategies to manage turnover. Strategies included compensation and benefits-based solutions, as well as solutions that provide aid beyond the material needs of employees. The findings from Bryant and Allen identified several strategies that are available for organisations to employ, which could enable companies to more effectively lower turnover rates by providing varying solutions to such a dynamic problem.

Deery and Jago (2015) examined various strategies that the organisations could employ to resolve the turnover crisis. The researchers considered talent management, work-life balance, and other retention strategies. Deery and Jago conducted a literature synthesis and analysis using a framework that demonstrated the possible correlations with the antecedents of organisational and industry attributes, such as personal employee dimensions, work-life conflicts,

organisational strategies, job satisfaction outcomes, organisational commitments, and employee retention. A finding reported by Deery and Jago was that ensuring work-life balance was one of the most effective methods to improve retention rates.

Moreover, any change in work-life balance could directly influence factors such as job satisfaction, organisational commitment, stress, and alcohol use (Deery & Jago, 2015). Gellatly et al. (2014) examined the relationship between staff nurses' levels of commitment and turnover intentions, observing how organisational commitment could affect perceived work-unit relations.

Gellatly et al. (2014) examined employee turnover using affective, normative, and continuance commitment data from 336 registered nurses. Zhang (2016) gathered data on how the RNs perceived their work-unit relations and their intentions to leave to their jobs. The findings of the research conducted by Gellatly, Cowden, and Cummings demonstrated that staff nurses who retained high levels of affective commitment and normative commitment expressed 30 positive quality work-unit relations and, in comparison to other nurses with lower affective and normative commitment, were less likely to leave their organisations (Gellatly et al., 2014). However, high levels of continuance commitment could lead to perceptions of poor work-unit relations that could lead to turnover.

Gellatly et al. (2014) cautioned against using strategies that mainly increase employees' level of continuance commitment, such as higher salaries and better benefits. Increased managerial support could represent one of the most basic strategies to lower turnover rates, yet could also represent the most important strategy to lessen risks of employee turnover due to work– family conflict

(Karatepe & Kilic, 2015). If executed properly, employee retention strategies could help stabilize the economy and generate family unification by creating healthy, motivated, and productive employees. Employee retention can improve if workers are involved in decision-making (Keeling et al., 2013).

Retaining employees could become easier if top managers display commitment to employees' development; in relation to this finding, effective leadership, training, and high-level organisational support help improve employee retention (Tse et al., 2013). Employees who lack sufficient training are more likely to decide to leave their organisations (Mapelu & Jumah, 2013). Factors contributing to high employee turnover. One of the biggest manager concerns in the hospitality industry involves how to mitigate the turnover crisis (AlBattat et al., 2014). However, researcher have conducted studies to examine the reasons why turnover has remained high in this industry and what organisational leaders 31 of the industry may do to change these high turnover rates (AlBattat & Som, 2013a; Sharon et al., 2014).

Most turnover literature researcher have posited that organisational factors such as commitment, engagement, satisfaction, and compensation could affect turnover (Kara et al., 2013), and perhaps the same factors could explain the high turnover of the hospitality industry. The issue remains vague and worthy of further research, especially because the crisis of high turnover rates is ongoing. The high turnover rates of this industry are among the greatest challenges that HRMs face (Nayak et al., 2015; Pearlman & Schaffer, 2013). Unacceptable working conditions, poor training, and unsatisfactory salaries could also lead to high

employee turnover (AlBattat et al., 2014). The effects of job security, earnings, and organisational loyalty on turnover correlate with one another (Lee & Chao, 2013; Mohsin et al., 2015).

Organisational Commitment

Effective educational leaders stir up a shared vision and stir up members of the organisation to work toward the achievement of that vision (Ogona, 2022). Organisational commitment has been defined as the extent of allegiance and duty felt toward a shared mission and the level of willingness to apply effort to achieve that mission (Stevens, 2022). Others have defined it as the strength of identification and attachment in a particular organisation (Hulpia et al., 2009).

Organisational commitment has three dimensions: The first dimension of organisational commitment is affective commitment, which represents the individual's emotional attachment to the organisation. According to Meyer and Allen (1997, p.11) affective commitment is "the employee's emotional attachment to, identification with, and involvement in the organisation". Organisational members, who are committed to an organisation on an affective basis, maintain working for the organisation because they want to (Baritule & Enwin, 2021). Members who are committed on an affective level stay with the organisation because they view their personal employment relationship is congruent to the goals and values of the organisation (Grego-Planer, 2019). Affective commitment is a work-related attitude with positive feeling towards the organisation (Wang, 2020).

Chatzopoulou, Manolopoulos and Agapitou (2022), also maintains that this type of attitude is "an orientation towards the organisation, which links or attaches

the identity of the person to the organisation”. Affective commitment is the relative strength of an individual’s identification with and involvement in a particular organisation (Al-Jabari & Ghazzawi, 2019). The strength of affective organisational commitment is influenced by the extent to which the individual’s needs and expectations about the organisation are in line with their actual experience (Grego-Planer, 2019). Atrizka, Lubis, Simanjuntak and Pratama (2020) also describes affective commitment as “value rationality-based organisational commitment, which refers to the degree of value congruence between an organisational member and an organisation”.

Types of organisational commitment

Affective Commitment: The organisational commitment model of Meyer and Allen (1997) indicates that affective commitment is influenced by factors such as job challenge, role clarity, and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equality, personal importance, feedback, participation, and dependability. Affective commitment development involves identification and internalization (Alqudah et al., 2022). An individual's affective attachment to their organisations is firstly based on identification with the desire to establish a rewarding relationship with an organisation.

Secondly, through internalization, this refers to congruent goals and values held by individuals and the organisation. In general, affective organisational commitment is concerned with the extent to which an individual identifies with the organisation (Khaola & Rambe, 2021).

Continuance commitment: Meyer and Allen (1997, p.11) in their definition of continuance commitment referred to it as "an awareness of the cost associated with leaving the organisation". It is calculative because of the individual's weighing of costs and risks associated with leaving the current organisation (Meyer & Allen, 1997). Meyer and Allen (1991, p.67) further state that "employees whose primary link to the organisation is based on continuance commitment remain because they need to do so". This indicates the difference between continuance and affective commitment. The latter entails that individuals stay in the organisation because they want to.

Continuance commitment can be regarded as an active attachment to the organisation, where the individual's association with the organisation is based on an appraisal of economic benefits gained (San-Martín et al., 2020). Organisational members develop commitment to an organisation because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organisation's goals and values. The strength of continuance commitment, which implies the need to stay, is determined by the apparent costs of leaving the organisation (Chanana, 2021). Best (1994, p.71) indicates that "continuance organisational commitment will therefore be the strongest when availability of alternatives is few and the number of investments is high".

This argument supports the view that when given better alternatives, employees may leave the organisation. Meyer and Allen (1993, p.715) also maintain that "accrued investment and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals

being committed because they need to". This implies that individuals stay in the organisation, because they are lured by other accumulated investment which they could lose, such as pension, seniority or organisation specific skills. The need to stay is "profit" associated with continued participation and termination of service is a "cost" associated with leaving.

Agus and Selvaraj (2020), supports the profit view by describing the concept continuance organisation commitment as "an exchange framework whereby performance and loyalty are offered in return for material benefits and rewards". Therefore, in order to keep employees who are continuance committed, the organisation needs to give more attention and recognition to those elements that boost the employee's morale to be affectively committed.

Normative commitment: Mohd Rasdi, and Tangaraja (2022), describe normative commitment as "the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the obligation". Organisational members are committed to an organisation based on moral reasons (Mohd Rasdi, and Tangaraja, 2022). To Meyer and Allen (1997, p.11) normative commitment is "a feeling of obligation to continue employment". Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organisation (Meyer & Allen, 1993). According to Meyer and Allen (1991, p.67) "employees with normative commitment feel that they ought to remain with the organisation". In terms of the normative dimension, the employees stay because they should do so or the proper thing to do.

The normatively committed employee considers it morally right to stay in the organisation. The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligation between the organisation and its members (Brooks et al., 2021). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (Harini et al., 2022).

This implies that individuals often feel an obligation to repay the organisation for investing in them, for example through training and development. Meyer and Allen (1991, p.88) argue that “this moral obligation arises either through the process of socialisation within the society or the organisation”. In either case it is based on a norm of reciprocity. In other words, if the employee receives a benefit, it places him or her or the organisation under the moral obligation to respond in kindness. The dimensions of commitment are represented in the figure below.

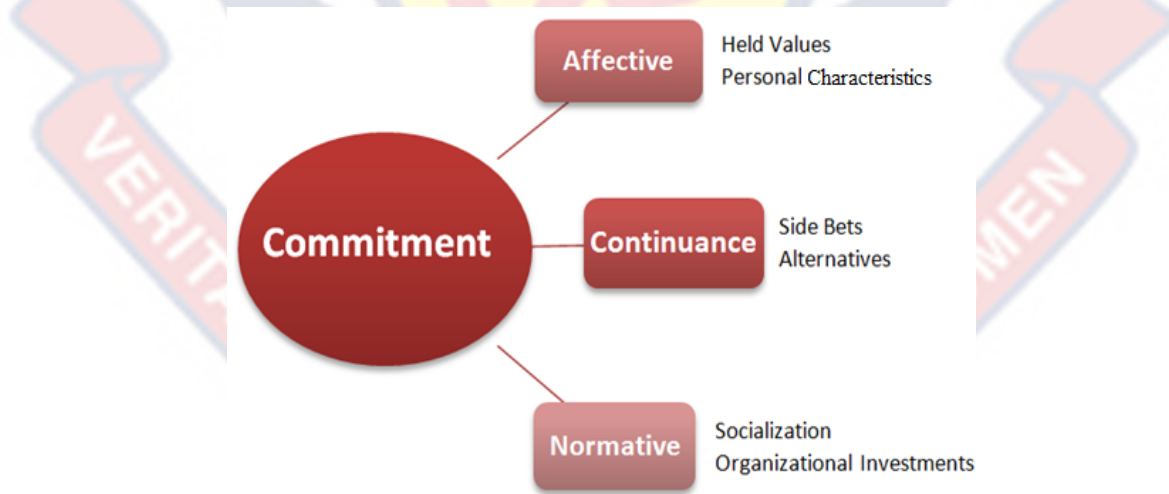


Figure 1: Three dimensions of commitment

Empirical Review

Relationship between Psychological capital and Turnover intentions

A turnover intention or intention to leave the job is considered as a deliberate action of an individual to leave the job or organisation within the near future (Tett & Meyer 1993; Appollis, 2010; Mobley, Horner & Hollingsworth, 1978; Bhat, 2014). Turnover intention is a multistage process consisting of psychological, cognitive and behavioral components and there can be several reasons for intention to quit such as job dissatisfaction, lack of commitment to the organisation and feelings of stress (Chen et al., 2010; Applebaum et al., 2010; Arshadi & Damiri, 2013) and anxiety (Appollis, 2010). Other factors identified in literature (Steinmetz et al., 2014) includes factors like poor quality of work life, organisational justice, least training programs for promotion, ill-defined career paths, poor/bad working conditions, underpaid, including seasonally challenging nature of the job (Sirgy et al., 2001; Battu&Chakravarthy, 2014; Koonmee et al., 2010).

Turnover intention is an important predictor of voluntary turnover (Griffeth, Hom & Gaertner, 2000) because it is the final step in the cognitive process when employees withdraw from their positions. Turnover intentions capture both individual perception and consideration of alternatives. The turnover intention (intent to quit the organisation), being studied in the present study is the conscious and deliberate decision to leave the organisation.

Avey, Hughes, Norman and Luthans (2008) observed that employees high on PsyCap feel more empowered and therefore have less intention to quit. Earlier

Avey, Patera and West (2006) observed that employees high on PsyCap are less likely to be absent from work and exhibit lower turnover intentions. Similarly, Avey, Reichard, Luthans and Mhatre (2011) in their meta-analytic study observed that there is a negative relationship between PsyCap and turnover intentions. A number of studies including the work of Shahnawaz and Jafri (2009); Singh & Garg (2014); Sihag and Sarikwa (2014) and Gupta and Singh (2014) have also supported the negative relationship between PsyCap and turnover intentions. Based on this the researcher hypothesized:

Organisational Commitment and Turnover Intention

The turnover intention, which is a direct antecedent variable of turnover behavior, reflects the tendency, willing and plan of departure. A large number of empirical studies show there is a significant positive correlation between turnover intention and actual turnover behavior. Therefore, turnover intention is often used as an alternative variable to measure the turnover behavior. Study on the relationship between organisational commitment and turnover intention began in 1970s, Atchison and Lefferts's (1972) study showed that employees with high organisational commitment were willing to pay more efforts to accomplish organisational goals and tended to stay in the organisation to achieve higher goals.

Matmeu (1993) and Tett and Meyer (1993) summed up the previous research, and came to the conclusion respectively that the correlation coefficient between organisational commitment and turnover intention was -0.46 and -0.54 . They believed that the higher the employees' organisational commitment, the more time, energy and feelings they invested in organisations, the smaller the possibility

of leaving the organisation. Domestic scholar Pan Sheng (2010) researched the difference of the turnover intention of knowledge workers in manufacturing enterprises in different commitment profiles. The results showed that the employees with no commitment profile had the highest turnover rate.

The Mediating Role of Organisational Commitment

Based on the existing literature review we found that the effect of psychological capital on organisational commitment is very important on the one hand, on the other hand, organisational commitment is also an important factor to predict the employee retention. More important is that Emilie & Christian (2013) and other scholars have shown that affective commitment was a mediator in the relationship between employees' turnover intention and psychological capital. So the psychological capital can directly affect employee retention, and indirectly impact on retention through some mediating variables (such as organisational commitment). When psychological capital cannot affect employees' retention directly, it also needs some mediating factors such as organisational commitment to further catalyse employees' retention.

Conceptual Framework

A conceptual framework is a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept (Zikmund, 2003). The conceptual framework for study was developed in order to indicate the effect of resilience, self-efficacy, optimism and hope as the dimensions of psychological capital on employee turnover intentions mediated by organisational commitment through a review of a number of preceding literatures.

The study conceptualized that psychological capital dimensions (independent variables) influences employee turnover intentions (dependent variables) with organisational commitment as the mediating variable which in turn determine the overall turnover intentions of an employee. The conceptual model describes the potential relationship between these independent and dependent variables. In addition to reviewing the scales of measuring psychological capital, organisational commitment and employee turnover intentions developed by many researchers like Luthans (2007); Colquitt (2001); Meyer et al. (1993) and Mowday et al. (1979). Figure (2) depicts the conceptual framework.

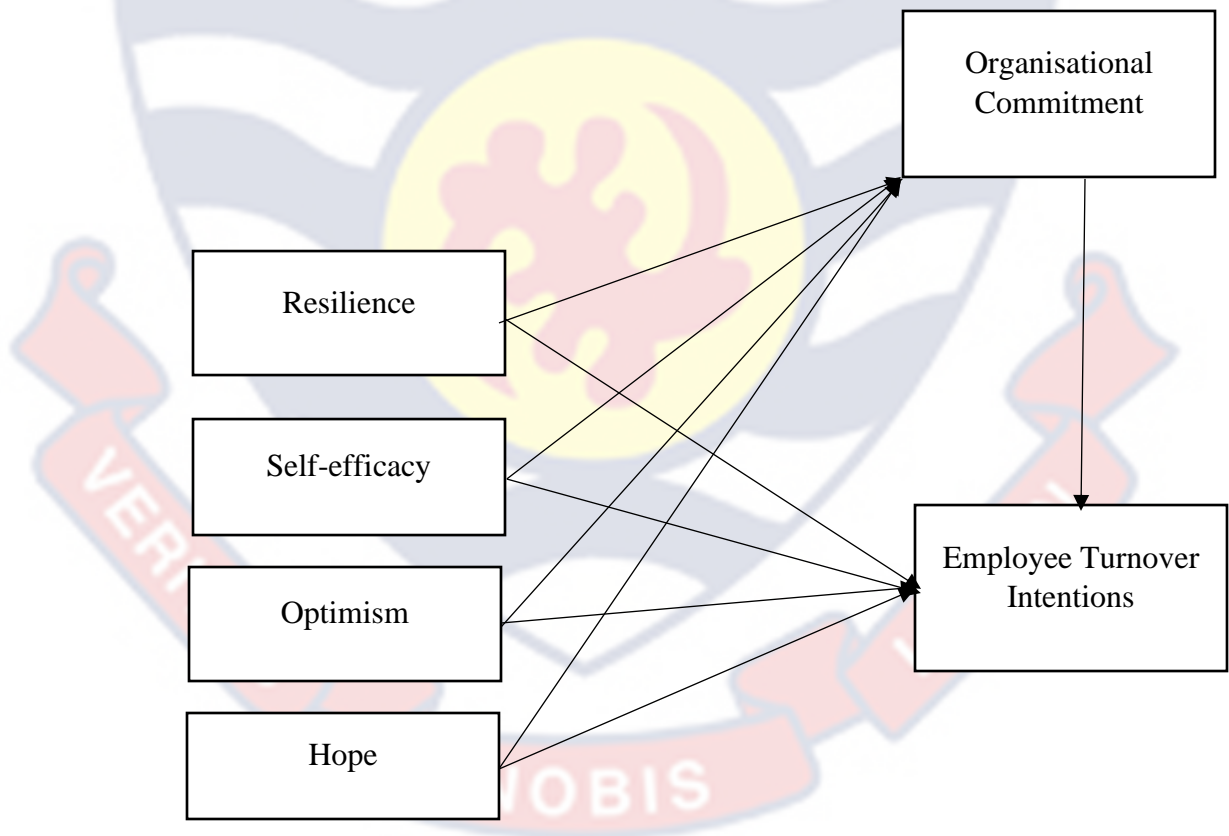
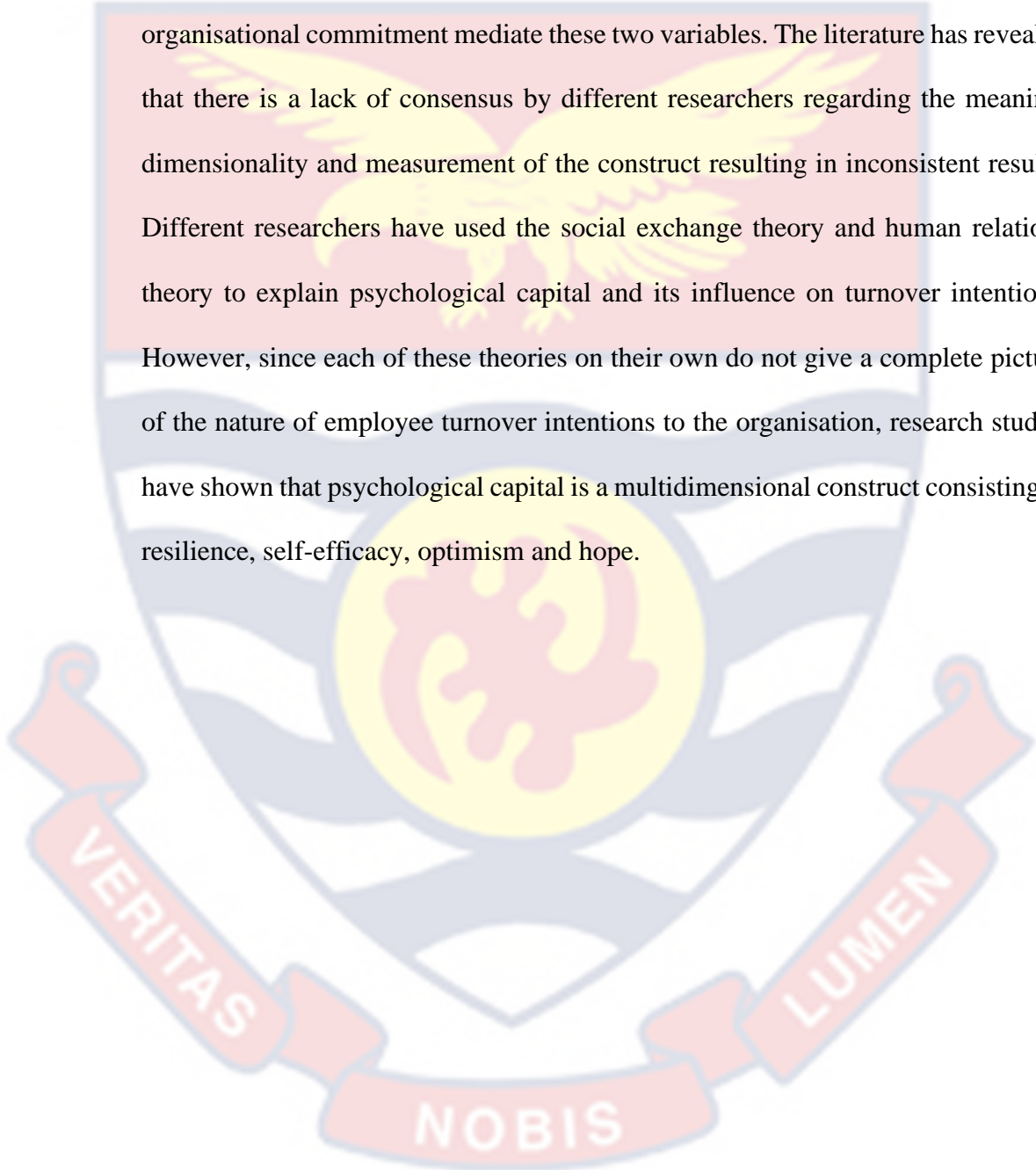


Figure 2: Conceptual Framework

Source: Author's Construct (2022)

Chapter Summary

This chapter has reviewed the different conceptual approaches in understanding psychological capital and employee turnover intentions and how organisational commitment mediate these two variables. The literature has revealed that there is a lack of consensus by different researchers regarding the meaning, dimensionality and measurement of the construct resulting in inconsistent results. Different researchers have used the social exchange theory and human relations theory to explain psychological capital and its influence on turnover intentions. However, since each of these theories on their own do not give a complete picture of the nature of employee turnover intentions to the organisation, research studies have shown that psychological capital is a multidimensional construct consisting of resilience, self-efficacy, optimism and hope.



CHAPTER THREE

RESEARCH METHODS

Introduction

The research methodology section of this study describes the methods and procedures that was used and followed in conducting the research. Research methodology represents the systemic investigation aimed at solving research problems (Maxwell, 2012; Kothari, 2004). According to Mishra and Alok (2011), research methodology is the science behind how a particular research activity is carried out. It spells out the systematic steps taken in studying a particular research problem. Since the study is meant to examine the influence of psychological capital on employee turnover intentions: the mediating effect of organisational commitment among senior staff at the University of Cape Coast, Ghana, it becomes eminent for a well-organized scientific enquiry to be followed so as to provide justifiable grounds for validating the reliability and accuracy of processes, procedures, methods and findings of this study.

This section presents a description of the research approach and research design, the study area, the population, and the sample size and sampling technique which are used for the research. It also provides a vivid description of data sources, data collection instrument, data collection procedure, as well as procedures for data processing and analysis.

Research Approach

The study adopted the quantitative research approach. This is because the measurements of the items in the scale were numerically rated by the respondents

based on predetermined rating scales (7-point Likert scale). Besides, per the nature of the primary data required, design of the data collection instrument, research objectives, statistically application for data processing, statistical tools for data analysis as well as the theoretical foundation of the study, the adoption of quantitative research design becomes most preferred an obvious option in the face of both qualitative and mixed research approaches.

According to Creswell (2014) quantitative approach deals with explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics). Quantitative research approach is a research strategy that quantification in the collection and analysis of data (Bryman, 2012; Lincoln & Guba, 1985). Quantitative methods (normally using deductive logic) seek regularities in human lives, by separating the social world into empirical components called variables which can be represented numerically as frequencies or rate, whose associations with each other can be explored by statistical techniques, and accessed through researcher-introduced stimuli and systematic measurement (Rahman, 2017).

This approach usually begins with data collection based on hypothesis or theory and is followed by the use of descriptive statistics (Shekhar, Prince, Finelli, Demonbrun & Waters, 2019, Tashakkori & Teddlie, 2010). Measurement methods are often described as environmentally friendly, in the sense that assumptions from statistical tests lead to general assumptions about demographic characteristics. Calculation methods are also often seen as assuming that there is only one "truth" present, independent of human perception (Galli, 2019). Quantitative findings may

be made for the general public or minority because it includes a larger randomly selected sample (Carr, 1994).

Research Design

According to Potwarka, Snelgrove, Drewery, Bakhsh and wood (2019) research design is considered as a set of arrangements made to collect and analyze data in a way that seeks to integrate compliance with the purpose of the research process and economics. Williams (2007) also described the structure of the study as “a system, structure and strategies and an integrated investigation to ensure query inquiry and diversity control” as stated in Zikmund (2000). According to Young and Javalgi (2007) a master plan that describes the process and methods for obtaining and analyzing the required information is considered a research design.

Various explanations provided by Zikmund (2000), Zikmund, Babin, Carr and Griffin (2012), Williams (2007) and Young and Javalgi (2007) have shown that the building of research involves a systematic way in which relevant information is analyzed and interpreted economically and procedure form. It is therefore a concept of data collection, measurement and analysis. The research design should be quickly identified and the research problem selected and organized, the objectives of the research are well defined, the concepts and problems are well defined and the research ideas are well documented (Zikmund, 2000). Akhtar (2016) revealed that research design involves a systematic approach in which the right information is collected analysed and interpreted economically and with procedure.

The study used an explanatory research design as a result of scientific research supporting this research. Thus, driven by the concept of causal

relationships between constructs – psychological capital and organisational commitment (Independent variable) and employee turnover intentions (variable dependency). Explanatory studies are presented by research ideas that describe the nature and direction of the relationship between study variables. In line with Zikmund Carr, Babin, and Griffin (2013) explanatory research design is performed for you to discover the volume and nature of cause-and-impact relationships. Potwarka et al. (2019) further restated that the premises of positivism research paradigm are to institute cause-impact relationships. Positivists pursue for consistencies to make predictions and installed scientific rules.

On the premise of this, there may be the opportunity that the universe may be analyzed with scientific strategies (Viotti & Kauppi, 2019). This research is naturally a causal study. The primary purpose of explanatory research is to explain why things happen and predict future events (Potgieter et al., 2019; Wipulanusat et al., 2015). One thing that informs the decision to use an explanatory research design is that it aids the logic of cause-impact association amongst the variables of interest accordingly. (Asad et al., 2019).

Study Unit

The University of Cape Coast is a university in Ghana established in 1962 out of a dire need for highly qualified and skilled manpower in education and was affiliated to the University of Ghana. It was established to train graduate teachers for second cycle institutions such as teacher training colleges and technical institutions, a mission that the two existing universities were unequipped to fulfil. On October 1, 1971, the College attained the status of a full and independent

University, with the authority to confer its own degrees, diplomas and certificates by an Act of Parliament - The University of Cape Coast Act, 1971 [Act 390] and subsequently the University of Cape Coast Law, 1992 [PNDC Law 278]. Since its establishment, the university has added to its functions the training of education planners, administrators, agriculturalists, and health care professionals.

The University of Cape Coast now has a total student population of 74,720. The University of Cape Coast today, organized into six colleges, namely Agriculture and Natural Sciences, Distance Education, Education Studies, Humanities, and Legal Studies, Health and Allied Sciences, and School of Graduate Studies and Research. Each college has different schools and departments under them. The University Council is the executive body of the university's governance system. It has overall responsibility for the administration of the University and the management of its resources. The Council superintends relations between the University and outside bodies on matters. The Council in carrying out its duties is responsible for the appointment or nomination of certain members of various committees.

UCC has 12 directorates that perform functions to support the university. The administrative and support functions of the University are grouped into the following Directorates; Academic Planning and Quality Assurance, Finance, Information and Communication Technology Services, Internal Audit, Procurement, Physical Development and Estate Management, Research, Innovation and Consultancy, and University Health Services. All these directorates are managed by administrators, some of who are females. The vision of the

University is to have a university that is strongly positioned, with worldwide acclaim. Its mission is to provide a quality education through the provision of comprehensive, liberal and professional programmes that challenge learners to be creative, innovative and morally responsible citizens.

Population

Population according to Amrhein et al. (2019) consists of the entire group of persons who are of interest to the researcher and who meet the criteria that the researcher is interested in studying, or a set of individuals having some common characteristics. According to Saunders et al. (2007) population is the full set of cases from which a sample is drawn. Population can be seen as the target group about which the researcher is interested in gaining information and drawing conclusion (Leedy & Ormrod, 2010; Robson, 2002). The population included all the total number of senior staff of the University of Cape Coast. An estimated 1570 senior staff of the University of Cape Coast constituted the target population (Division of Human Resource, University of Cape Coast, 2021). Senior staff of the University of Cape Coast were chosen for the conduct of the study because they possess the required characteristics needed for this kind of study.

Sampling Procedure and Sample

Sampling is a statistical approach of acquiring a representative population to take information or data concerning a whole population by analyzing only a portion of it (Babbie, 2007). Sampling has also been referred to the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population

(Strouse et al., 2019; Malhotra & Birks, 2007; Bassey, 1995). According to Bryman (2009) sampling is very essential because, in almost all cases, it is not possible to study all the members of a population.

Three basic types of sampling techniques exist. These are non-probability sampling, probability sampling and mixed approach sampling techniques. According to Buchanan and Bryman (2009) in non-probability sampling, not all the members of the population have the opportunity to be selected for the sample. The definition of a non-probability sampling technique defines the population that will give a reliable inference about a population. Non-probability sampling techniques include convenience sampling, quota sampling, network sampling and purposive sampling. Probability sampling on the other hand, has its elements having equal chance or opportunity of being selected for the sample.

This sampling technique tends to increase the likelihood of achieving the aim of choosing members that precisely represent the entire population from which the members were chosen. Probability sampling technique includes simple random, stratified, cluster or multi stage sampling (Cavana et al., 2001). Estimating the extent of probable success is the main aim of the probability sampling technique. As a result, probability theory serves as the basis for a member of a population to be included in a sample. Mixed sampling technique, according to Wurtz (2015) is a sampling strategy whereby the combination of non-probability and probability sampling techniques are employed at different stages in research.

Before sampling, it is important for the sample size to be determined first. Based on the targeted population size of 1570, a minimum sample size of 319

employees of the University of Cape Coast was selected to participate in the study through a random sampling technique. Sampling was necessary in this study because sampling allows a step-by-step approach of choosing a few respondents from a larger population to be used as a basis of estimating the prevalence of information of interest to one (Kumar, 2011).

The sample size was selected based on the sample determination formula by Yamane (1967). The formula is given as;
$$n = \frac{N}{[1+N(e)^2]}$$

$$n = \frac{1570}{[1+1570(0.05)^2]} = \frac{1570}{[1+3.925]} = \frac{1570}{4.925} = 318.7817 = 319$$

Where n = sample size; N = sample frame; and e = margin of error. A margin of error of 5% as suggested by Yamane (1967) was applied.

The choice of this sampling formula was necessitated by the fact that it provides the chance for the researcher to meet the sampling requirement $[(n > 50 + 8 \text{ (Number of independent variables)})]$ proposed for regression analysis in social science research (Carr, 1994).

Simple random sampling technique was used for the selection of the respondents from the sampling frame. Unique identification numbers were generated for all the elements in the sampling frame and through the lottery method, the qualified respondents were randomly selected through hand-picking method (Lohr, 2019; Mohammed et al., 2019; Sharma et al., 2019). This gave each respondent equal chance of selection (Kim & Wang, 2019; Kadilar & Cingi, 2006;

Vijayalakshmi & Sivapragasam, 2019) and also supported the parametric approach to analyzing the primary data (Choromanski et al., 2019).

Data Collection Instrument

Primary data collection was done through structured questionnaire. Questionnaire is a formalized set of questions for obtaining information from respondents (Singer et al., 2017; Malhotra & Birks, 2007). Young and Javalgi, (2007) provided that surveys using questionnaires are the most widely-used data-gathering technique in research and can be used to measure issues that are crucial to the management and development of businesses (Malhotra & Birks, 2007). The closed ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independent of the other choice.

The close-ended items employed checklist (a list of behavior, characteristics or other entities that the researcher is investigating), Likert scale (which is more useful when behaviour, attitude or other phenomenon of interest needs to be evaluated in a continuum) dichotomous questions and multiple-choice questions (Leedy & Ormrod, 2010). Generally, McColl (2005) posits that there are distinct advantages in using questionnaires rather than interview. Data analysis is made easier and straight forward when structured questions are used for primary data gathering. The researcher's decision to use questionnaire stemmed from the fact that it is the best method by which reliable information can be obtained from a large population. This is supported by Taylor, Sinha and Ghoshal (2011) who

asserted that the use of questionnaire is a sensible way for data collection if factual information is needed from substantial number of people.

A 7-point Likert scale was used to measure the opinion, attitude and behavior of the respondents regarding the questionnaire items. A Likert scale is an ordered scale from which respondents choose one option that best aligns with their view. The 7-point likert scale was used in this study because it is often used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular question or statement. The scale in which responders specify their level of agreement to a statement was typically in seven points: (1) Least level of Agreement; through to; (7) Highest level of Agreement.

The questionnaire was made up of four subdivisions. These subdivisions were in line with the specific objectives of this study. Section A of the questionnaire measured the Demographic data of the respondents and had five variables in all. Section B of the questionnaire measured psychological capital at the University of Cape Coast. The psychological capital construct had four major indicators which included resilience (with five indicators/items), self-efficacy (with five indicators/items), optimism (with five indicators/items), and hope (with five indicators/items). In a similar fashion, section C of the questionnaire measured the organisational commitment at the workplace which comprised of ten indicators/items. Finally, the section D of the questionnaire measured the employee turnover intentions of the respondents. These items were included in the instruments based on the specific objectives of the study. Again, the instruments of

the questionnaires were adopted. It also comprised of ten indicators/items. The questionnaire is presented in Appendix A.

To ensure the validity of the constructs, extant empirical review was carried out and this informed the choice of the items that were included in the scale. Again, initial scale that was developed was administered to 5% of similar sample size at the University of Education, Winneba. Detailed discussion was done with these respondents which then informed the alteration of the scale. This procedure was based on the recommendation presented by Keesler and Fukui, (2020). After this, the questionnaire was submitted to the supervisor for more clearing up and authorization. Again, to ensure the reliability of the scale, Principal Component Factor Analysis was piloted where the results of Kaiser-Meyer-Olkin [KOM] measure of sample adequacy and Barlett's Test of sphericity proved helpful. The factors created were then evaluated in terms of their reliability through the internal consistency approach as measured by the Cronbach's Alpha.

Validity and Reliability

In order to ensure content validity of the instrument, the study ensured proper definition measuring items, scale scrutiny by experts and scale pre-testing. These were in line with the principles of McDaniel and Gates (1996). Reliability and validity are two key components to be considered when evaluating a particular instrument. The level of the reliability of an instrument is measured by Cronbach's Alpha value (Saunders & Lewis, 2012). As posited by Pallant (2016), Cronbach's alpha coefficient for variables is generated to validate the reliability of the instrument. Pallant (ibid) also indicates that scales with a Cronbach's alpha

coefficient of 0.70 and above are considered reliable. However, studies such as Boohene et al. (2012) support coefficient of 0.5. The results of the pre-test were used to assess the reliability of the instrument. The result is presented in Table 1.

Table 1: Questionnaire Items and Their Reliability Coefficients

Variable	Questionnaire Items	Cronbach's Alpha
Resilience	5	0.757
Self-efficacy	5	0.711
Optimism	5	0.725
Hope	5	0.785
Organisational Commitment	15	0.813
Employee Turnover Intention	10	0.773

Source: Field survey (2022)

Table 1 provided the values of Cronbach's alpha for all the variables. It appears from the table that the values of Cronbach's alpha ranged between 0.711 and 0.813. These values are all well above the minimum value of 0.50. In this case, based on the criteria of Boohene, Agyapong and Asomaning (2012), it can be concluded that all the items of measurement showed a high level of reliability and have an acceptable level of reliability.

Data Collection Procedure

Permission for the data collection exercise at the University of Cape Coast was sought from the authority of the university when a letter was issued by the Graduate School of School of Business in University of Cape Coast was sent to the hospitals' authority. Permission for the primary data collection was then granted.

The sampling frame was then made available to the researcher. The purpose of the study was explained to all participants. Consent of the respondents was sought. Date for questionnaire distribution to the participants were set on some agreed terms. The terms were that respondents will answer the questionnaire during their break time and they will not be forced to answer any question they don't understand or agree to.

The drop-and-pick survey approach was adopted. The questionnaire was self-administered to the respondents. Trained research assistants also supported the primary data collection exercise. The above procedures helped the researcher to collect the required data need for the analysis of the research objectives. The survey was administered on 20th January, 2022 and collected on 20th February, 2022.

Response Rate

In this study, the sample size was 319 senior staff of the University of Cape Coast. This means that a total of 319 questionnaires were issued from which 297 were filled and returned which represents a response rate of 93.4%. This means that, 22 questionnaires were deemed not to be qualified and hence unused by the researcher as it can be seen in Table 2.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	297	93.4
Unused	22	6.6
Total	319	100

Source: Field survey (2022)

The 93.4% response rate was considered to be satisfactory based on Mugenda and Mugenda (2008) who opined that a response rate of 50% is enough for analysis and reporting; a rate of (60%) is good and a response rate of (70%) and over is excellent. The high response rate was accredited to the fact that the candidate had contacts in the study area and that facilitated the data collection process. Besides, the candidate personally administered the questionnaires and made a lot of efforts to make many follow-ups between research assistants and the respondents calls to clarify queries with the intention to improve the high response rate.

Data Processing and Analysis

According to Vonrhein et al. (2011) data analysis entails simplifying data and explaining it in a manner that seeks to answer the research questions posed. Data analysis was also defined by Yan et al. (2016) as the process of bringing order, structure and meaning to the mass of information collected as stated in Mertens (2005). Analysis of data is a process of editing, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggestion, conclusions, and supporting decision making (Lyashenko et al., 2021). The use of analytics requires reducing complex data into meaningful and actionable information (Imanbayev et al., 2021). Brink, Van der Walt and Rensburg (2012) indicated that the main aim of data analysis is to organize, give structure to and derive meaning from data.

In terms of quantitative research, deciding on how to analyze the data collected for the purpose of providing answers to the research questions posed is the main emphasis of data analysis (Kumar, 2011). The statistical tools employed

for this study were Statistical Package for Services Solution (SPSS) version 26 and SmartPLS version 3. The SPSS was employed for descriptive analysis and the Smart PLS was employed for structural equation modelling based on the questions of this study. The descriptive statistics (frequencies and percentages) were employed to determine the characteristics of the respondents.

Structural Equation Modelling

Structural equation modelling (SEM) is a second-generation statistical technique that “enables researchers to incorporate unobservable variables measured indirectly by indicator variables. They also facilitate accounting for measurement error in observed variables” (Chin, 1998 as cited in Hair et al., 2016:3). Partial Least Squares-Structural Equation Modelling (PLS-SEM) uses available data to estimate the nexuses of the path in the model to minimise the residual variance of the endogenous constructs. SEM is made up of two key elements; measurement equations (by confirmatory factor analysis) and structural equations (by path analysis). Whereas confirmatory factor analysis models (CFA) are used for construct validation and scale refinement, path analysis is used to display the relationships that exist among study constructs.

PLS-SEM estimates path model nexuses that maximize the R^2 values of the endogenous constructs (Hair et al., 2014). It is also useful when dealing with complex models and small sample sizes (Hair et al., 2014; Rezaei & Ghodsi, 2014; Rezaei, 2015; Shahijan et al., 2014). PLS-SEM is also more appropriate where theory is less developed (Ravand & Baghaei, 2016; Rönkkö & Evermann, 2013). According to Hair et al. (2014), there are two forms of measurement scale in

structural equation modelling: Formative or Reflective. Whereas in formative measurement scale it is the indicators that cause the constructs of the study, in a reflective measurement scale it is the constructs that cause indicators of the study.

The current study employed reflective measurement scale because all the indicators were caused by the constructs.

Furthermore, Jeon (2015) has itemised a number of benefits SEM has over other models such as regression. These benefits are: Firstly, SEM uses “latent variables” which allows multiple indicators to capture constructs validly and reliably. Secondly, SEM makes the causal equation model between latent variables clearer as compared to regression. Thirdly, SEM allows one or more independent variables to be regressed on one or more dependent variable. Fourthly, In SEM, a researcher can show the direct effect, indirect effect, and total effect because several exogenous variables and endogenous variables can be estimated simultaneously. PLS is quite robust with regard to inadequacies like skewness, multicollinearity of indicators and misspecification of the structural model (Cassel et al, 1999). In SEM, confirmatory factor analysis, correlation analysis, and regression analysis can be conducted at one time in a model. In line with the benefits above associated with SEM, this study relied on PLS-SEM to test the various hypotheses.

Validity and Reliability of the Model

There are several criteria for assessing model structures. In general, a systematic application of the different criteria is carried out in a two-step process, (1) the assessment of the measurement model and (2) the assessment of the structural model.

1) Assessment of Measurement Models

Assessment of reflective measurement models includes composite reliability to evaluate internal consistency, individual indicator reliability, and average variance extracted (AVE) to evaluate convergent validity. In addition, the Fornell-Larcker criterion and cross loadings are used to assess discriminant validity (Hair et al, 2013).

Internal Consistency Reliability

It is a form of reliability used to judge the consistency of results across items on the same test. It determines whether the items measuring a construct are similar in their scores (i.e., if the correlations between the items are large) (Drolet & Morrison, 2001). The composite reliability is a more appropriate measure of internal consistency than the Cronbach's alpha (Rossiter, 2002). The composite reliability varies between 0 and 1, with higher values indicating higher levels of reliability. It is generally interpreted in the same way as Cronbach's alpha. Specifically, composite reliability values of 0.60 to 0.70 are acceptable in exploratory research, while in more advanced stages of research, values between 0.70 and 0.90 can be regarded as satisfactory (Nunally & Bernstein, 1994).

Convergent Validity

Convergent validity is the extent to which multiple items to measure the same concept agree (MacKinnon, 2008). Anderson and Gerbing (1988) stated that convergent validity is established if all factor loadings for the items measuring the same construct are statistically significant. According to Hair et al. (2019) convergent validity could be accessed through factor loadings and the average

variance extracted (AVE). Hair, Ringle, and Sarstedt, (2019) point out that to establish convergent validity, factor loadings must be 0.60 and above. An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an AVE of less than 0.50 indicates that, on average, more error remains in the items than the variance explained by the construct.

Discriminant Validity

Discriminant validity is the extent to which a construct is truly distinct from other constructs by empirical standards. Thus, establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model (MacKinnon, 2008). The Heterotrait - Monotrait Ratio (HTMT) is a means of determining the discriminant validity of a PLS-SEM model. According to Henseler, Ringle & Sarstedt (2015), a latent construct has discriminant validity when its HTMT ratio is below 0.850. The Fornell-Larcker criterion is also an approach to assessing discriminant validity. It compares the square root of the AVE values with the latent variable correlations (Fornell and Larcker, 1981). Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct. (Hair et al. 2013).

2) Assessment of the structural model

The first essential criterion for the assessment of the PLS-SEM is the coefficient of multiple determinations (R^2) for each endogenous construct. R -square (R^2) measures the explained variance of a latent variable relative to its total variance. Hair et al. (2014) advanced that a coefficient of determination (R^2) of

0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively for structural models. The next step to assess the structural model comprises the evaluation of the regression coefficients between the validated latent variables. A regression coefficient magnitude indicates the strength of the relationship between two latent variables. Furthermore, regression coefficients should be significant at the 0.05 level, in order to determine the significance (Bradley & Tibshirani, 1993).

Finally, another assessment of the structural model involves the model's capability to predict. The predictive relevance of the structural model is assessed by the Stone-Geisser's Q^2 statistic (Stone, 1974). In the structural model, Q^2 values larger than zero for a certain reflective endogenous latent variable indicate the path model's predictive relevance for this particular construct. As a relative measure of predictive relevance, values of 0.02, 0.15, and 0.35 indicate that an exogenous construct has a small, medium, or large predictive relevance for a certain endogenous construct. (Hair et al, 2016). It is also imperative to measure the impact of individual endogenous variables on the exogenous variable. This is achieved by assessing the effect size (f^2). As posited by Cohen (1988), f^2 values of 0.02, 0.15, and 0.35, respectively, represent small, medium, and large effects of the exogenous latent variable.

Specifying the Structural and Measurement Model

The section specifies the structure of the model of this study. It indicates the exogenous and the endogenous variables with the various indicators. The structural model is specified in figure 2. There are four exogenous variables, one mediating variable and one endogenous variable in this study. The exogenous variables are;

Resilience (RP), Self-efficacy (SP), Optimism (OP) and Hope (HP). The endogenous variables are; Organisational commitment (OC) and Employee turnover intentions (ETI). The latent variable Resilience was measured by five indicators (*RP1, RP2, RP3, RP4 and RP5*), Self-efficacy is measured by five indicators (*SP1, SP2, SP3, SP4 and SP5*), Optimism is measured with five indicators (*OP1, OP2, OP3, OP4 and OP5*) and Hope is measured with five indicators (*HP1, HP2, HP3, HP4 and HP5*)

The mediating variable, organisational commitment was measured by fifteen indicators (*OC1, OC2, OC3, OC4, OC5, OC6, OC7, OC8, OC9, OC10, OC11, OC12, OC13, OC14, and OC15*). Employee turnover intentions had the ten indicators (*ETI1, ETI2, ETI3, ETI4, ETI5, ETI6, ETI7, ETI8, ETI9, and ETI10*). The study proposes a positive link between RP and ETI and RP and OC. Also, the study hypothesis a positive relationship between SP and ETI, SP and OC, OP and ETI, and OP and OC, and finally, HP and ETI, and HP and OC. The study also hypothesizes a significant link between OC and ETI and creating an indirect effect between psychological capital and employee turnover intentions through organisational commitment. There are 11 paths hypotheses in the model (figure 2).

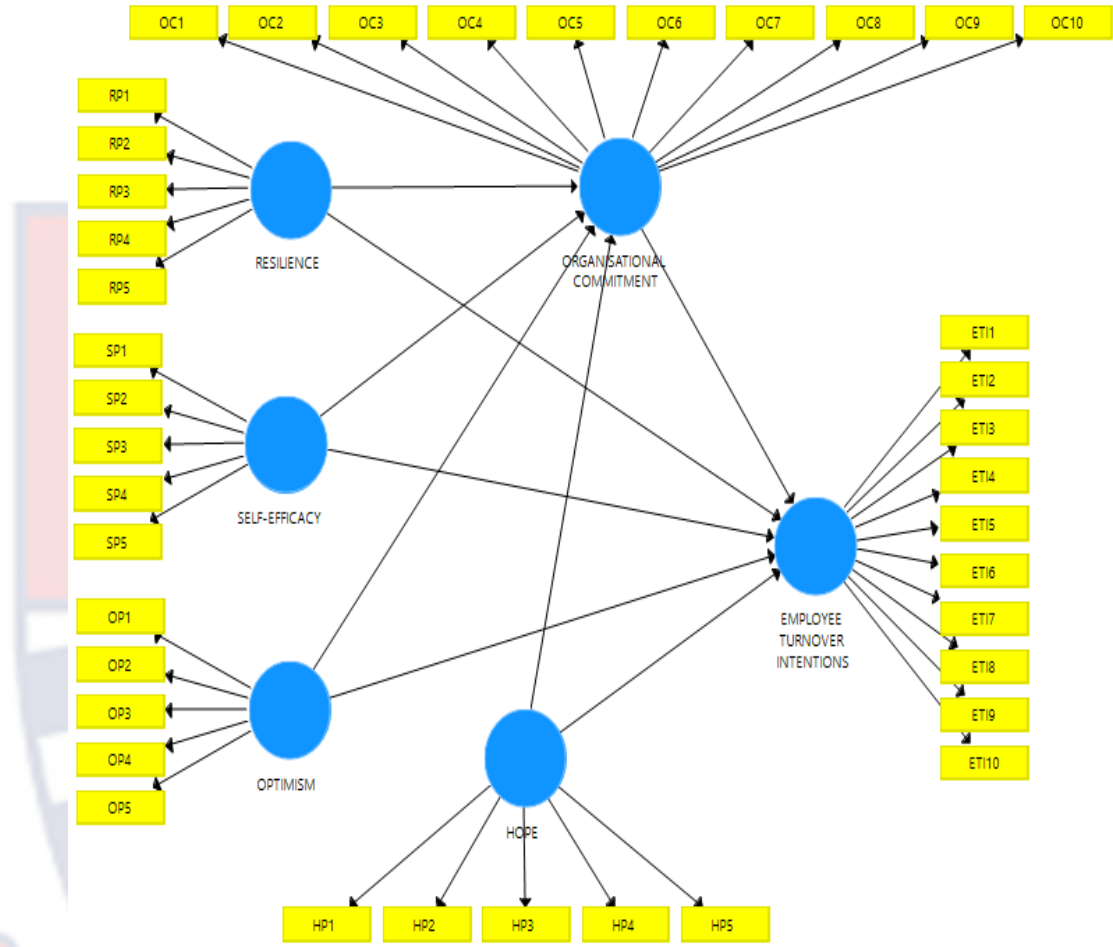


Figure 2: Structural Model

Source: Smart PLS (2022)

Common Method Bias

Common method bias can occur due to self-report measures (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Common method bias is a biasing of results that are caused by a common method, such as a single survey (Favero & Bullock, 2015). Another possible cause of common method bias is the implicit social desirability associated with answering questions in a questionnaire in a particular way, again causing the indicators to share a certain amount of common variation

(Kock & Lynn, 2012). To deal with common method bias, only previously tested scales were used (Alfes, Shantz, Truss, & Soane, 2013).

Common method bias (CMB) can also be tested using Harman's single factor test (Podsakoff & Organ, 1986) and VIF scores (Kock & Lynn, 2012). Podsakoff and Organ (1986) suggested that a single factor would emerge from a factor analysis or one general factor would account for most of the covariance in the independent and criterion variables if CMB was a serious problem. All five variables were entered into an exploratory factor analysis with a principal axis factoring analysis, extracting eleven factors, with factor 1 accounting for only 30.32 percent of the variance, the table is attached as Appendix C. The results indicated that no single factor emerged and no one general factor accounted for the majority of the covariance among the latent factors. Therefore, CMB was unlikely to be a serious issue in this study.

Ethical Consideration

As indicated by Saunders, Lewis and Thornhill (2007), any social researcher should seek permission from the respondents stating clearly their intentions and being guided by research ethics. The respondents were therefore informed of anonymity and confidentiality. The researcher assured the respondents that their names would not be disclosed. As such, all information received from them (respondents) would be treated with the highest degree of confidentiality. In addition to this, the researcher also informed the respondents that they were free to cease to give any response if they so wish. Finally, the researcher did not withhold

any information about the study's possible risks, discomfort or benefits or deliberately deceive study subjects on these matters.

Chapter Summary

This chapter explained in details the methodology followed in carrying out the research. The theoretical foundation of the study, research approach, research design, sampling technique, procedures for data collection, data collection instrument and data analysis were thoroughly discussed. The positivism research paradigm was used as the theoretical foundation of the study. The quantitative research approach was employed for the study because the data collected using questionnaire was quantitatively analyzed by using both descriptive and inferential statistics. Descriptive research design was adopted to ensure objectivity in the research process. Simple random sampling technique was used to select samples for the study. The data collection instrument used was a 7-Likert scale questionnaire. The Statistical Package for Social Sciences (SPSS) version 26 and the SMART PLS 3 were the software used to analyze the data.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

The study was conducted to examine the influence of psychological capital on employee turnover intentions: the mediating effect of organisational commitment among senior staff at the University of Cape Coast, Ghana. The previous section provided information in respect of the research methods that were employed in gathering and analysing the data in respect of the specific research objectives. This section provides information in respect of findings and discussions made in respect of the specific research objectives.

Demographic Information

Demographic information of the respondents was measured descriptively with frequency and percentage because these statistical tools are appropriate given the nature of the variables measured. The findings are presented in Table 3.

Table 3: Demographic characteristics of Respondents

Variable	Options	Frequency	Percentage
Sex	Male	181	60.9%
	Female	116	39.1%
Age	Below 30 years	37	12.5%
	31-40 years	156	52.5%
	41-50 years	86	28.9%
	Above 50 years	18	6.1%
Educational qualification	Diploma	29	9.8%
	Degree	173	58.2%
	Masters	76	25.6%
	PHD	19	6.4%
	Professional	0	0.0%
Marital Status	Single	86	28.9%
	Married	182	61.3%
	Divorce/Other	29	9.8%
Years of Experience	1-5 years	68	22.9%
	6-10 years	161	54.2%
	11-15 years	49	16.5%
	Above 15years	19	6.4%
Total		297	100.0%

Source: Field survey (2022)

The result relating to the sex distribution of the respondents show that majority of the senior staff in the University of Cape Coast are male (60.9%). The remaining 39.1% of the respondents are female senior staff. Per the sexual distribution of this study, it can be inferred that the workforce structure of senior

staff at the University of Cape Coast is male-dominated. This connotes the idea that generally males are readily available in the workforce all over the world save for a few industries and sectors.

The age distribution of the workers that were surveyed shows that, most of the respondents were between 31 and 40 years (52.5%). This is followed by those between the ages of 41 and 50 (28.9%) and then those below 30 years (12.5%). The remaining 6.1% are above 50 years. The implication of the age range distribution is that the workforce structure of senior staff at the University of Cape Coast is youthful in nature although a relatively sizable number (35%) are above 40 years. The University is therefore in position to put in place employee development and retention strategies so as to build and utilize the human capital of this bracket for the betterment of the University given the quest to improving operational efficiency.

The educational qualification shows all the senior staff of the University of Cape Coast have had formal education experience with most of the respondents having degree as their current highest educational certification (58.2%). 25.6% of the respondents have had their master's certification whilst 9.8% have had their diploma certification. The remaining 6.4% of the respondents have their PHD. These results prove that, management of the university must take advantage of the talent of this workforce and capitalize on their relative knowledge, skills and abilities to improve the operational efficiency of the University of Cape Coast. Making career advancement plans to ensure the upgrading of the educational status

of senior staff in the university is commendable. Equal opportunity and support should be given to deserving staff in that respect.

The marital status of the senior staff of the University of Cape Coast showed that, most of them were married and had established families and homes, of which were about 182 of them representing 61.3% of the respondents. Also, 86 of them representing 28.9% of them were single, whilst the remaining 29 representing 9.8% of the respondents were either divorced or had other complications in their marital home. With respect to the years of experience of the respondents of the study, the findings showed that, most of the respondents have had 6 – 10 years working experience (54.2%). Again, the study showed that, 22.9% of the senior staff had about 1-5 years working experience whilst 16.5% have had about 11-15 years working experience. Finally, 19 of the respondents representing 6.4% of the total respondents for the study have had over 15 years working experience as senior staff in the University of Cape Coast. With the respondents having enough working experience, they are better positioned to provide accurate and reliable information that could be relied on to make the study a success.

The Findings of the Main Study Objectives

This section presents results and analysis based on the three key research objectives of this study. The Smart PLS was employed for structural equation modelling based on the hypotheses of this study and was used in analysing the data. The results and analysis are presented chronologically based on the stated objectives of this study.

Assessment of Measurement Models for the Study

This section focusses on the measurement models for the study. The section begins with the assessment of the indicator loadings. The measurement model assessments include indicator loadings, Internal consistency reliability (Composite reliability), Convergent validity (AVE-Average variance extracted) and Discriminant validity (Fornell-Lacker and HTMT). A consistent PLS algorithm was run to generate indicators for the assessment of the measurement model. The results are presented in the subsequent tables.

Assessing indicator loadings

Table 4 shows that some indicators have been dropped in comparison to indicators in figure 4. All indicators that loaded below the threshold of 0.6 as recommended by Hair, Risher, Sarstedt and Ringle (2019) were dropped to improve the reliability of the overall model. Out of a total of 40 indicators measuring the various latent variables, 13 indicators were dropped for failure to meet the indicator reliability criteria. Thus, 4 scales measuring the existence of resilience; 4 measuring self-efficacy; 5 measuring optimism and 5 scales measuring hope, 6 measuring the mediating variable which is the organisational commitment and 3 of the scales measuring employee turnover intentions. The indicator loadings of the items are shown in Table 4.

Table 4: Indicator loadings

	RP	SP	OP	HP	OC	ET
RP1	0.669					
RP2	0.614					
RP4	0.710					
RP5	0.824					
SP1		0.821				
SP3		0.768				
SP4		0.683				
SP5		0.801				
OP1			0.817			
OP2			0.817			
OP3			0.871			
OP4			0.699			
OP5			0.788			
HP1				0.706		
HP2				0.882		
HP3				0.770		
HP4				0.898		
HP5				0.882		
OC1					0.711	
OC4					0.673	
OC5					0.785	

OC7	0.816
OC8	0.797
OC9	0.785
ET1	0.792
ET7	0.878
ET8	0.883

Source: Field survey (2022)

From Table 4, the four indicators of resilience loaded above 0.6. The least was (0.614) and the highest (0.824), indicating that the retained indicators are reliable; Self efficacy (0.683 – 0.821); Optimism (0.699 – 0.871) and Hope (0.706 – 0.898). The minimum indicator loading on organisational commitment was (0.673) and the highest (0.816), and finally indicators under employee turnover intentions loaded between 0.792-0.883. The indicators used to measure latent variables in this study are reliable, well above the threshold of 0.6.

Assessing internal consistency reliability

In this study, the internal consistency reliability of the constructs was measured using the composite reliability. The composite reliability is a more appropriate measure of internal consistency than the Cronbach's alpha (Rossiter, 2002). The results in Table 5 indicates that all latent variables in this study are reliable, as they all loaded about the 0.7 threshold by (Bagozzi & Yi, 1988). Hope had the highest score of composite reliability (0.917) this was followed by optimism (0.899). The results indicate that the model has internal consistency reliability. Table 5 also includes results on convergence validity.

Table 5: Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
RP	0.937	0.938	0.799	0.502
SP	0.775	0.797	0.853	0.593
OP	0.860	0.873	0.899	0.640
HP	0.886	0.898	0.917	0.691
OC	0.855	0.862	0.893	0.582
ET	0.810	0.817	0.888	0.726

Source: Field survey (2022)

Assessing convergent validity

The average variance extracted was used in assessing convergent validity. Convergent validity is the extent to which a measure correlates positively with alternative measures of the same construct (Hair et al., 2017). An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an AVE of less than 0.50 indicates that, on average, more variance remains in the error of the items than in the variance explained by the construct. The results from Table 5 indicates that all constructs have an AVE of more than 0.5. With the highest being Employee performance and the least being employee turnover intentions. This means that the constructs in this model are able to account for more than half of the variance in their indicators. As part of assessing the measurement model, discriminant validity was also assessed.

Assessing discriminant validity

Establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model (MacKinnon, 2008). In this study, both the Fornell-Lacker criterion and the HTMT were used to establish discriminant validity. The Fornell-Larcker criterion compares the square root of the AVE values with the latent variable correlations (Fornell & Larcker, 1981). Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct (Hair et al. 2013). The results from Table 6 indicates that the square root of each variable is well above their correlations with other constructs in the study. This means that each construct is unique and no two constructs capture the same phenomenon.

Table 6: Fornell-Lacker criterion

	RP	SP	OP	HP	OC	ET
RP	0.779					
SP	0.770	0.899				
OP	0.811	-0.126	0.838			
HP	0.009	-0.029	0.800	0.831		
OC	0.709	0.728	0.118	0.073	0.763	
ET	0.103	0.046	0.798	0.797	0.172	0.852

Bold values are the square root of each construct's AVE which is higher than their correlation with other constructs.

Source: Field survey (2022)

The Fornell-Larcker criterion performs very poorly, especially when indicator loadings of the constructs under consideration differ only slightly (e.g., all indicator loadings vary between 0.60 and 0.80) as in this case self-efficacy. When indicator loadings vary more strongly, the Fornell-Larcker criterion's performance in detecting discriminant validity issues improves but it is still rather poor in assessing overall discriminant validity (Voorhees, Brady, Calantone, & Ramirez, 2016). As a remedy, Henseler, Ringle and Sarstedt (2015) propose assessing the Heterotrait Monotrait ratio (HTMT) of the correlations. According to Henseler et al (ibid), a latent construct has discriminant validity when its HTMT ratio is below 0.850. The results presented in Table 7 show HTMT values well below 0.850.

Table 7: Heterotrait - Monotrait Ratio (HTMT)

	RP	SP	OP	HP	OC	ET
RP						
SP	0.180					
OP	0.547	0.150				
HP	0.217	0.074	0.647			
OC	0.437	0.675	0.162	0.145		
ET	0.151	0.090	0.097	0.678	0.208	

Source: Field survey (2022)

Assessing the structural model

This section provides an assessment of the hypotheses of this study. Assessment of the structural model entails assessing collinearity among constructs,

coefficient of determination, predictive relevance, effect size, path coefficient and its significance. In this study, both the direct and the indirect model was run together based on the recommendation of Nitzl et al. (2016).

Table 8 shows the result for assessing multicollinearity among the indicators for this study. In the context of PLS-SEM, a tolerance value of 0.20 or lower and a VIF value of 5 and higher respectively indicate a potential collinearity problem (Hair et al., 2011). More specifically, an indicator's VIF level of 5 indicates that 80% of its variance is accounted for by the remaining formative indicators associated with the same construct. With respect to the endogenous variable (employee turnover intentions), the results from Table 8 shows a minimum VIF of 1.1511 and highest of 2.036, and a minimum tolerance value of 0.423 and highest of 0.788. With respect to organisational commitment, VIF (min-1.1764 and max-2.402) tolerance, it indicates a minimum tolerance value of 0.346 and highest of 0.787. The values obtained from this analysis indicated the absence of multicollinearity between the indicators.

Table 8: Collinearity amongst constructs

	ET (VIF)	ET (Tolerance)	OC (VIF)	OC (Tolerance)
Resilience	1.478	0.186	1.712	0.217
Self-efficacy	1.705	0.267	1.795	0.368
Optimism	2.750	0.311	1.969	0.462
Hope	1.511	0.149	2.126	0.228

Source: Field survey (2022)

The VIF results in Table 8 further confirms the absence of common method bias. Based on the criteria proposed by Kock and Lynn (2012), the occurrence of a VIF value greater than 3.3 is proposed as an indication of pathological collinearity, and also as an indication that a model may be contaminated by common method bias. Therefore, if all VIFs resulting from a full collinearity test are equal to or lower than 3.3, the model can be considered free from the problem of vertical or lateral collinearity and common method bias (Kock, 2013).

Assessing coefficient of determination and predictive relevance

The R^2 is a measure of the model's predictive accuracy. Another way to view R^2 is that it represents the exogenous variable's combined effect on the endogenous variable(s). Hair et al. (2014) advanced that a coefficient of determination (R^2) of 0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively for structural models. The author further asserted that a predictive relevance (Q^2) of "0.02, 0.15 and 0.35" and effect size (f^2) of "0.02, 0.15 and 0.35" are seen as "small, medium and large" respectively for structural models.

Objective one

The first objective of this study sought to assess the influence of psychological capital on employee turnover intentions of senior staff at the University of Cape Coast. The path model in Figure 3 shows four direct paths from psychological capital to employee turnover intentions. These paths represent hypothesis 1a to 1d. The direct effect showed that psychological capital and organisational commitment accounted for 77.3 percent of the variation in employee turnover intentions.

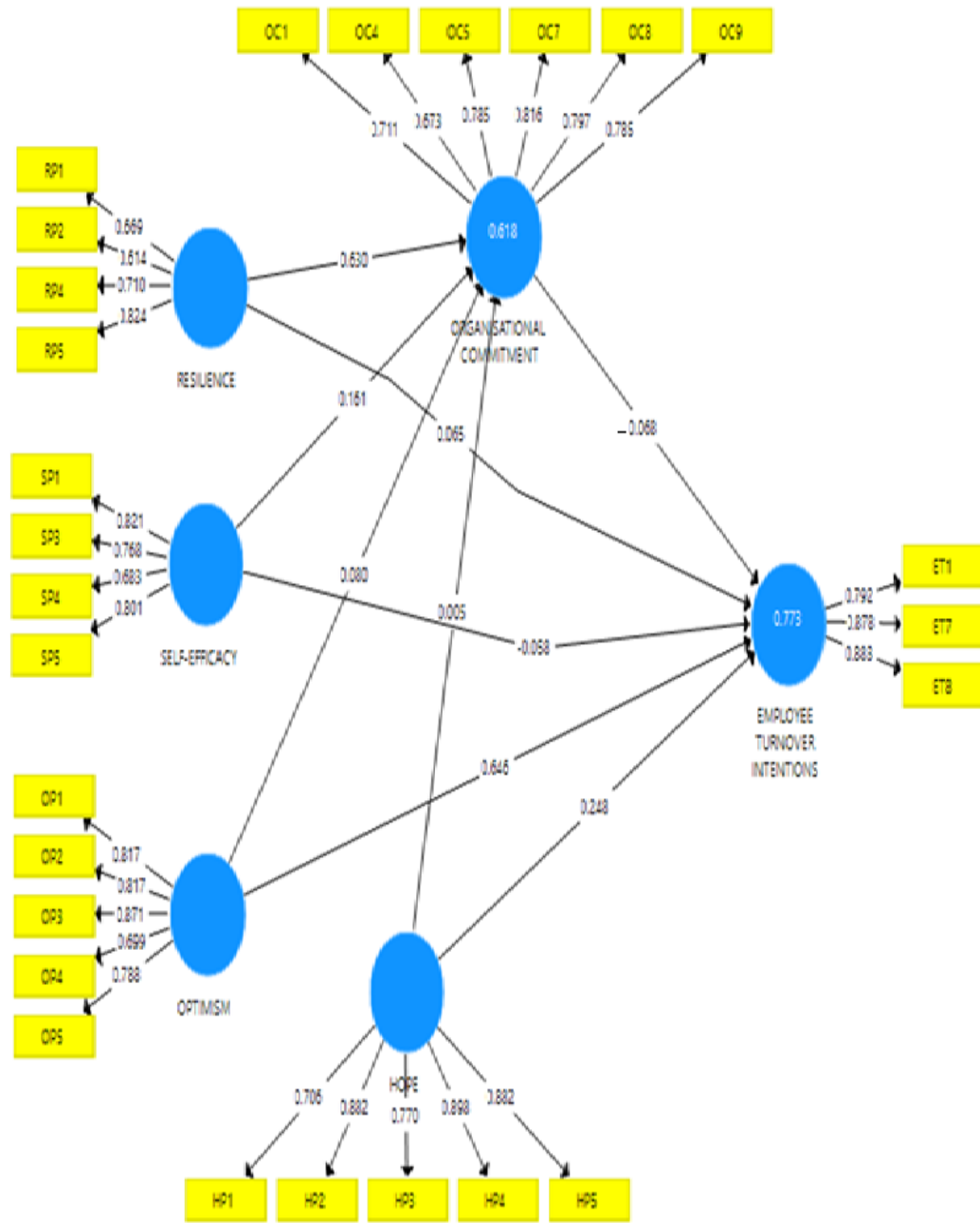


Figure 3: Outer and inner model results

Source: Field survey (2022)

The first hypothesis was formulated to determine whether there is a relationship between resilience and employee turnover intentions. The formulated hypothesis thus reads:

H1a: Resilience has a positive effect on employee turnover intentions

Table 9: Structural model results for hypotheses 1a, 1b, 1c, and 1d

Path	T	R ²	Adjusted R ²	Q ²	P-Value	f ²
ET		0.773	0.761	0.535		
RP	0.065	0.630			0.000	0.003
SP	-0.058	0.505			0.614	0.003
OP	0.646	6.624			0.000	0.539
HP	0.248	2.404			0.017	0.081

Source: Field survey (2022)

Referring from Table 9, it can be concluded that rewards have a large (0.77) coefficient of determination on employees' turnover intentions, accounting for 77.3 percent of the variation in employee turnover intentions. With respect to predictive relevance, the results show a large predictive relevance of the model on the endogenous variable (0.535). This shows that the exogenous variable does well to predict the endogenous variable. The results of the effect size show that psychological capital had a large effect size on the endogenous variable (employee turnover intentions).

Based on the path estimation, the results of the PLS-SEM showed that resilience had a significant positive effect of employees' turnover intentions ($\beta =$

0.065, $p < 0.05$; Table 9, Figure 3). The path coefficient was in the same direction as hypothesized; hence the hypothesis that resilience was related to employees' turnover intentions is supported. The findings lead to the conclusion that employees tend to naturally resist adverse impact of workplace negativities, by reacting to either quitting the organisation or forming alliances. This conclusion is in line with the study of Çelik (2018), that concluded that resilience on the part of employees is the proof of the impact of workplace negativities and their response to such environment.

A similar conclusion was drawn by Ozturk and Karatepe (2019), who also found a strong positive association between psychological capital (resilience) and employees' intentions to quit. Also supported by the findings of Van der Merwe, Malan and Bruwer (2020), who concluded that, the degree to which an employee perceives to quit an organisation is positively related to the degree to which the employee perceives the adverse effect of his or her psychological state of being within the organisation.

The second hypothesis was formulated to determine whether there is a relationship between transactional leadership and employees' innovative work behaviour.

H1b: Self-efficacy has a positive effect on employee turnover intentions

Based on the path estimation, the results of the PLS-SEM showed that self-efficacy had no significant effect on employees' turnover intentions ($\beta = -0.058$, $p > 0.05$; Table 9, Figure 3). The result fails to support the hypothesis that self-efficacy has a positive effect on employee intentions to quit. The results are

inversely related to what was hypothesised. It leads to a conclusion that turnover intentions among the senior staff is not necessarily stimulated by the individual's belief in their capacity to act in the ways necessary to reach specific goals. The relationship between self-efficacy and employee turnover intentions could be based on the work context, of which employees tend to put in maximum effort to increase productivity. The context could account for the insignificant effect.

The third hypothesis of this study sought to test the effect of optimism on employee turnover intentions. The hypothesis was stated that;

H1c: Optimism has a positive effect on employee turnover intentions

The study estimated the path between optimism and employees' turnover intentions. The results as shown in Figure 3 and Table 9, indicated a path coefficient of 0.646 and a p-value of 0.000. The path coefficient was in the same direction as hypothesized, hence the hypothesis that optimism was related to employees' turnover intentions is supported. The role of optimism on the part of employees in psychological capital has been identified as key for longevity of employee sustenance (Lindblom, Lindblom, & Wechtler, 2020). This study adds that, when employees exhibit the potential of optimism as a positive dimension of psychological capital, it exposes staff to having the explanatory style that attributes positive events to internal, permanent and pervasive causes and solutions to psychological pressures.

The magnitude of the effect size also indicates that optimism has the largest significant effect on employees' intentions to quit among the four dimensions of psychological capital. This is supported by the findings of Çelik (2018) who also

concluded that optimism had significant positive effect on employee's turnover intentions. Yu, Li, Tsai and Wang (2019), adds up that optimism is key to solve problems with in terms of psychological capital pressures on the part of employee's contribution to organisational growth and development. In addition, Chaudhary and Chaudhari (2015), opine that optimism, the dimension psychological capital, is seen to be more effective than resilience, hope and self-efficacy in reducing the rate of turnover among employees.

The final hypothesis of the first objective sought to assess the influence of hope on employees' turnover intentions. Thus, the hypothesis was stated as follow;

H1d: Hope has a positive effect on employee turnover intentions

Based on the path estimation, the results of the PLS-SEM showed that entrepreneurial leadership behaviour had no significant effect on employees' innovative work behaviour ($\beta = 0.248, p < 0.05$; Table 9, Figure 3). Based on the path estimation, the study supports the hypothesis that hope is related to employees' turnover intentions. This finding is in line to what other studies had concluded on psychological capital. Çelik (2018) concluded that hope was key to influencing the decision of employees to quit or maintain their positions in an organisation. Yu, Li, Tsai and Wang (2019), also found a positive connection between hope and employees' intention to quit within the banking sector. The argument that having the willpower and pathways to attain one's goal and even as part of the overall organisational goal of the organisation, reduces the rate of turnover among employees (Çelik, 2018; Chaudhary & Chaudhari, 2015). The results show the

above dimensions of psychological capital and its effect on the turnover intentions of senior staff at the University of Cape Coast.

A summary of the decisions with respect to objective one is presented in

Table 10.

Table 10: Summary of objective 1

Hypothesis	Beta	t-value	P-value	Decision
RP-ET	0.065	0.630	0.000	Supported
SP-ET	-0.058	0.505	0.614	Not supported
OP-ET	0.646	6.624	0.000	Supported
HP-ET	0.248	2.404	0.017	Supported

Source: Field survey (2022)

One hypothesis stated as part of the first objective was not supported because their p-value was >0.05 . The results, however, show that, optimism had the highest significant effect on turnover intentions among employees due to the magnitude of its path coefficient (0.646), this is followed by hope (0.248) and resilience (0.065). It should be noted that optimism has a higher effect on employees' turnover intentions among senior staff of the University of Cape Coast than hope and resilience, as dimensions of psychological capital.

Objective two

The second objective sought to assess the influence of organisational commitment on employee turnover intentions of senior staff at the University of Cape Coast. The objective was tested as part of the entire model, representing the

direct path from organisational commitment to employee turnover intentions. Thus, the study hypothesised;

H2: Organisational commitment has a positive effect on employee turnover intentions

Table 11: Structural model results for hypothesis two

Path	T	R ²	Adjusted R ²	Q ²	P-Value	f ²
Statistics						
ET		0.618	0.602	0.013		
OC	-0.068	5.993			0.000	-0.197

Source: Field survey (2022)

Based on the path estimation, the results of the PLS-SEM showed that organisational politics had a significant positive effect of employee performance ($\beta = 0.068$, $p < 0.05$; Table 11, Figure 3). The results show that the organisational commitment among senior staff at the University of Cape Coast is a key determinant of employees' turnover intentions. Comparatively, Organisational commitment (0.068) shows a moderate effect on employee turnover intentions. The results also show that organisational commitment has a medium and a negative effect (-0.197) on employee turnover intentions based on the criteria of Hair et al. (2014). Therefore, based on the direction and the significance of the path between organisational commitment and employee turnover intentions, the study supports the assertion that organisational commitment has a significant on the decisions to employees to decide on their intentions to either stay or leave their organisation. It can further be asserted that, withdrawal intentions from an organisation might be better predicted by organisational commitment. Other authors state that the three

commitment constructs describe different reasons why employees stay with (or leave) their organisation, so these commitment constructs each contribute independently to the prediction of turnover intention.

Because the p-value is <0.05 , the study will therefore side with the assertion of the research hypothesis that; organisational commitment has a significant and a negative effect on employee turnover intentions. This indicates that, if employee has emotional attachment to organisation, their desire to leave the organisation is low. Also, it confirms that, employee who has awareness of the costs associated with leaving the organisation, they will not leave their current organisation and the level of intention to leave the organisation will be quite low. In addition, if employee feels of obligation towards the organisation, their intention to leave the organisation will be very low. Finally, as a whole the study concluded that organisational commitment significantly and negatively associated with turnover intention. The study concurs with the findings as identified by Faloye (2014), that there is an adverse effect of organisational commitment on employee turnover intentions.

Objective three

The third objective of this study sought to Examine the mediating role of organisational commitment on psychological capital and employee turnover intentions nexus senior staff at the University of Cape Coast. Given that psychological capital has a significant effect on employees' turnover intentions, and organisational commitment also has a significant but negative effect on employee turnover intentions, a mediation test was possible. As Nitzl (2016) had

indicated, a significant indirect effect is the only prerequisite for establishing a mediation effect. This objective formed the basis for testing hypothesis 3a to 3d.

According to the procedure outlined by Hair et al (2017), the mediating effect of organisational commitment on the nexus between psychological capital and employee turnover intentions was examined through bootstrapping.

The results of the total effect are presented in Table 12. It indicates the significance of every path hypothesised in the model. Self-efficacy (SP) had no influence on both employee turnover intentions ($p= 0.614$) and organisational commitment ($p=0.286$), this shows that the variable (SP) is not fit for mediation analysis.

Table 12: Total effect

	Path	T Statistics (O/STDEV)	P-Values	f ²	
	RP -> ET	0.065	0.630	0.000	0.003
	RP -> OC	0.630	4.386	0.000	0.197
	SP -> ET	-0.058	0.505	0.614	0.003
	SP -> OC	0.161	1.067	0.286	0.013
	OP -> ET	0.646	6.624	0.000	0.539
	OP -> OC	0.080	0.766	0.444	0.005
	HP -> ET	0.248	2.404	0.963	0.081
	HP -> OC	0.005	0.046	0.017	0.000
	OC -> ET	-0.068	5.993	0.000	-0.197

Source: Field survey (2022)

From Table 12, it can also be inferred that optimism only has a direct influence on employee turnover intentions ($p=0.000$), a positive relationship was recorded between optimism and organisational commitment (path= 0.080), however that relationship was found to be insignificant ($p=0.444$). Optimism, therefore, can only have a direct influence on employees' turnover intentions. In this study it has been concluded that an organisational commitment has a significant but negative influence on employees' turnover intentions ($p= 0.000$). Having already established a positive relationship between hope and employee turnover intentions ($p=0.017$), the relationship between hope and organisational commitment is not significant ($p=0.963$). Lastly, the results from Table 12 indicate that resilience has a positive influence on both employee turnover intentions ($p= 0.000$) and organisational commitment ($p= 0.000$).

Table 13 shows the coefficient of determination and predictive relevance of the model on the two endogenous variables. The results show that the entire model accounts for 77.3% of the variation in the turnover intentions of employees at the university of cape coast. According to Chin (1998), an R^2 value of 77.3% indicates large variation, which is sufficient (Hair et al, 2017). Also, with respect to the mediating variable, the results show that 61.8% of the variation in organisational commitment is accounted for by employee's psychological capital. The Stone-Geisser's Q^2 statistic (Stone, 1974) was used to assess the predictive relevance of the model. The model shows a predictive relevance of 0.535 employee turnover intentions and 0.339 for organisational commitment indicate medium predictive relevance according to Hair et al (2016).

Table 13: Coefficient of Determination (R^2) and predictive relevance

	R Square	R Square Adjusted	Q ² (=1-SSE/SSO)
ET	0.773	0.761	0.535
OC	0.618	0.602	0.339

Source: Field survey (2022)

Based on the positive significant effect of the mediating variable (Organisational commitment) on employee turnover intentions, and the positive effect of some dimensions of psychological capital on organisational commitment, the specific indirect effect was assessed to determine the nature and type of mediating effect as proposed by (Niltz et al, 2016 & Hair et al, 2017). The mediation analysis was tested between the dimensions of psychological capital and employees' turnover intentions. This led to testing 4 hypotheses with respect to the indirect effect. The results of the specific indirect effect are presented in Table 14.

Table 14: Structural model results for hypotheses 3a, 3b, 3c and 4d

	T Statistics (O/STDEV)	P- Value	Decision
RP-> OC->ET	3.377	0.001	Supported
SP-> OC->ET	0.183	0.855	Not supported
OP->OC->ET	1.066	0.286	Not supported
HP->OC->ET	3.610	0.000	Supported

Source: Field survey (2022)

The first step of testing the effect of the exogenous variable on the mediating variable showed that only Resilience and Hope dimensions of psychological capital had a relationship with organisational commitment. The results from Table 15

shows that organisational commitment mediates the relationship between hope and employee turnover intentions. Based on the criteria of Carrión et al (2017), it can be concluded that a full mediation occurs between hope and employees' turnover intentions.

The results show that hope, dimension of psychological capital, can only influence employee turnover intentions by spelling out the vision and mission of the organisation, that tends to make employees envision and see themselves as part of the organisation. The results also show that the path Resilience-Organisational commitment-Employee turnover intentions is significant. This leads to the conclusion that organisational commitment mediates the relationship between resilience and employee turnover intentions. Based on Carrión et al (2017), the nature of the mediation of organisational commitment is a complimentary partial mediation. This is because both the direct and indirect effect is statistically significant and are both positive (RP -> ET, 0.000; RP -> OC, 0.000). The findings lead to the conclusion that resilience can be complemented by an involvement of the employees in their worth in the role of establishing organisational success and growth. The findings of this are supported by the results of Rowe (2013), who concluded that employees committed to their personal career goals require high levels of self-efficacy because of the challenges associated with setting and committing to goals.

These findings corroborate meta-analytic results found by Avey et al, (2011), where high levels of PsyCap are associated with greater psychological attachment to an organisation and fewer intentions to leave, and indicate that the

results found in this New Zealand sample correspond to those in other countries. This finding implies that individuals with concurrently high levels of hope, self-efficacy, resilience, and optimism may also hold a career attitude that is self-directed and concerned with the achievement of personally meaningful goals. Although a high correlation was obtained between these two variables in previous research (Di Renzo, 2010), thus providing support for the idea that Psychological Capital and employee turnover intentions are related, the study referred to tested the effect of organisational commitment on Psychological Capital and turnover intentions nexus, in a similar sample and found evidence for a direct relationship.

Chapter Summary

This chapter began with a description of the respondents to the study. The chapter began with an assessment of the influence of psychological capital on employee turnover intentions of senior staff at the university of cape coast. The second objective assessed the the influence of organisational commitment on employee turnover intentions of senior staff at the university of cape coast and finally, examine the mediating role of organisational commitment on psychological capital and employee turnover intentions nexus. The study showed that there was a positive relationship between psychological capital and organisational commitment. The chapter concluded with assessment of the mediating role of organisational commitment on the relationship between psychological capital and employee turnover intentions. The next chapter presents the conclusions and recommendations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study sought to examine the influence of psychological capital on employee turnover intentions: the mediating effect of organisational commitment among senior staff at the University of Cape Coast, Ghana. The previous chapter provided information in respect of the findings and discussions made. This chapter presents information relating to the summary of the key findings, the conclusions drawn in respect of the specific research objectives and that of the recommendations offered in respect of the study.

Summary of the Study

The main aim of this study was to examine the influence of psychological capital on employee turnover intentions: the mediating effect of organisational commitment among senior staff at the University of Cape Coast, Ghana. Specifically, the study sought to; investigate the effect of psychological capital on employee turnover intentions of senior staff at the University of Cape Coast; examine the effect of organisational commitment on employee turnover intentions of senior staff at the University of Cape Coast and; examine the mediating role of organisational commitment on psychological capital and employee turnover intentions nexus senior staff at the University of Cape Coast.

To help achieve these objectives, nine supporting research hypotheses were formulated and tested, geared towards answering the objectives of the study accordingly. The study employed partial least squares structural equation modelling

as the main statistical technique for the analysis. From a population of 1570 senior staff from the University of Cape Coast, 319 were sampled, and this selection was based on the sample determination formula by Yamane (1967). In total, 297 valid responses were obtained from the senior staff at the University of Cape Coast. As such, a self-administered questionnaire based on scales from reliable and extracted from extensive literature was administered to the respondents. This was done to avoid common method bias. The instrument centered on characteristics of the respondents as well as the variables considered in this study.

The demographic information on respondents was analysed using descriptive statistics (Frequencies and percentages). The three main objectives of this study were analysed using partial least squares structural equation modelling techniques with the aid of the SMART PLS version 3.0, while the descriptive were processed with the SPSS Version 26. An alpha level of 0.05 was used for all tests of significance. Nine research hypotheses were developed and tested to answer the research objectives of the study. The major findings as they related to the specific objectives of the study have been summarised below.

Key Findings of the Study

With respect to the objectives of the study, these were the outcomes of the study.

The first objective examined the effect of psychological capital on employee turnover intentions of senior staff at the University of Cape Coast. The results showed that, resilience, optimism and hope were the dimensions of psychological capital that had a statistically significant strong variance on

employee turnover intentions (77.3%). As such, establishing the relationship between psychological capital and employee turnover intentions.

The second objective examined the effect of organisational commitment on employee turnover intentions of senior staff at the University of Cape Coast. The results showed that, organisational commitment has a significant and a negative effect on employee turnover intentions. The results also show that organisational commitment has a medium and a negative effect (-0.197) on employee turnover intentions

Objective three assessed the mediating role of organisational commitment on psychological capital and employee turnover intentions nexus senior staff at the University of Cape Coast. The results showed that, organisational commitment does mediate the predictive relationship between psychological capital and employee turnover intentions by minimizing the rate at which employees tend to leave or exit the organisation.

Conclusions

The conclusions are drawn based on the findings of the study;

With respect to the first objective, it is concluded that optimism has a higher effect on employees' turnover intentions among senior staff of the University of Cape Coast than hope and resilience, as dimensions of psychological capital. The study adds that, when employees exhibit the potential of optimism as a positive dimension of psychological capital, it exposes staff to having the explanatory style that attributes positive events to internal, permanent and pervasive causes and solutions to psychological pressures. It leads to a conclusion that turnover

intentions among the senior staff is not necessarily stimulated by the individual's belief in their capacity to act in the ways necessary to reach specific goals.

With respect to the second objective, this study concludes that, withdrawal intentions from an organisation might be better predicted by organisational commitment. Other authors state that the three commitment constructs describe different reasons why employees stay with (or leave) their organisation, so these commitment constructs each contribute independently to the prediction of turnover intention. This indicates that, if employee has emotional attachment to organisation, their desire to leave the organisation is low. Also, it confirms that, employee who has awareness of the costs associated with leaving the organisation, they will not leave their current organisation and the level of intention to leave the organisation will be quite low.

With respect to the final objective, this study concludes that, employees with concurrently high levels of hope, self-efficacy, resilience, and optimism may also hold a career attitude that is self-directed and concerned with the achievement of personally meaningful goals. Also, resilience can be complemented by an involvement of the employees in their worth in the role of establishing organisational success and growth. The study also concluded that, employees committed to their personal career goals require high levels of self-efficacy because of the challenges associated with setting and committing to goals.

Recommendations

The following recommendations are based on the conclusions drawn from this study;

First, the university should prioritize investing in comprehensive Employee Well-being Programs tailored specifically for senior staff. These programs should encompass a wide range of initiatives, including workshops, training sessions, and counseling services, all aimed at enhancing psychological capital. By providing resources and support for the development of qualities such as resilience, optimism, hope, and self-efficacy, senior staff can navigate professional challenges more effectively. Additionally, creating a positive and supportive work environment is crucial. Encouraging a workplace culture that values personal and professional growth can significantly contribute to the well-being of senior staff. By fostering an atmosphere where employees feel supported and appreciated, the university can not only enhance their psychological capital but also increase overall job satisfaction and commitment to the organisation. Investing in these well-being programs not only benefits the employees individually but also strengthens the university as a whole by nurturing a motivated, engaged, and resilient workforce.

Second, to foster a culture of motivation and loyalty among senior staff, it is imperative for the university to establish structured Recognition and Appreciation programs. By acknowledging the achievements and contributions of senior staff through regular recognition initiatives, the university not only highlights their valuable work but also significantly enhances their psychological capital. Publicly appreciating their efforts provides a tangible validation of their hard work and dedication, instilling a sense of pride and accomplishment. This recognition not only boosts their morale but also strengthens their commitment to the organisation. When employees feel valued and appreciated for their

contributions, it creates a positive emotional connection with the workplace. This positive sentiment acts as a powerful buffer against turnover intentions, as employees are more likely to remain dedicated to an organisation that recognizes and appreciates their efforts. Therefore, implementing consistent and visible recognition programs is not just a gesture of gratitude; it is an investment in the university's most valuable asset – its employees – ensuring their continued commitment and reducing the likelihood of staff turnover.

Finally, the university should actively advocate and facilitate a healthy Work-Life Balance for its senior staff members. Implementing policies that endorse flexible work hours, remote work options, and family-friendly initiatives is paramount. By encouraging employees to strike a balance between their professional responsibilities and personal lives, the university not only promotes their physical and mental well-being but also enhances their overall job satisfaction. When employees can manage their work commitments alongside their personal obligations, it leads to a sense of control and reduced stress. This balance contributes significantly to their overall optimism and positively influences their psychological capital. Senior staff members who feel supported in managing their work and personal lives tend to be more motivated, productive, and emotionally invested in their roles. As a result, they are more likely to maintain a strong sense of commitment to the university, reducing the chances of turnover and ensuring a dedicated, satisfied, and resilient workforce.

Suggestions for Further Research

It is suggested that further research be carried out to examine how this examination among various senior staff across the tertiary institutions in Ghana, to establish the influence of psychological capital on their turnover intentions. This would aid in generalizing the findings of the study among senior staff across the educational sectors in Ghana. Replicating this study on a longitudinal basis will reveal how psychological capital influences employee turnover intentions with the role of organisational commitment in the long-term.

Also, considering the mixed method of analysis by including the views of these senior staff by capturing such responses and sentiments through interview sessions and responses may aid in a more solid ground for further elaborations. As shown by the study results, “psychological capital” is a core concept in the understanding of organisational behaviors. However, now, there are still few studies of the causes and the results of psychological capital. This may be because the studies of psychological capital are still at the early stage and researchers focus on the structures and the functions of psychological capital. Besides, psychological capital may be affected by many factors such as personal factors, environmental factors, sub-culture and social culture. The variables of causes of psychological capital are rarely studied and should be studied further.

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APPENDIX A: QUESTIONNAIRE**UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS****DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Commerce (Human Resource Management) programme at the School of Business, Department of Human Resource Management. This questionnaire is designed to ascertain information for my research work on the topic: **“PSYCHOLOGICAL CAPITAL AND EMPLOYEE TURNOVER INTENTIONS OF SENIOR STAFF AT THE UNIVERSITY OF CAPE COAST: THE MEDIATING EFFECT OF ORGANISATIONAL COMMITMENT”**. This research is in partial fulfilment of the requirement for the award of a Master of Commerce Degree in Human Resource Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

SAMPSON HAYFORD JUNIOR

SECTION A

SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, either tick [] or write short notes on the space provided where necessary.

1. Gender:

- a. Male []
b. Female []

2. Age:

- a. Below-30 years []
b. 31-40 years []
c. 41-50 years []
d. Above 50 years []

3. Academic Qualification

- a. Diploma []
b. Degree []
c. Masters []
d. PHD []
e. Professional []

4. Marital Status

- a. Single []
b. Married []
c. Divorce/Others []

5. Years of Working Experience

- a. 1-5years []
b. 6-10years []
c. 11-15years []
d. Above 15years []

SECTION B: PSYCHOLOGICAL CAPITAL

Kindly indicate your *level of agreement* with each of the following statements by **ticking** the appropriate number on the scale.

1=Least level of Agreement, through to, 7= Highest level of Agreement

S/N	SELF-EFFICACY	1	2	3	4	5	6	7
1	I believe I can communicate with colleagues and external people well							
2	I am confident in the meeting to discuss something related to my work							
3	I believe I can participate in the discussion on company affairs well							
4	I believe I can find the better solution to solve the problems in the work							
	HOPE							
5	I have clear goals of work							
6	I have the patience to achieve the work objectives							
7	I work with full enthusiasm							
8	I am full of hope for the future work							
	OPTMISM							
9	In work, I can always see the good aspects							
10	I think the work usually produce good result.							
11	I always feel that good things are more than the bad things in work							
12	I always believe that we don't need to be pessimistic in work							
	RESILIENCE							
13	I can overcome the bad emotion in the work, and keep it stable							
14	I can adjust my own negative emotions quickly in the work							
15	I can face danger fearlessly in the work							
16	I can keep calm in the face of difficulties							

SECTION C: EMPLOYEE TURNOVER INTENTIONS

In a 7-point Likert scale, where 1 – Least level of Agreement and 7 – Highest level of Agreement, rate the following statements on the basis of why you may want to exit your organisation.

S/N	EMPLOYEE TURNOVER INTENTIONS	1	2	3	4	5	6	7
1	Availabilities of job opportunities elsewhere							
2	Working under strict supervision							
3	Monetary incentives available in my organisation							
4	The inadequacy of resources to work with							
5	The processes and systems at my workplace							
6	Regular dissatisfaction with my job							
7	Feeling of disengagement with my organisation							
8	Poor managerial commitment to my job.							
9	Stressful nature of my job							
10	Leadership style of my management team							

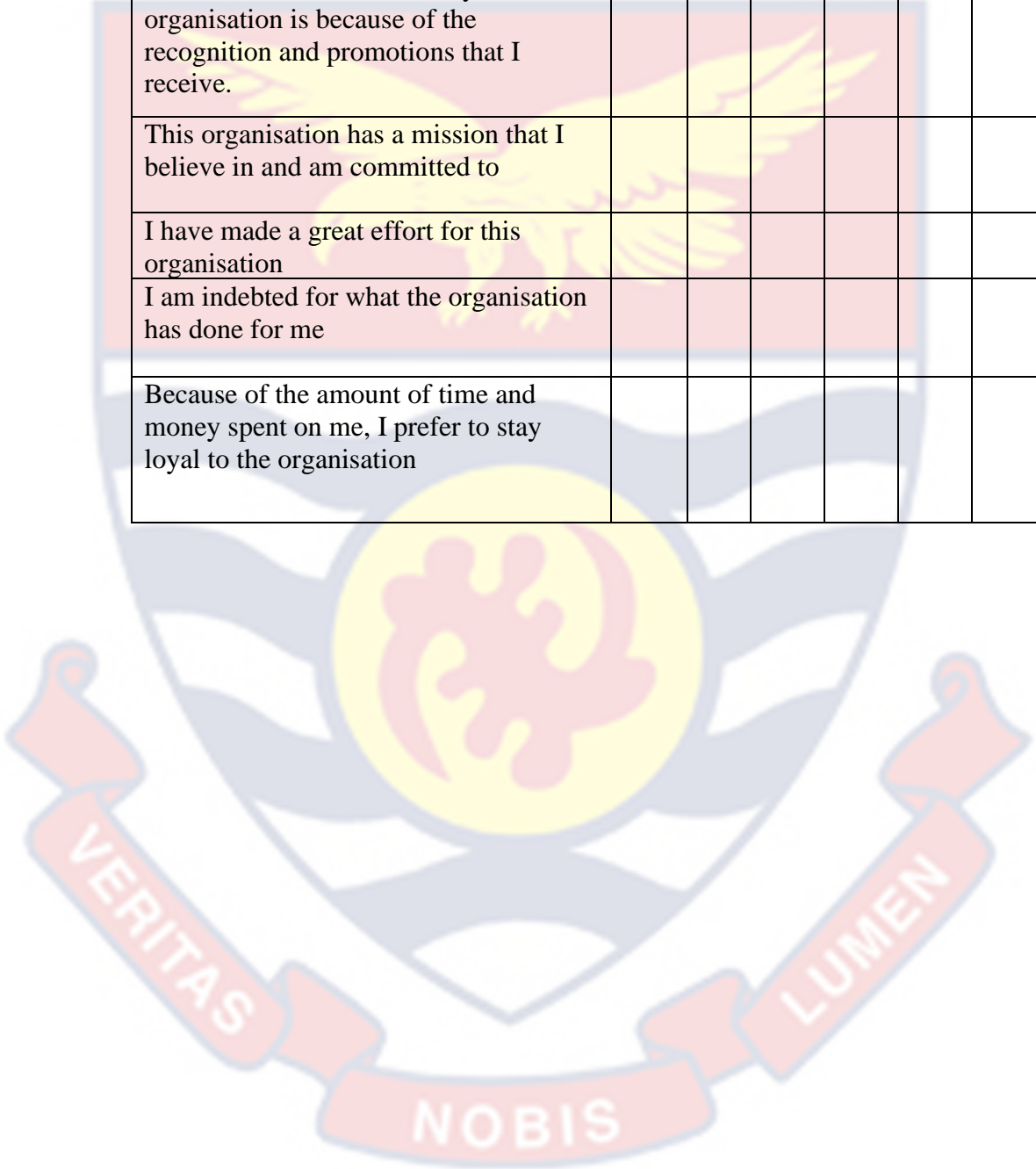
SECTION D: ORGANISATIONAL COMMITMENT

Thinking about commitment in general, read the statements below carefully and rate how much you personally agree or disagree with each statement. Use a scale of 1-7 with where

1 – Least level of Agreement and 7 – Highest level of Agreement,

Statements	1	2	3	4	5	6	7
The reason I want to stay in the organisation is because of emotional attachment							
I feel that the problems that arise in my organisation are like my own problem							
I like to talk and discuss about my organisation with my acquaintance							
I'd be delighted to work for this organisation for the remainder of my career.							
I am proud to tell others that I'm part of this organisation							
The reason I want to stay in the organisation is because the organisation provides me with various tangible and intangible benefits, which motivates me to stay loyal to the organisation							
I feel that my value is greater in this organisation which makes me feel committed							
To leave the organisation is more costly for me							
I would take very little change in my present circumstances to cause me to leave this organisation							

I am loyal to this organisation because I have invested a lot in it, emotionally, socially, and economically							
The reason that I want to stay in the organisation is because of the recognition and promotions that I receive.							
This organisation has a mission that I believe in and am committed to							
I have made a great effort for this organisation							
I am indebted for what the organisation has done for me							
Because of the amount of time and money spent on me, I prefer to stay loyal to the organisation							



THANK YOU FOR YOUR PARTICIPATION