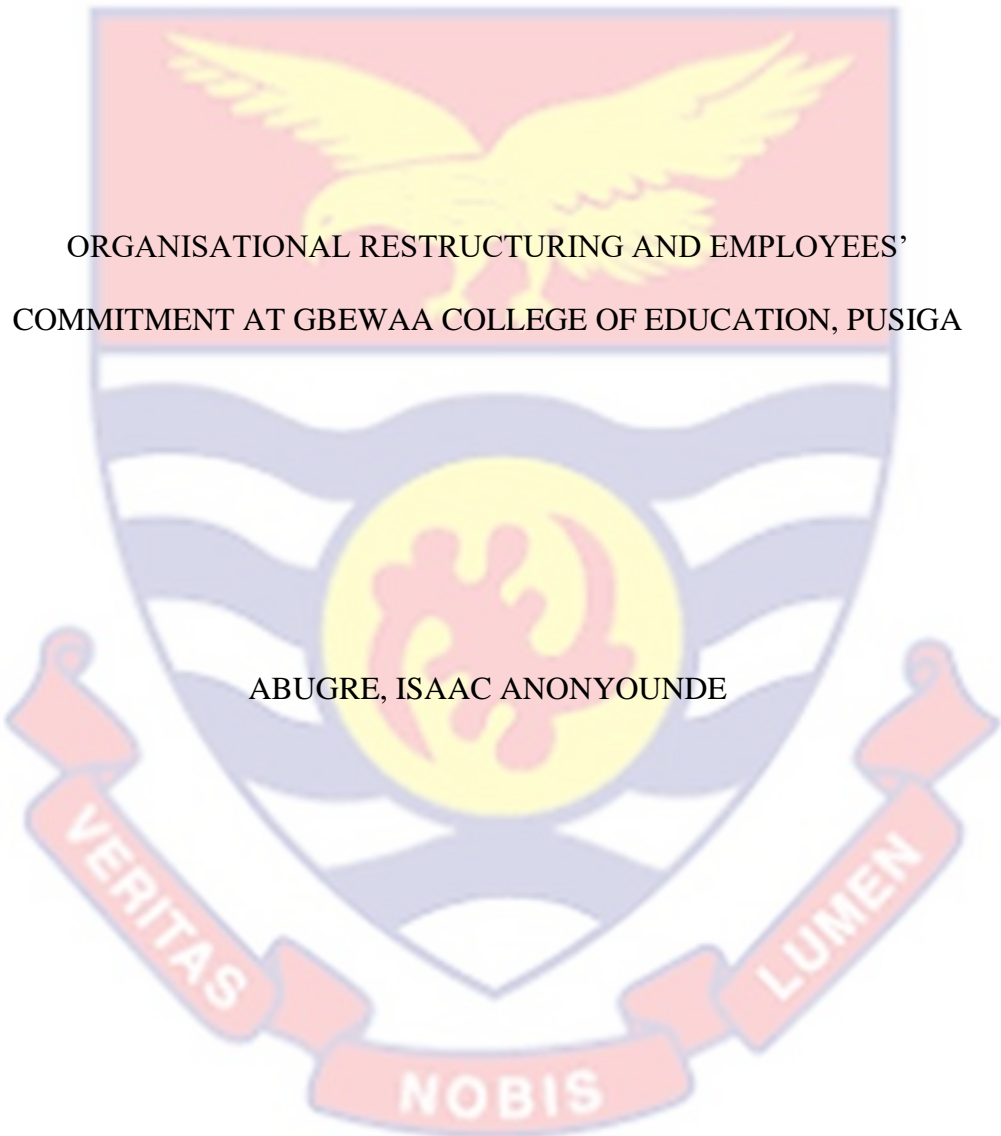UNIVERSITY OF CAPE COAST

ORGANISATIONAL RESTRUCTURING AND EMPLOYEES'

COMMITMENT AT GBEWAA COLLEGE OF EDUCATION, PUSIGA

ABUGRE, ISAAC ANONYOUNDE

2022

UNIVERSITY OF CAPE COAST

ORGANISATIONAL RESTRUCTURING AND EMPLOYEES'

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BY

ABUGRE, ISAAC ANONYOUNDE

Dissertation submitted to the Department of Management of the School of

Business, College of Humanities and Legal Studies, University of Cape Coast

in partial fulfillment of the requirements for the award Master of Business

Administration degree in Management.

JUNE 2022

DECLARATION

Candidate's Declaration

I hereby declare that; this thesis is the results of my own personal original research and no part of it has been used for another degree in this University or elsewhere. Therefore all relevant information in other works used has been duly acknowledged.

Candidate's Signature: …………..…………… Date: …………………

Name: Abugre, Isaac Anonyounde

Supervisor's Declaration

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

Supervisor's Signature: …………………… Date: ……………………

Name: Nick Fobih (Ph. D.)

ABSTRACT

To assessed organisational restructuring on employees' commitment at Gbewaa College of Education, Pusiga. Purposive sampling was used for this research of which eighty-one (81) respondents were interviewed. Both qualitative and quantitative method or approach covering this study. The research data obtained from two sources namely; Primary and Secondary source. Statistical analysis with descriptive approach such as frequencies, percentages with means analysed data. Results from this approach were explored in tables, pie charts and bar graphs. The results show majority of the respondents (81%) were males while (19%) of the respondents were females. Workload, work safety and promotion were the most important factors affects employee commitment and their work performance. Fairness, good leadership and a good working environment were the most important factors for employee commitment after the restructuring process. This report reveals effects on the implications for Gbewaa College of Education, in light of findings and explored suggestions for improving staff's commitment levels during and following a restructuring exercise. This means that, the restructuring commitment had rising significantly. From the findings of the study, it was concluded; workload, work safety and promotion are factors that affects employee commitment and their work performance. Following the organisational restructuring, commitment in staffs of the Gbewaa College of Education had rising significantly. The following recommendations were made; organisations should focus much on some key factors as workload, work safety with promotion of their employees to increase performance.

KEYWORDS

Organizational Restructuring

Employees' Commitment.

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Many thanks to God whose constant intercession made it possible for me to complete this work. I duly acknowledged those who have researched and written on aspects of this topic including those whose work inspired me. I sincerely acknowledged my supervisor, Dr. Nick Fobih, whose suggestions help me successfully complete this work. May he be greatly rewarded by the Almighty! My gratitude also goes to Prophet Stephen Abugri Anonyonde, for his patience and assistance during the time of this research.

DEDICATION

To my entire family.

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LIST OF ACRONYMS

HRM   Human Resource Management

UER   Upper East Region

IMHE   Institutional Management of Higher Education

SET   Social Exchange Theory

CHAPTER ONE

INTRODUCTION

This chapter provided the general information on organizational restructuring and employee commitment in Colleges of Education with specific focus on Gbewaa College, Pusiga. It also contains a background of the study, statement of the problem, research objectives and research questions. A justification, delimitation and limitation of the study was also be provided.

Background to the Study

With global competitiveness, together with technology advancement, there is the need for organisations to continuously acclimatize and ready for change in their structures, strategies, methods and practices to remain competitive. In some cases, they need to transform themselves from stiff administrations into leaner and flexible operations.

Restructuring implemented could be minor, major, or transformative. Increase global competition, information and technology and breakthrough calls for greater corporate ethics are forcing many companies to change the way they do business. Employees want satisfactory work environments; customers are demanding greater value for their money and investors want more integrity in financial disclosures. Companies no longer have a choice they must change in order to survive (Cummings & Worley, 2009).

According to Price (1997) and Mowday. Porter and Steers (1978) cited in Stiles, Gratton, Truss, Hope-Hailey, McGovern (1997) organisational commitment is characterized by three factors: a strong belief in and an acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organisation; and a strong desire to remain

in the organisation. Commitment involves an active relationship with the organisation such that individuals are willing to give something of themselves in order to contribute to the organization's wellbeing.

Restructuring is perceived as one of the significant organisational changes that affects the whole organisation than the peripheral changes commonly found in work places (Kieselbach *et al*., 2009). As Nwachukwu (2000), opined, 'change is inevitable in any organisation and organisation that fails to recognise the inevitability of change is liable to failure.' Restructuring at higher education is not news; Gumport and Snydman (2002), indicated that for the past two decades, studies have addressed the formal structure of academic organisations.

Gumport (2000), stated that the challenge for universities and colleges is to stay current with continuous changes. It would be expedient for these institutions to reexamine their structure to meet the changing environment. The most thought-provoking type of restructuring is internal restructuring, where the approach to embracing strategies, processes, and structures are changed (Koper and Richter, 2014).

Restructuring Activities

Restructuring in higher education is common (Foley, 2014; Hays, 2008; Sohal, 2006). For example, in 2014, the governing board of Iowa's three public universities voted in favor of restructure all three institutions (Foley, 2014). Staffs are often concerned about their survival throughout restructuring process (Caruth & Caruth, 2013). Research showed that at the onset of restructuring, employees perceive the change as threatening or harmful; in turn, this could create a negative expressive reaction and cause them to lose

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motivation (Fugate *et. al.,* 2008) especially if the change is a threat to their employment.

Employees' level of job expectancy along with the lack of confidence in their organisation's leaders to create stability, may cause a lack of motivation; thus, performance at a higher level can become stymied (Morris, 2016). Restructuring takes various forms including relocation, off shoring, outsourcing, bankruptcy, merger/acquisition internal restructuring, and business expansion. Imagining these disadvantages and potential difficulties helps to deal with their negative impact (Frost & Media, 2007). Organisational restructuring which according to Ryder (2006), involves: downsizing, outsourcing or amalgamation is in most cases presented as strategies to improve organisational efficiency, productivity and competitiveness in both the private and public sectors.

Due to restructuring processes, most employees might be apprehensive about their future direction in the organisation and the process, as a result can impact their trust and commitment (Lee and Teo, 2005). Restructuring can affect the key organisational variables of employee commitment (Zypan & Ugrojensek, 2005). Previous studies show that what is gained in terms of performance imperative is lost in some other areas (Hirsch & Sourcey, 2006).

Most people after the restructuring process are continuously unhappy about the changing conditions of their work and find it more difficult with commitment by adjusting positively to the anxieties which accompanied the restructuring of the workplace (Longe, 2012). According to Ashok (2005), evidence of damaged to morale of managerial and non-managerial employees based on indicators like lack of employee commitment, poor job satisfaction,

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excessive labour turn-over in post-restructuring context in a multi-activity organisation across four continents: Asia, Europe, America, and Africa.

Affective obligation relies on an emotional attachment to the organisation and it is likely that the affectively attached employee will be greatly motivated to achieve positive contributions to shape the organisation's vision, (Aghashahi, *et al.,* 2013). Persistence, deals with commitment to pursue working in an organisation because of the inter-employee relations and other non-transferable investments like retirement benefits.

Employee Commitment

Commitment is an essential tool for retaining and attracting well qualified employees/staff as only satisfied and committed workers will be willing to continue their association with the organization and make considerable effort towards achieving its goals. Acquiring, maintaining and retaining best workforce staff is an important success in today's organizations. Organizational commitment and job satisfaction are directly link to an organization's profitability and competitive position in its operational levels. Commitment directly affects employee performance and therefore should be treated as an issue of great importance.

When employees feel compelled to commit to the organisation due to monetary, social, psychological or other cost associated with leaving, this type of commitment therefore binds an employee to remain an active member of the organisation. Normative commitment refers to a sort of an obligation on the part of an employee, due to which he is willing to stay (or continue working) in an organisation (Alam & Ramay, 2011).

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Employees high in normative commitment feel that they must maintain membership in the organisation, because that is the "right and moral" thing to do (Meyer & Parfyonova, 2010). A study carried out in South Africa across public and private sectors indicates that employee morale and staff commitment and motivation plummeted after restructuring. It further found that commitment generally meant attachment and loyalty. This was more prevalent in public than in private sectors (Vermeulen *et al.,* 2009).

An employee commitment involves active relationship with the organisation, such that the employees are willing to give something positive of themselves in order to contribute to the organisation's well-being (Theissen, 2004). Therefore, the researcher seeks to evaluate the effect of organisational restructuring on employees' commitment at the Gbewaa College of Education, Pusiga.

Problem Statement

Employees' obligation has been a contemporary issue of dialogue by scholars in Human Resource Management (HRM) in the recent past due to the dwindling employee commitment in modern organizations (Armstrong, 2012) and low commitment among employees in the state corporations (Kiarie, 2007).

Low levels of commitment are linked to loss of social and economic costs and from various organisational processes among which is organisational restructuring (Reed & DeWitt, 2009). Notably, a cross section of literature linking restructuring to commitment is drawn from developed countries context and does not provide conclusive evidence on the causal relationship between the two. Findings from the foregoing studies cannot therefore be

generalised to developing countries where social, economic and cultural orientations are different (Stuart, 2010). In a quest to improve service delivery, restructuring has become increasingly prevalent today. This is evidenced by government's expressed interest to restructure State Corporations (GoK, 2015). Scholars allude to the fact that restructuring as a business strategy adopted by many organisations to improve efficiency (Allen *et al.*, 2006).

Corporate restructuring is said to has help companies to address poor performance, pursue new strategic opportunities, attained credibility in capital market and consequently help employees to develop high levels of organisational commitment (Stuart, 2010).

Sohail *et al.* (2006), said that for colleges of education to survive, they needed to become more customer focused, flexible, and able to meet the learners' needs. Research has shown that from 2001 to late 2010, there was need for organisational change in higher education institutions, primarily because higher education needed to be more responsive to a changing economy and changes in the environment (Kezar, 2001; Hughes, 2010; Olson, 2010).

At the Institutional Management of Higher Education (IMHE) Conference held in September 2010, Duncan and Bill Gates stated that school leaders can, and must, not only survive with the current economic storm but also fundamentally restructure their schools to save money and improve efficiency (Neill, 2010). Restructuring has been recognised as a business model or tool to reduce expenditures and not focusing only on programs, without regard for employees who will ultimately be affected by the changes (Gumport, 2000; Curri, 2002; Hirsch & De Soucey, 2006). Universities, like

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order businesses, evolved the used of restructuring efforts to become more efficient, and in some instances, cut costs (Boylan *et al*., 2008; Daif *et al*., 2011).

It is important to understand the impact restructuring has on employees' behaviour, and articulate strategies that can use to restructure an institution effectively without compromising the morale and motivation of its employees. This exploratory case study has the potential to influence the way restructuring is executed by administrators and individuals' behaviour towards change. Although there is literature on restructuring in higher education (Klarner *et al.,* 2013; NCU, 2012; Sohail *et al*., 2006; Vinger, 2009). This research therefore seeks to fill the gaps in literature on employees' commitment after restructuring in higher education, the case of Gbewaa College of Education, Pusiga.

Objectives of the Study

This was guided by both general and specific objectives.

General Objective:

Overall objective in this study examines the influence of organizational restructuring activities on employee commitment at Gbewaa College of Education, Pusiga.

Specific Objectives:

This research was guided by the following below:

1. Examine the influence of restructuring on employee commitment at Gbewaa College of Education, Pusiga.

2. Establish the influence of reviewed policies and practices on employee commitment at Gbewaa College of Education, Pusiga.

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3. Assess the influence of compensation changes on employee commitment at Gbewaa College of Education, Pusiga.

Research Questions

The following questions guide the study were below:

i.   What are the factors that directly affects employee commitment in the Gbewaa College of Education, Pusiga?

ii.   What are the possible ways in which organisations can improve their process of restructuring in order to maintain a positive commitment?

iii. What are the commitment levels of staff after the organisational restructuring process in Gbewaa College of Education, Pusiga?

Purpose of the Study

The purpose of the study was to examine the relationship between organisational restructuring and employees' commitment at Gbewaa College of Education, Pusiga.

Significance of the Study

The research and its findings would be of great benefit in many different respects. The findings would help to add significantly to the information out there concerning organizational restructuring and employee commitment some of which are quite shallow by bringing on board primary data from the practitioners of the act specifically in the study area of Gbewaa College of Education, Pusiga.

According to Stanley *et al.* (2005), restructuring at higher education leads to much employees' cynicism: they feel that administration is changing only for their own benefit, employees are not informed about the nature of, nor reasons for restructuring of certain elements of the institution. If

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administrators disseminate information on the upcoming changes, it may be perceived as trustworthy.

The research was significant because its findings could offer administrators much support during institutional restructurings. According to McKinley and Scherer (2008), lack of communication between employees and leaders helps to break down employees' trust in the administration. Even though the restructuring may not be as fierce as uncontrolled "forest fire", which results in complete destruction, restructuring may sometimes be construed as complete destruction of the establishment and can result in animosity.

The success or failure of organisational restructuring depends largely on the ability of administrators to meet the challenge of resistance. Moreover, restructuring has been occurring in many institutions of higher education (Applebaum *et al.,* 2010), the importance of all employees (staff, faculty, and administrators) should be encouraged as change agents (executive branch of the institution).

This study may be served as a foundation for building trust, improving morale, and enhancing effectiveness in institutions of higher education, especially during periods of restructuring. By presenting thorough research on employee acceptance of a change in organisational structure based on assessment of organisational effectiveness, this study fills a gap in the literature of understanding why employees are resistant to change which may affect the effectiveness of the institution. The study also expected to offer new insights around organisational restructuring in higher education.

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Delimitations

Delimitation also known as scope describes the boundaries of a study (Bloomberg & Volpe, 2012). This study ought to have covered all Colleges of Education within the Upper East Region (UER), making findings more representative and reliable but due to many Colleges in the region, financial and time constraints; it is only delimited to the Gbewaa College of Education. It was further delimited on employees, where the researcher is a staff, consisting eighty-one (81) participants`. The study is also delimited to organizational restructuring which is a major activity which has taken place at many colleges of education, lately.

Limitations of the Study

According to Mugenda and Mugenda (2008), limitation deals with process-related factors that may have an impact on the results of the study but which have not been taken into account. Limitation of a study related to obtaining the expected information. There arose some suspicion/apathy regarding the use of the information gathered by the researcher. Some respondents were also too busy to adequately provide required responses. The results obtained would be shared with the top management of Gbewaa College of Education, Pusiga to persuade them to implement the recommendations where necessary.

Organisation of the Study

This project work is made up of five chapters. Chapter one covers introduction, background to study, problem statement, purpose of the study, objectives of the study, research questions, significance of the study, delimitations and organisation of the study. In the second chapter, the review

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of related literature was treated. It begun with the topic and other factors of the restructuring process. Research methods was captured in the third chapter. focusing on design, population, sampling and techniques/selection, instrument, data collection procedure, data analysis and limitations. Chapter four presented the results, findings and discussion of the major findings. The last chapter five, included summary of results, conclusions and recommendations. It draws conclusions from the major findings as well as give new approach through which future researchers could carried out in order to obtain maximum results.
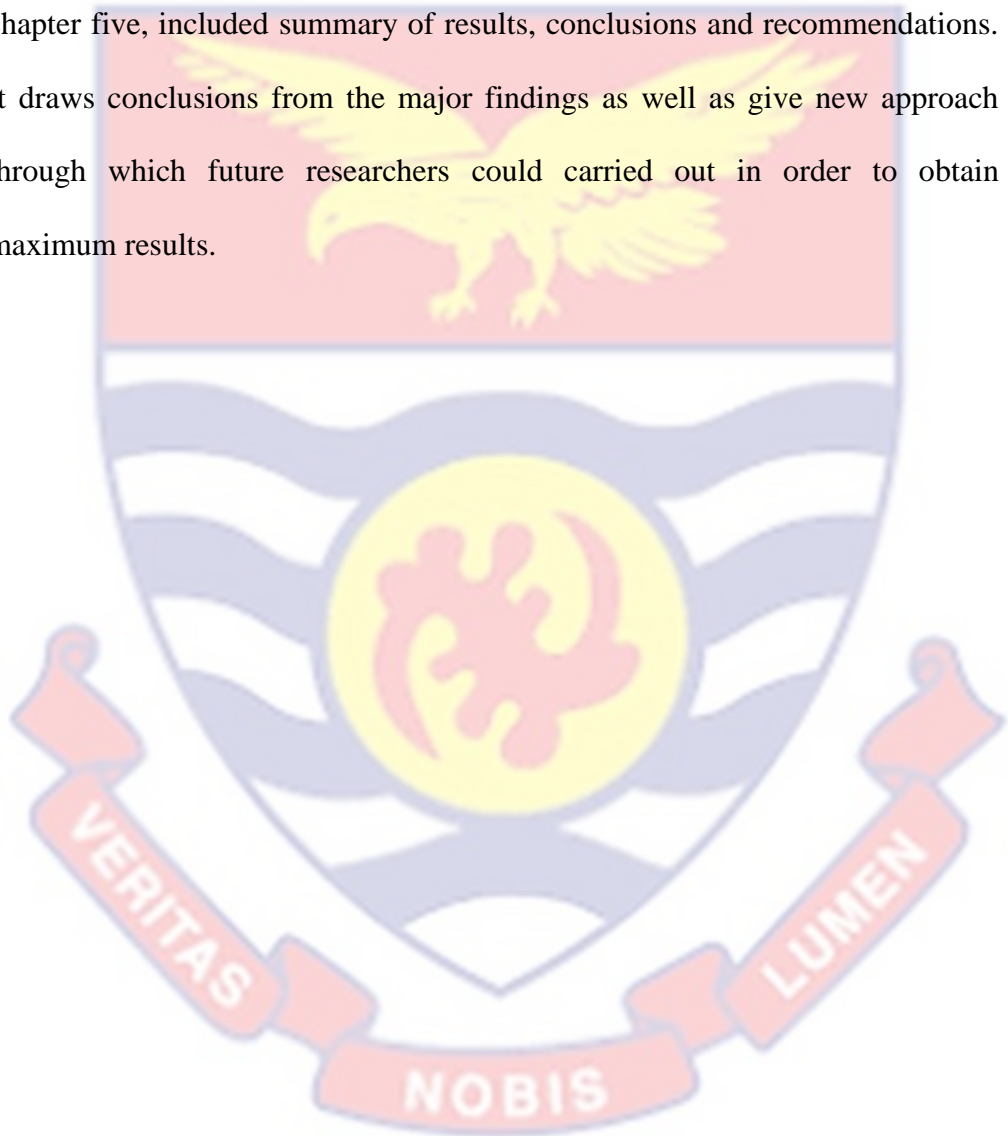
CHAPTER TWO

LITERATURE REVIEW

Introduction

From previous chapter, introduction, problem statement and outline of this study were provided. In this chapter, reviews secondary sources of literature which the study employed to augment the discussion from divergent scholars. The independent variables include: organizational restructuring, practices review and job redesign while the dependent variable is employee commitment. This is done to give the study an academic focus. The section begins with the theoretical review framework upon which organisational restructuring that affect employees' commitment will be explored and to reviewed literature from other scholars on similar studies. The academic journals, case studies, newspapers, magazines and books as well as other secondary data including online journals are the references used as a source of information for the study.

Theoretical Review

Given the importance of employees' commitment, one goal of research is to identify its antecedents, which may in turn be manipulated to positively influence employees' commitment. In deriving the antecedents of employees' commitment, several theories can be considered, based on which this paper was intended to review, namely the Social Exchange Theory (SET).

Social Exchange Theory (SET)

The Social Exchange Theory (SET), developed by scholars such as Homans (1958) and Blau (1964), to explain what influenced social behaviour. Homans in an essay entitled "Social Behaviour" was interested in the psychological

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conditions that induce individuals to engage in exchange, the framework for the study of employees' commitment on them. Studies shown by Chew and Chan (2008), have SET as their theoretical basis, summarizes, the propositions of SET indicate that social exchanges employees obtain from organisations such as Human Resource Management practices may lead to employees' commitment. It clearly shown an organizational restructuring and employee's commitment as the key resource to its competitiveness. The integration of the two gives an organization an edge over its competitors in service deliver. To create capabilities is simply not a matter of assembling a team of resources: which involves a complex pattern of coordinating between people and other resources.

The literature provides sound evidence that organisations who achieve success in maintaining employee commitment following restructuring tend to be those that plan well in advance, communicate openly and regularly involves all staff throughout the entire process, respect their seniority rights, depersonalize layoff decisions as much as possible and clearly align and articulate the company's values and strategic objectives (Dolan, Belout, Balkin, 2000; Thornhill, Saunders, Stead, 2011).

Conceptual Review

Restructuring

Restructuring at higher educations is not a new phenomenon. Gumport and Snydman (2002), indicated that for the past two decades, studies have addressed the formal structure of academic institutions. Gumport (2000), stated that the challenge for universities and colleges is to stay updated with various aspect continuous changes. It would be more advantageous for these

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institutions to reevaluate their structures in terms of changing environment. In so doing, new information about staying updated in academia could emerge and most challenging type of restructuring is internal restructuring, where the approach to adopting strategies, processes, and structures are changed (Koper & Richter, 2014).

Currently, organisational change is an ongoing process rather than a disruption to business equilibrium (Nicolaidis, 2007). According to Mossholder *et al.* (2000) as cited in (Nicoldaidis, 2007), change should be constant in organisation as it consumes more complexity and occurs rapidly in greater volume. Organisational change provides a significant event around which provide meanings, beliefs and values as constructed, destructed, and modified (Gray, Bougon & Donnellon, 1985) as cited in (Roger & James, 1988).

The nature of the organisation affect conception of organisational change. Narrative describing as sequence of events of how development and change unfold (Ven & Poole, 2005) as cited in (Kassim *et al*., 2010). Laura (2007), stated that, change is not only on products and services that they provide, but also affect the organisational level such as continual equipment updates, retraining employees, mergers and acquisition.

Moreover, Tichy (1983), defined organisational change, as introduction of new patterns of actions, beliefs and attitudes among substantial segments of population because of problems and opportunities that emerge from the internal and the external environment as cited in (Nicolaidis, 2007). Change is important to many business organisation because, it helps to sustain with evolving market demands and to stay competitive (Day, 1994) as cited in

(Ye, Marinova, & Singh, 2007). Implementing strategic change is a double-edged sword as it concurrently generates expected performance gain and unexpected performance loss (Brown 2005; Kennedy, Goolsby & Arnould, 2003; Simester *et al*., 2000) as cited in (Ye *et al*., 2007).

Organisational change often viewed as a necessary means to ensure that strategies continue to be viable (Maya, 2009). On-going organisational changes are increasingly common in the workplace and embrace opportunities for growth and development as well as the potential for substantial costs and losses (Kiefer, 2005) as cited in (Ye *et al*., 2007). According to Isabella (1992) as cited in (Ye *et al*., 2207), change can be defined as trigger event which stimulates an evaluation process of perceptions, opinions, emotions and attitudes.

The process in each an organisation change is unique within each situation, which depends on the different natures of its business, work culture and values, management and leadership style. Change may bring satisfaction, joy and advantages to some of the organisations (Zabid & Sambasivan, 2003). According to Beard (1991), the impact of organisational change will influence the task performance, the perception and the performance of employees. Mostly, employees form and react to the perception of jobs based on the characteristics of the task that they have to perform.

Managing the Organisational Change Process

The process begins with the identification of a needed for change (Dunham, 2006). This followed by planning for the implementation, and procedures for change. After implementation, comes assessment of the access of change effort. At this stage, the need for alteration is identified. The key to

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effective management of change is the use of a systematic and orderly process. Thus;

Stage 1: Identification of a Needed Change

In this stage, the organisation, management, and/or employees recognise that they need to change, and figure out how they should proceed. Once a need been identified, the nature of the necessary change(s) should be clarified. Sometimes the warning flags that alert everyone only give a general idea of the needed change; other times reveal the specific types of change needed.

During stage 1, is important to specify at least a general sense of objective proposed to change and the criteria that will be used to determine whether these objectives will be met. At times the change can be completely specified.

Stage 2: Plan the Implementation

The second stage, the process includes diagnosis of the situation (context) in which the change is likely to occur, the selection of a general strategy for managing the change, and the choice of specific techniques to be used to develop, support for and reduce resistance. The situational diagnosis involves the collection of a broad range of information. As necessary, for example, to identify where the change will be implemented and which organisational members will potentially influenced by the change. It is also appropriate to identify who possesses the information needed to effectively design the change. Finally, a risk and cost/ benefit assessment should be conducted.

Stage 3: Implementation

The implementation of change must be properly planned for it to be successful. According to Adebanjo (2006), change to be successfully implemented, specific managers should be assigned to duty of identifying problems and to be in-charge of implementation of the recommendation and action. In Psychology, Kurt Lewin`s widely accepted model for implementing change, identifies three steps such as, unfreeze, change, and refreeze.

Unfreezing involves a systematic upsetting of the equilibrium between forces driving and discouraging change. This might be accomplished by providing information that will help employees understand the need for, stages, and the change itself is introduced. The new machine is put in place, work procedures are adopted and so forth unfreezing must occur first, or members` wouldn`t be ready for the change will be more likely to change`s potential for improvement. The second step in Lewin`s change model is referred to as changing. At this stage resist it. Refreezing, the final step, involves stabilizing the situation and encouraging long-term acceptance. It is here that people must experience the positive consequences of the change.

Stage 4: Evaluate the Results and Seek Feedback

This final stage in change management is extremely important for the organisation`s long-term success. Unfortunately, it is also often overlooked. Data should be collected to assess whether objectives are achieved, which needs to be evaluated. Here, managers should compare what was accomplished by the change to what was desired. When discrepancies exist, plans should be made for potential alteration of the change with processes by which the results of the change are managed. Based on this evaluation,

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feedback provided and, if necessary, the change process should begin again from stage 1. Careful adherence to systematic change management greatly increases a company`s chances of being effective and succeeding in the global economy.

Concept of Restructuring

Restructuring is a process of making major changes in an organisation's structure that often involves reducing management levels and possibly changing components of the organisation through divestiture and or acquisition, as well as shrinking the size of workforce. Khandwall (2001), defines restructuring as an orchestrated systematic change which is not just an "incremental, ad hoc, partial nor mere alteration of the organisational chart, is a major realignment of the culture, vision, values, strategy, structure, management systems, management styles, technologies and staff skills at organizations.

According to Muijen and Witte (2000) stated, effecting changes may not avert the need to employ restructuring strategy by modern managers as a bid to offer strategic alternative for the organisation in resolving operations and financial issues. Departmental restructuring may enhance effectiveness in service delivery as well as decision-making procedures at the subordinates' level.

Why are Organisations Restructuring?

Contemporary literature reveals numerous reasons for organisations to reorganise their operations through restructuring process. These ranges from businesses to economic factors, changes in the environment, and political factors to globalization, just to name a few. The American Institute of

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Certified Public Accountants believes that, reasons for restructuring include entry into new market regions, addition of new product lines and production facilities, service outlets (i.e. through a merger, acquisition, or internal expansion), and the decision to reach new customer groups, (Theissen, 2004).

The fundamental objective at organisation, in these instances, is to retained suitable levels of resources within a structure that will boost both the proactive and reactive capacity of the organisation to new request. The restructuring process therefore can lead to either downsizing or upsizing the staffing capacity. In either case, the outcome will entail the rightsizing of the organisation, reorganisation and realignment of workflows reporting and relationships. Particularly, lines of responsibility and authority must be structured to facilitate the productive and effective use of resources (Baldin, 2007).

Key strategic objectives of restructuring organisation include the following: improve profits; refocus efforts on changing markets and strategic directions; which incorporate new markets, products, services, and production facilities; to accommodate new growth and opportunities; enhance communication flows and cooperation within the organisation; redistribute management skills; enhance customer service; effective use of limited resources; streamline operations unit and reducing costs; and focus on effort by grouping related tasks into organisational units, replacing duplication with synergy (Byars, 2006).

Organisations seek to set relevant objectives which will measure the success of restructuring process. These objectives should always be in sync with goals on the other parts of the corporate strategic plans. Byars (2006),

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contends that organisation can restructure during times of good and bad. The need to restructure may be triggered by various forces such as the business expansions, products or customer base diversity, product lines through acquisitions, or entering into a joint venture with another company in a bid to access bigger markets. Following, are reasons generally given by most organisations for reorganising: to enhance company profitability; productivity; compete effectively in the market; ratios of the balance sheet; to improve growth rates; and, strategically change the direction and focus (Witte, 2009).

Types of Organisational Restructuring

Cascio (2013), adds a different dimension to understanding of organisational restructuring. He contends that, restructuring will not necessarily be resolved in retrenchment of employees with all the painful consequences that follow. There is an alternative, which refers to as "responsible restructuring". Whether the company will follow the traditional way of restructuring involves retrenchments or what terms "responsible restructuring" only depends on the management's view of employees. Managements view their employees as costs, are more likely to reduce their workforce when restructuring. They always see an irreducible core of workers that the business requires to ensure maintaining a minimum number of employees.

Management who view their employees as assets, nurtured and developed, on other hands, are more likely to be responsible restructurers. They constantly seek new plans of executing business that will ensure proper utilization on employees, efficiently and effectively. The downsizers see workers as commodities, which can be changeable and substituted for one

another. Responsible restructurers, on the other hand, view employees as sources of creativity and renewal as well having potential to grow the business.

Organisations that follow proper employment downsizing approach tend to focus on altering the number of employees without altering the process in which work is done. This approach tends not to bring about long-term effects that management had been looking for. Organisations that pursue responsible restructuring approach, tend to depend on their employees to offer continuous competitive advantage and embrace a variety of practices. Following are some of such practices: adopting skills training and sustained learning programs for employees; sharing of information; encouraging their employees to take part in design and execution of work processes; adopting organisational structures that flattened; promoting partnerships between employees and management; adopting customer centric approach in their design and delivery of products and services; and compensate employees according to their skills and performance.

These practices must be combined together as a system in order to achieve about good results. Approaches to restructuring gives rise to enhanced performance and productivity amongst workers as well as longer-term financial performance for the organisation (Cascio, 2013). It is important to note that employees in an organisation requires some help to effectively deals with process of organisational restructuring. Restructuring must be seen as an ongoing process rather than a project. Successful implementation of change requires organisations to update their mindset and this does not just happen overnight. Employees should not only be develop both intellectual and

financial tools needed to cope with future business challenges, but rather assist in starting to see the business environment differently. This will help them to comprehend the need for change in their organisation and this will naturally involve more supportive to change (Senge, *et al.,* 2008).

Organisational restructuring also involve changing the size and basic arrangement of the organisational chart. It may involve downsizing as a process of reducing the number of employees required to perform effectively. This process is not directed only at retrenching workers, but also at ensuring that the newly designed structure absorbs the number of employees required, nothing more nor less. Therefore, referred to as rightsizing. Greenberg and Baron (2005) put it, currently organisations require far lesser people to function than in the past. Organisations can also restructure through outsourcing of the non-core parts of their business to another company. It helps to free organisation to focus all its attention on core business functions that are enshrined in mission.

Depending the agreement, the company to which the business is outsourced may employ the same workers who execute manufacturing the products or services from the outsourcing company and vice versa. These forms of restructuring may not necessarily lead to the loss of jobs (Greenberg and Baron, 2005). The structure of organisation does affect the information gathers from its surroundings and the way it integrates and processes information to craft future strategies.

Structural changes, do give rise to alterations in the flow of information. This, in turn, gives rise to changes in the strategic opportunities that are being carefully thought about and followed up. Structural changes are

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also necessary to emerge an end to power bases which may block the required strategy in trying to shield the vested interest of some top managers. It is therefore, not a bad event for an organisation to have constant reorganisation. Changes in structure may be carried out by an organisation in response to its needed change. It is one form carrying out an organisational change in response to the problem.

Restructuring Policies and Practices

Organisations implement a wide variety of policies to govern its internal and external activities. These kinds of policies referred to, in this document are major organisational initiatives that affect employees' commitment during restructuring. Examples include: compensation, training, development and promotion. (Rao & Millier, 2012). Turnley and Feldman (2008), state that compensation and advancement opportunities described, particularly HRM policies and practices led to lower employees' commitment. Thus, commitment seems to only affected when organisational changes are implemented. Dwivedi (2006), indicates that, to initiate competitive strategy on human resources is very difficult.

The key aspect to competitive advantage in global world is the application of sophisticated HR policies and practices. Because of the fact that, competitors are unable to formulate an effective response in the shortest period. The human resources unit can help a company to accomplish competitive advantage by lowering costs, enhancing sources of product and service differentiation or by both. However, these activities must be properly instituted from a strategic perspective to accomplish competitive advantage. A study, Vanhala and Ahteela (2011), found that HRM policies and practices

influence institutional trust and employees' commitment in the entire organisation is related to their perceptions of the fairness and functioning of such practices after restructuring.

Employee Downsizing

Organisational downsizing constitutes a set of activities, undertaken by management of an organisation, established to improve organisational efficiency, productivity, and/or competitiveness. Downsizing represents strategy implemented by managers that affects the size of the firm's workforce and its work processes, (Cameron *et al.,* 2011). It has been adopted mostly as a process in restructuring activities by succeeding authors, such as: Freeman and Cameron (2003), Kozlowski *et al.* (2003), Mishra and Spreitzer (2012). Restructuring implies change to the environment and denies that the environment is stable nor its similarity to past environmental states.

In fact, the interpretation on the environments, are rapidly changing and restructuring that underpins this interpretation appear to have acquired the status of an order-creating ideology among some top executives in recent decades, (Kraar, 2009). Downsizing is currently one of the most popular process being used by many organisations in an effort to survive and compete currently in business scenario (Shuck, Rocco & Albornoz, 2011). Existing literature in these areas has broadly focused on the following three issues: Why do organisations effect downsize? What are the consequences of downsizing on individuals and the organisation as whole? What are the strategies that can be executed for successful downsizing? Bhattacharyya and Chatterjee (2005), observed that the rate of job elimination and downsizing on human resources in an organisation is extremely negative.

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Survivors of workforce reduction experience a vast range of emotions-grief, shock and losses their colleagues, guilt for feeling responsible for everyone's suffering, uncertainty about their competence and job identity, relief for being spared, fear that the next round of job cuts may be the next victims and anger that company trusted has changed the rules of the game (Stevenson, 2008).

Majority of the research has been conducted to examine and understand the consequences of downsizing, (McKinley, Mone & Barker, 2008) on the employees as well as the organisation as a whole. According to Leo and Teo (2005), effects on the individual employee have been conducted predominantly from a psychological and behavioural viewpoints with a focus on 'survivors' (employees who remain in the organisation after downsizing), 'victims' (employees who are actually asked to leave), and 'executioners' or 'implementers' (managers who are involved in directly implementing the downsizing, including asking people to leave) (Kraar, 2009). Survivor's morale is determined due to fear of the unknown. They sit waiting to hear who is next on line in terms of exit, which is counterproductive for the organisation. Once organisations no longer compensation to hard work and dedication with lifetime employment, the old psychological contract no longer holds (Mathys & Burack, 2010).

Activities through downsizing appears to create an illusion when some positive actions are being implemented to turn around an organisation, core prime casualty of the process seems to be the only way in which individuals affected are dealt with (Kets de Vries & Balazs, 2007). As Shah (2012) reiterates, a firm's post lay off success is contingent upon the reactions of the

peoples in its surviving workforce. Scholars have found a number of negative reactions exhibited by survivors of downsizing. The main problems that have been identified are largely lowered morale (Henkoff, 2012; Kets de Vries & Balazs, 2004), initial upsurge in productivity are followed by depression and lethargy (Applebaum, Simpson & Shapiro, 2007), perceived violation of the 'psychological contract' (Kets de Vries & Balazs, 2007; Turnley & Feldman, 2008; Singh, 2008), increased stress and mistrust (Brockner, 2008). As a result causes raising level of uncertainty and ambiguity, threat of job loss, denial nor psychological distancing from the perceived threat (KetsdeVries & Balazs, 2007), 'survivor guilt' (Brockner, 2008) affects commitment and increased absenteeism.

Employees' Compensation

Compensation been broad and complex. Administered through policies which must be developed and implement by all organisations regardless of size. Employees demand that reward be equitable, (Milkovich & Newman, 2005). Firms must address inequities in reward decisions to ensure fairness to protected category. Employees view pay, as return for hard work and a reward for job well done. Managers have decision in compensation and to view it from two perspectives. First, view compensation as a major expense that must be controlled. Second, recognise that pay has a potential influence on employees' work attitudes and behaviours (Milkovich & Newman, 2005). Grade and structures for pay provide the framework for managing compensation.

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Armstrong and Murlins (2009), noted that one of the outcomes of a restructuring is reviewed the grade plus pay structure together with market rate intelligence forms a framework for designing and managing the process. A grade structure consists of a sequence or hierarchy, bands or levels into which groups of jobs that are broadly comparable in size are placed. They also act as a medium through which the organisation can communicate the career and develop opportunities available to employees.

Armstrong and Brown (2008), down breaks, grade and pay structures into: single graded appropriate at large organisations), broad banded (where management capability is high), career family (used in organisations where career development is emphasised) and job family (used where the distinct market groups which need to be differently rewarded).

Job Redesign

After a reduction in the workforce, mostly, fewer employees remain to execute the same amount of work, and this largely affects work done and how it gets process (Cameron, 2004). According to Mishra and Spreitzer (2008), redesign of job and empowerment provide survivors with the confidence in their capacity to cope with the threat of restructuring and hence would result in their exhibiting involved active and progressive responses. Concentrating on the responses affect managerial levels on employees. There are three ways managers can improve the employees' job trough redesign: Job enrichment, enlargement and rotation (Hartzell, 2013). job enrichment, employee finds more satisfaction in respect to their position and individual growth potential. The underlying principle focus to expand the scope of the job with greater variety of tasks, vertical in nature, which require self-sufficiency. Since the

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goal is to develop individual exposure to reserved tasks normally for differently focused or higher positions, merely adding more of the same responsibilities related to an employee's current position is not considered job enrichment. (Kotila, 2010). Important determinant of employees' behaviour at work place is job enlargement.

Job enlargement is determine as assigning additional workers the same level activities, thus increasing the number of activities perform (Dessler, 2005). It is a strategy that increases only the tasks of a particular job activities. It is preposition of the scientific approach, which seeks to reduce the number of duties in a given job. which seeks to increase skill variety. Also refers to having additional duties and responsibilities within a current job description (Hartzell, 2013).

Amstrong and Stassen's (2009) study states that Job rotation is the final redesign strategy that assigns workers to an alternative on a temporal basis. It provides a wide perspective on what the organisation does as a whole. It does not alter the nature of a specific job; rather increases the overall number of duties an employee performs overtime - by moving around different jobs within the same nor even other departments. Thus, job rotation can increase task variety and identity since the employee is performing several tasks (Patrick & Lucock *et al.,* 2011).

Lack, Lynch and Kriyelyoya (2004), expound that Job rotation can also be mounted to alleviate the physical and mental stresses face by employees when working at same position, for a long period. Allowing employees to rotate to different positions, risk factors for some types of musculoskeletal disorders may be reduced. It is also believed to have the ability to reduce the

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amount of boredom and monotony experienced by employees who work at one position for extended periods of time (Jorgensen *et al.,* 2005).

Employees' Commitment

Armstrong (2012), notes that commitment replicate the strength of individual's identification with, and involvement in, an organisation. He avers that commitment refers to attachment and loyalty. Meyer and Payfyonova (2010), reiterated that "workers' commitment can be deal with multiple forms, which characterised by a different psychological state or mindset. He added that affective commitment reflects on emotional attachment, desire to remain with the organisation, normative commitment is experienced as a process of obligation to remain, and continuance commitment reflects an awareness of costs and benefits associated with leaving. All thess three forms of commitment tie an individual to the organisation and decrease the likelihood of leaving, but their implications on-the-job behaviour can differ. It is associated with the individual feeling about their organisation.

Applebaum *et al.* (2005), rephrased, definition of organisational commitment as a multidimensional construct that reflects a worker's identification with the organisation (loyalty), attachment to (intention to stay), and willingness to expend effort on the organisations behalf (discretionary effort). Allen and Meyer (2006), differentiated organisational commitment into three components: namely, affective commitment, normative commitment and continuance commitment. Affective commitment related to employee's desire to stay at their organisation. (Nzulwa, 2013). It relates to emotional attachment, and which normally linked to favourable working environment and relationships with other employees.

Employees who express affectively committed feel valued, act ambassadors for their organisation and are generally a great asset for their organisations (Rainayee & Zaffar, 2013). Affective Commitment deals with employees' perception of their emotional attachments to the organisations and its goals. Employees who shows affective commitment to organisations have strong motivation to contribute to the goals because he see it as theirs (Frderick, John & Fred, 2010). Affective commitment of an employee is directly opposite to positive work experience. Muthuvelo and Rose (2005), argued that employees with less affective commitment will be willing to leave an organisation while those with high affective commitment will continue to stay for longer periods because they exhibit more loyal and believe in the goals and mission of the organisation. Affective commitment brings on board the overall employees' commitment.

A study by Meyer *et al.* (2012) revealed that employees that are affectively and normatively committed want to remain royal with their organisations because they feel it is a right thing to do this is because they feel happier, more satisfied, self-directed, healthier, largely engaged and willing to go the extra mile for their organisation. Management policies and strategies that make develop strength and weakness assessments on employees, should create situations and workflows where the maximum number of employees individually encounter positive work experiences, to help build a successful organisation (Fredrick, John and Fred, 2010). Organisations who have the most success in maintaining employees' commitment following downsizing tend to be those that plan well in advance, communicate openly and regularly involved all staff throughout the entire process, respect seniority rights of

staff, depersonalise layoff decisions as much as possible and clearly align to articulate the company's values and strategic objectives (Dolan, Belout & Balkin, 2010; Thornhill, Saunders & Stead, 2007).

Riveros and Tsai (2011), believe that experiences that articulate to a person feeling, comfort and competent in their job are considered antecedents of affective commitment. Further, Suma and Lesha (2013), add that organisations can build positive affective commitment by providing open communication, access to information and allowing employees to participate in decision making. Continuance commitment relates to how much employees feel and see the need to stay at their organisation (Nzulwa, 2013). For employees who are constantly committed, the underlying reason for their commitment lies with their emotions to stay with the organisation. Wiener (2009), stated that, continuance commitment represents cognitive attachment between employees and its organisations because of the gains associated with leaving the organisation (Thessian, 2004).

Meyer and Herscovitch (2001), argue that employees with continuance commitment were less willing work, than those with affective and normative commitment to exert extra discretionary behaviour. Meyer *et al*. (2012), however found that workers with strong affective, normative, and continuance commitment are more satisfied, positive self-directed and loyal to their organisation. The absence of affective and normative commitment in much workers is what leads to their negative behaviour exhibited. In support, Meyer and Parfyonova (2010), believe that the combination of affective and normative commitment brings more positive outcomes such as organisational citizenship behaviour, employees' wellbeing and intention to stay.

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Organisations benefit positively more when employees display affective and normative commitments than when they have only affective commitment. Organisations need to be more concerned with trying to identifying the combination of different commitment profiles than mere looking at independent components of commitment alone (Meyer *et al.,* 2012). It is based on the assumption that individuals are not willing to leave an organisation if they would lose their benefits, take a pay cut, incur job search expenses and risk of being unemployed (Rainayee & Zaffar, 2013).

Continuance commitment is defined as willingness to remain in an organisation because of personal benefit in the form of nontransferable investments such as close working relationships with coworkers, retirement and career investments, acquired job skills which are unique to a particular organisation, years of employment in a particular organisation, involvement in the community in which the employer is located, and other benefits that make it too costly for one to leave and seek employment elsewhere (Ugboro, 2005).

According to Fredrick and Fred (2010), normative commitment relates to how much employees positively feel to stay at their organisation. Normative commitment is related to an obligation, employees may see, they owe the organisation for being given such job when they need it most. Such experience of obligation often results from what Wiener (2009) characterised as "generalized" value of loyalty and duty. Normatively committed employees feel that leaving their organisation would have negative consequences, and feel a sense of guilt about the possibility of leaving. Reasons for such guilt vary differently, but are often concerned with employees feeling that in leaving the organisation they would create a void in knowledge/skills, which

would subsequently increase the pressure on their colleagues (Ugboro, 2005). Such feelings can, and do, negatively influence the performance of employees working in organisations.

Common to these three types of commitment, views that commitment is a psychological state: characterises the employees' relationship with the organisation, and has implication for the decision making to continue or discontinue membership to the organisation (Meyer, Allen & Smith, 2004).

Empirical Review

Restructuring and Employees' Commitment

A study by Thessein (2004) on assessing the effect of restructuring on employees that are directly or indirectly affected (i.e. their position may or may not have been changed) but who remain as staff stated that, this group of staff are often referred to as the survivors.

The literature on survivor syndrome suggests the process of restructuring, level of involvement and the way in which staffs are communicated with and supported during and after downsizing, are indicators of surviving staff's future commitment, motivation, performance and intent to leave. The term survivor syndrome was introduced to Management Studies by Brockner (2009) to help show the common symptoms of guilt, lack of organisational commitment and fear that survivors often experience following a downsizing (Noer, 2009, 2003 and 2008 cited in Allen, Freeman, Russell, Reizenstein & Rentz, 2007). The implications for organisations with staff who suffers from survivor sickness are considerable. Those that fail to address survivor sickness, faces higher risk levels of turnover and reduced commitment, negatively affecting productivity and performance due inhibiting

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organisational success (Kinnie, Hutchinson & Purcell, 2010; Thornhill, Saunders & Stead, 2011).

Therefore, considerable evidence to suggest that those individual staff who remain within an organisation after significant restructuring/downsizing often experience the adverse effects of change as profoundly as those who have left, (Allen, 2009; Brockner, 2005; Astrachan, 2010; Baruch & Hind, 2009). On, some empirical studies have found positive effects on survivors during downsizing in terms of increased loyalty (Emshoff, 2008) and viewing downsizing as an opportunity for personal growth (Henkoff, 2010). An important factor in ensuring the success of a downsizing effort is the speed and effectiveness with which survivors adapt to the changed conditions (Wiesenfeld, Brockner & Thibault, 2010).

A study by Roger and Yvonne (2011), observed that changes in job position due to downsizing are connected to job content and work procedures (Cameron, 2011; Sverke & Hellgren, 2005). The most evidence result is internal workforce reduction, which is not matched by equivalent decreases in workloads nor increases in resources.

Cascio (2013), cites 2009 Business Week Survey in China in which reveal 54% of the respondents all survivors of downsizing felt that they were overworked, while 55% reporting that they felt ''crushed'' by their workloads.' According to Thornhill, Saunders and Stead (2011), downsized organisations aiming to ensure employee commitment must overcome the adverse responses of survivors that are often negatively orientated towards them. Stephen (2012), supports this by stating that restructuring often causes employees to panic and wonder how the changes will affect their job security.

When the news gets out that the company is seeking for restructuring, some employees may begin looking for new employment. The stress of the restructuring sometimes takes away from the staff's mindset on their actual work.

Redman (2012), reiterates that restructuring can cause fear and terror in the hearts and minds of employees. Although restructuring may be beneficial for an organisation, it often comes with some activities, as layoffs, job changes and increased responsibilities for the employees left in the organisation. There are numerous implication of restructuring, both positive and negative, that may have long-term great effects on an organisation especially in terms of employee commitment.

Odembo (2013), noted that employees feel great worried if the company is not forthcoming with details about the restructure. While organisations might not have the option of sharing all the details ahead of time, a sense of transparency that allows employees to have some idea of what's happening may put employees at ease. During corporate restructure, involves downsizing the workforce, facilities or product lines. This means the organisation may be forced to choose the employees to leave. In case the employees leave, the organisation feel loss of experience, skills and knowledge of company projects that those staff members possess (Njiru, 2008). A study in Turkey by Mokwena (2012), notes that the dual impact of corporate restructuring on those who experience and manage it, accounts for some of the schizophrenia towards restructuring.

Work environments can be filled with high anxiety and low morale. At the same time, the quality of work life often improves, when there is more

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variety, responsibility, and teamwork. Executives experience stress as they manage the transformation, but in doing so they are laying a framework for improvement in the company performance (Donaldson, 2004).

Niehoff *et al*. (2010), found a more positive relationship between job enrichment, empowerment and employees' commitment in a downsizing environment. This is supported by Spreitzer and Mishra (2012), who also found that empowerment, facilitates survivors' attachment (affective commitment) which, in turn, leads to a lower level of voluntary turnover among survivors in the years following restructuring. Cascio (2014), discuss that, more than one-half of survivors' report increased job stress and symptoms of burning out following downsizing.

A study by Perry and Engel (2009), observed that during job redesign roles should not be overloaded restructures in generally leave an organisation with fewer people to do the same amount of work. When restructuring to reduce headcount, it is critical to understand the current workload of employees. This will help to ensure roles are designed that are neither too heavily laden nor indeed too light. Furthermore, role design must take into account realistic groupings of skills. Packing a role with too many distinct skill-sets reduces the pool of durable candidates. Job enrichment is a process of job redesign, which intended to reverse the effects of tasks that are repetitive requiring little autonomy. Some of these effects include boredom, lack of flexibility, and employee dissatisfaction (Leach & Wall, 2013).

Coetzee, Schreuder and Tladinyane (2009) as cited by Okpu and Obiora (2015), further explains that committed employees performed better than non-committed ones and organisations with committed employees do

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better financially than those with non-committed ones. Boxall and Purcell (2011), assert that the perception by employees that management is concerned about them is associated with higher levels of commitment after a restructuring process.

Conceptual Framework

A conceptual framework is a written presentation that explains either graphically or in a narrative form the main things to be studied, key factors concepts or variables and presumed relationship between them (Vaughan, 2009). Further it provides the structure/content for the whole study based on literature and personal experience. It is intended to assist a researcher to develop awareness and understanding of the situation under scrutiny. Immense competition and continuous increase in cost of production due to leading organizations towards organizational restructuring and employee's commitment. As a result, employees have to perform a lot of work as compared before, as additional workload are added to their responsibilities (Hellgren & Sverke, 2008). Restructuring refers to activities undertaken by management to improve efficiency, productivity, and competitiveness of the organization by reducing or increasing the workforce size.

Trust and commitment often erode as workloads increase and job in security escalates (Elshtain, 2010; Fischer, 2007). Even though some individuals may be added, the overall process results in fewer numbers of workers employed per unit of output as compared to some previous level of employment.

Organization of the Study

From the literature reviewed, it can be said that organizational restructuring and employee's commitment and its implementation is extremely important to the Colleges of Education. The organizational restructuring and employee's commitment processes of organization and institutions in Ghana should established approach channel of communication and to seek views from staff and employees which ensure greater assurance and accountability. However, Colleges of Education in Ghana can maximize their lots if they designed an effective means of organizations restructuring, implementation, and monitoring and performance evaluation leading to a reduction, if not a total elimination of the challenges that always characterized proper implementation.
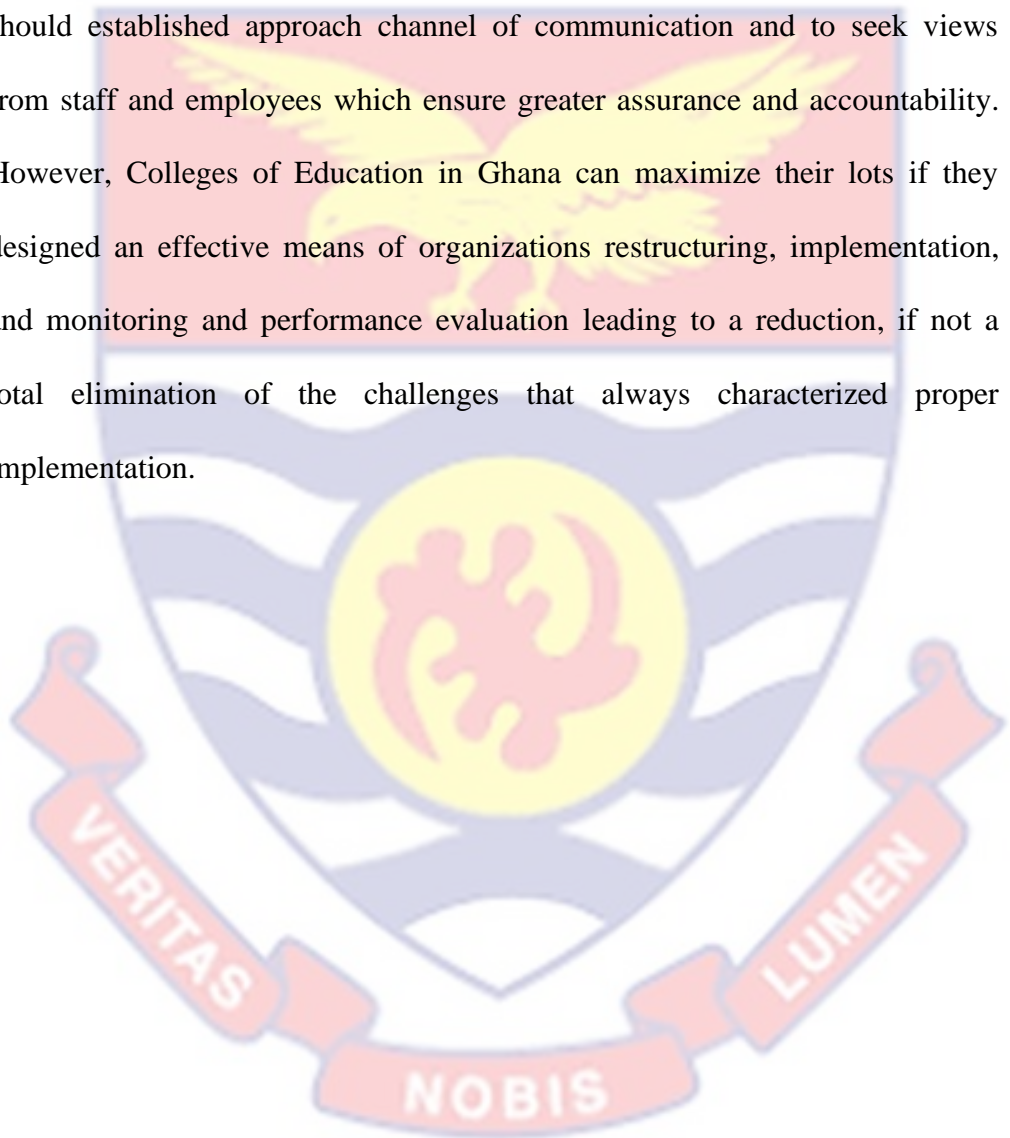
CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter presents the methodology that was employed for the study. It is designed to meet the research objectives and address data gathering problems imminent to the research. Essentially, this section presents the research design, study population, sample and sampling technique, data sources and research instruments, and data collection processes. The statistical tools and techniques used for data analysis were also discussed. A profile of the study area was also included in this section. The researcher used SPSS to analyze the data. The data is dully presented, analyzed, discussed and interpreted in relationship to the research questions.

Research Design

Research design refers to a plan which shows the strategy of an inquiry thought appropriate to the research (Kothari, 2004). The study employed descriptive survey design to describe the effect of organisational restructuring on employees' commitment. It issued to identify and obtain information on the characteristics of a particular problem or issue.

Descriptive survey design was selected because it has the advantage of producing a good amount of responses from a wide range of people. Also, this design provides a meaningful and accurate picture of events and seeks to explain people's perception and behaviour on the basis of the data collected. The descriptive design helped in interpreting the relationship among variables to explain important fact and characteristics in quantitative terms and how

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they relate. The advantage with this design is that it helps to find views as they are in their natural setting.

Study Area

Pusiga is one of the districts within the Upper East Region. It shares boundaries with Burkina-Faso to the north, Republic of Togo to the east, Bawku Municipality to the west and Garu-Tempane District to the south. The District has a total land size of about 50,505 sq. km and an estimated population of 62,135 out of which 32,492 females and 29,643 males. The average household size in the district is 7.6 individuals. Pusiga lies in the tropical continental climacteric zone. Average precipitation and temperature are similar to the other districts in the Northern Region. Pusiga has a relatively young population.

The District experiences once rainy season within a year, starting from April/May to September/October with a peak level in July/August. The dry season is usually between November to March. It is influenced by the dry North-Easterly (Harmattan) winds while the rainy season is influenced by the moist South Westerly winds. The district experiences a mean annual rainfall of 1100mm within 95 rainy days. Staple crop farming is highly restricted by the short rainfall duration. The mean day temperatures range from 33 °C to 39 °C while mean night temperatures range from 20°C to 22°C. The mean annual day sunshine is approximately 7.5 hours. The climatic conditions have to a greater extent influenced the vegetation of the area.

Apart from the preserved colonies of vegetation at fetish groves, forest reserves and community woodlots, the farming communities in the district exhibits tall grass interspersed with drought resistant trees such as Neem, Shea

tree, Dawadawa and Mahogany. During the rains the district becomes green making the vegetation more luxuriant. The district area is under laid by sandstone, mudstone and shale, which over time, have been weathered to different degrees. The main soil types that have resulted from the above natural phenomenon include sand, clay and laterite creosols. These soil types are inadequately protected resulting in serious erosion during the rains.

Profile of the Study Area – Pusiga District
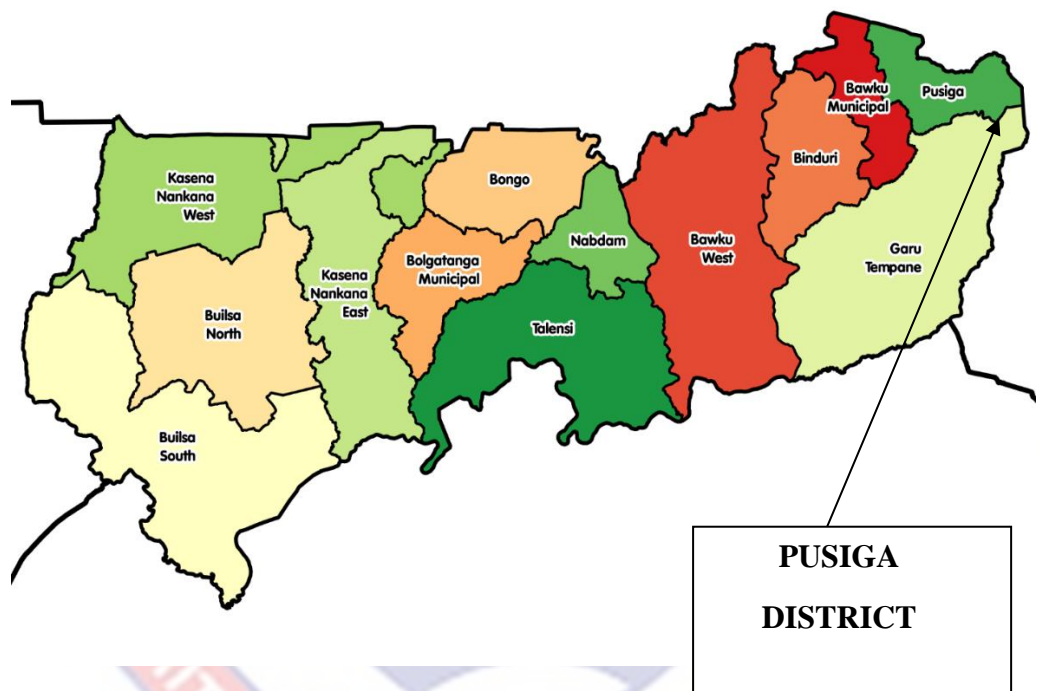
PUSIGA
DISTRICT

Figure 1: Map Showing the Study Area
Source: Pusiga District Assembly (2012).

Population Size of the Study.

Population is the totality or whole of all the items, subjects or participants that conform to a set of specifications. In this research, the population was the Academic staff and Non-academic staff of Gbewaa College of Education. The population was made up of eighty-one (81),

Academic staff, forty-four (43) and Non-academic, thirty-seven (38) with gender made up of 17 females and 64 males.

Sample and Sampling Techniques

A sample is a subgroup of the whole populace which is categorically examined by a researcher and whose features were generalized to the entire inhabitants. A non-probability sampling method was used in the study. Purposive sampling was used for this research. The entire College staffs of eighty-one (81) members were used as the sample size as the staffs were purposively selected. Purposive sampling is used because the researcher wants to access a particular group of the school and that the school staffs is best fit for the study.

Table 1: Distribution of Respondents

Participant/Department	Academic	Non-academic	Number of participants
Administration	0	4	4
Finance	0	3	3
Procurement	0	1	1
Estate/Works	0	5	5
Stores	0	2	2
Academic/Teaching	43	0	43
Library	0	1	1
Kitchen	0	9	9
Security			14
Total Number	**43**	**38**	**81**

Source (Author's Computation 2020)

Data Type and Source

Both qualitative and quantitative data was collected for this study. The research data was obtained from two sources namely; Primary source and Secondary source. The primary data was obtained from Staffs of Gbewaa College of Education, Pusiga through the use of questionnaire administered to them with the aid of interpreters where necessary. Secondary data such as reports and records were obtained from relevant organisations.

Data Collection Methods

To take a decision on data collection techniques is one of the most significant parts of any research work. It depends on the research questions and the researcher's interest in the subject matter. The technique shows what the researcher views as precious knowledge and the perception on the nature of reality or ontology (Glesne,1998). The main instrument used for the data collection was a questionnaire. Questionnaire according to Mckendrick (1987) is a set of questions considered for obtaining information that are significant for achieving the aims of the study work. Primary data was collected from respondents with the use of questionnaire and interviews. The questionnaire included both open ended and close ended questions.

Methods of Data Analysis

Descriptive Analysis

The study generated both quantitative and qualitative data. Once the questionnaires had been administered, the mass of raw data collected was systematically organized in a manner that facilitated analysis. Socioeconomic characteristics and also in achieving objective one (1), descriptive statistical analysis such as frequencies, percentages and means. Results from this

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analysis were presented in tables, pie charts and bar graphs. The open-ended questions were analysed through quantitative content analysis with the aim of quantifying emerging characteristics and concepts. Concept analysis is the process of analysing verbal or written communication in a systematic way to measure variables quantitatively (Polit & Hungler, 1995).

This significantly affects their commitment to work at the organization at large. Further, Guest (2009) suggested that HRM policies are designed to maximize organizational integration, employee commitment and flexibility in their work. Restructuring activities in an organization affect the current polices and lead to new ones being developed. This affects the commitment of current workforce depending on the impact of the policy; this means that if the policy favors employees, then they will feel more committed to the organization and vice versa.

Ugboro (2005) notes that survivor's responses to restructuring activities range from constructive to destructive and therefore the employer is required to manage the restructuring process such that the activities do not affect most employees' commitment. Based on the discussion of the study we can conclude that compensation changes rank very high among restructuring activities and their influence on employee commitment. This must however be supported by psychosocial support where employees are required to receive some life skills to assist them on the life after restructuring, the jobs must be effectively be redesigned to ensure staff morale is maintained and all these must be supported by well thought out practices and practices.

The original Likert scale used a series of questions with five response alternatives: strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1). He combined the responses from the series of questions to create an attitudinal measurement scale. His data analysis was based on the composite score from the series of questions that represented the attitudinal scale. He did not analyse individual questions. While Likert used a five-point scale, other variations of his response alternatives are appropriate, including the deletion of the neutral response (Clason & Dormody, 1994). With the Likert scale, a scale is created as a simple sum of questionnaire responses over the full range of scale. In so doing, Likert scaling assumes the distances on each item are equal. All items are assumed to be replications of each other or items are considered to be parallel instruments.

Validity and Reliability

The word validity defines the level of stability and consistency that is attributable to the conclusion drawn from the study which is likely to be confirmed by a different researcher (Yin, 2003). The work must often be ascertained by the researcher that when a different researcher researches on the same job, the conclusion will be the same or not vary very much and that the same conclusion can be drawn on a repetitive study. A reliable study can be confirmed if these questions can obviously be answered: If the researcher can answer yes to the following questions, then it is that the results of the study are valid. The questions are; will the same results be achieved when the research is repeated at many times? Secondly, will comparable interpretation be made by different researchers? Lastly, are the conclusions reached in the study translucent? (Saunders *et al.,* 2007).

To ensure that a research is reliable, the researcher attempted to avoid partiality and to substantiate that similar conclusion is probable when the research is simulated and so the questionnaire was pre-tested at St. John Bosco's College of Education in Navrango. To ensure that the instrument for the data was reliable and the results obtained were valid, the administration department of St. John Bosco College of Education in Navrango was purposively selected for the pilot study. The questionnaire was administered to the academic staff and non-academic staff through the purposive sampling technique two times to confirm the questionnaire reliability. The pilot study enabled the researcher to improve upon the questionnaire that was considered necessary and delete items on the questionnaire that were considered unnecessary. The pilot study ensured that the tool was valid and reliable and therefore appropriate for this study.

The Study Area and Profile of Gbewaa College of Education

The research was carried out in Gbewaa College of Education, Pusiga, in the Upper East Region of Ghana. Gbewaa College of Education is one of the 46 public Colleges of Education in Ghana located in the Pusiga District. Gbewaa College of Education Pusiga was established by the government of the Gold Coast in 1953. The College has gone through different naming. The College started with the name Pusiga Training College. The name was changed to Pusiga Government Training College and then to Gbewaa Training College in 1975. The Colleges of Education Act, 2012 Act 847 changed the Training Colleges to Colleges of Education. So Gbewaa Training College was also changed to Gbewaa College of Education when it was upgraded into a

tertiary status in 2012. Gbewaa College of Education was a unisex College until 1976 when it became a mixed school.

The College from its inception has run different programs to match teachers' qualification requirement by the Ghana Education Service. The College started awarding certificate 'B'2-Year Post Middle from 1953 to 1960. Then changed to award Certificate'A'4-Year Post Middle from 1960 to 1994, to Certificate 'A' 3-Year Post-Secondary from 1994 to 2006 and now 3-Year Diploma in Basic Education which started from 2007. The College successfully introduced a French program in the 2013/2014 academic year and is set to award first degree certificates in Basic Education beginning the 2018/2019 academic year as part of government's educational policy.

Together with its regular programs, the College has run modular courses for Pupil Teachers to upgrade their skills. The program was branded Untrained Teachers Diploma in Basic Education (UTDBE). The College is also one of the study centers of University of Education, Winneba for Distance Education program.

From a humble start with 14 male students and 7 staff including the Principal, to train professional teachers for the basic schools, the College now has a student population of 1,287 and 81 staff. The staff is made up of 38 Non-academic staff and 43 Tutors including the Principal. Out of the 81 staff, 17 of them are female and the 64 are male.

The Management of Gbewaa College of Education is the College Council. Members of the Council are appointed by the President of the Republic of Ghana. The Council has sixteen (16) members with the Finance Officer, the College Secretary and the Vice Principal as co-opted members.

Council members who are co-opted do not have voting rights but are allowed to contribute fully in the deliberations at the Council meetings.

The Council of Gbewaa College of Educations is made up 13 members with voting right and 3 co-opted members without voting right. The Chairperson and the Council members are appointed by the President in accordance with Article 70 of the 1992 Constitution.

The mission of Gbewaa College of education is "Gbewaa College of Education exists to serve as a center of excellence, producing morally competent quality Basic Education Teachers".

The vision of Gbewaa College of education is "Providing excellence for Research and Training of Pre-Tertiary Education Teachers in Ghana."
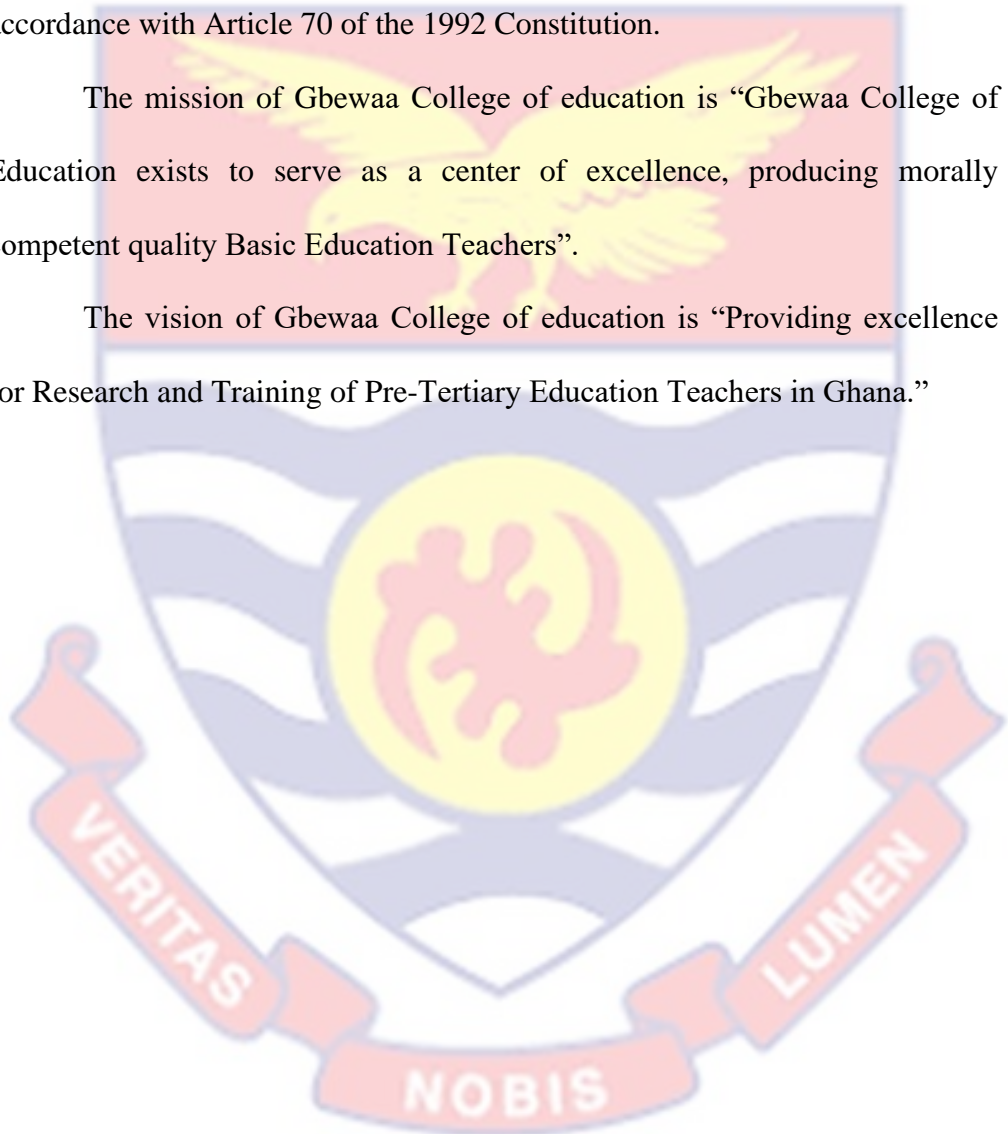
CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents and discusses the findings from the analysis of the data in relation to the objectives of this research.

Demographic Characteristics

Table 2: Report on Demographic Factors

Details	Variable	Percentage (%)
Gender	Male	81
	Female	19
Total		100
Age	Below 30	3.7
	30 - 39	25.9
	40 - 39	53.1
	50 - 59	17.3
Total		100
Marital Status	Single	4
	Married	95
	Divorce	1
Total		100
Educational Level	Diploma	12.8
	Graduate	16.8
	Post Graduate	70.4
Total		100
Work Experience	Below 5	17
	5-10	37
	Above 10	46
Total		100
Job Satisfaction	No	7
	Yes	93
Total		100
Motivation of Staffs	No	28
	Yes	72
Total		100

Source: Author's Computation, 2020

Sex of Respondents

Both genders participated in the study. The results indicate that there was no fair balance of gender participation in the study. Kothari (2004), asserts that a ratio of at least 1:2 in either gender representation in a study is representative enough, but this study did not fall in line with his conclusion. The results in Figure 2 below shows majority of the respondents (81%) were male while (19%) of the respondents were female. This is a not a good distribution which depicts an unfair balance of gender in the organisation. Since majority of the responses for this study relies on the perceptual measures of the respondents, this gender distribution is expected to accommodate the opinions and views from both sides of the gender divide. Nevertheless, the unbalance in gender in state corporations is evidence of unbalance in opinion on employees' commitment. This demonstrates the commitment by state corporations to adopt gender balance as stipulated in the Constitution and that the responses provided were not balanced views across all genders.
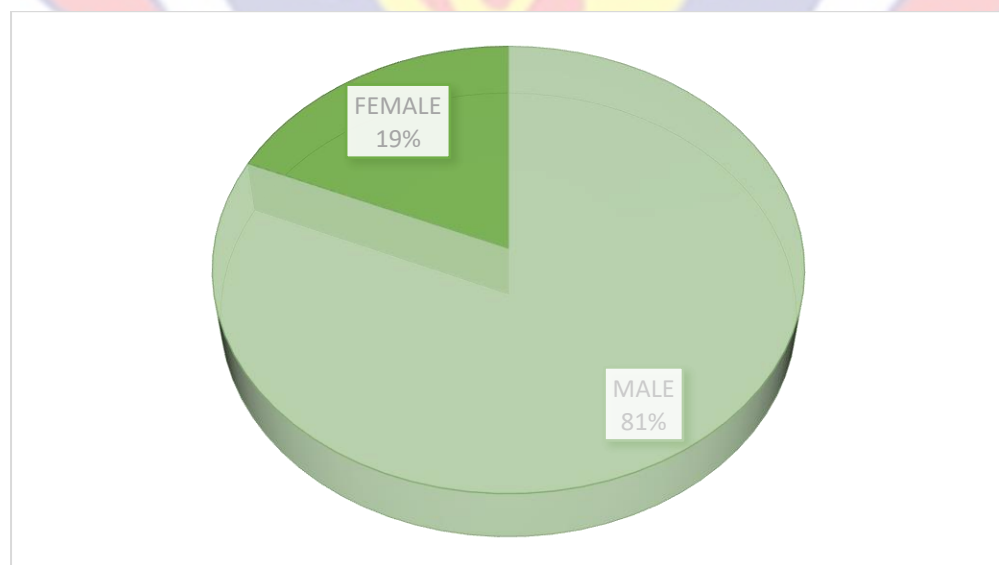
Figure 2: Sex of Respondents
Source: Author's computation (2020).

Age Distribution

The study sought to establish the age of the respondents, the results presented in Figure 3 below shows that most of the respondents (53.1%) were aged between 40 and 49 years, 25.9% were aged between 30 and 39 years while 17.3% were aged 50-59 years and 3.5% were aged below 30 years. The above results mean that the greatest number of employees in the Gbewaa College of education are in the older generation.
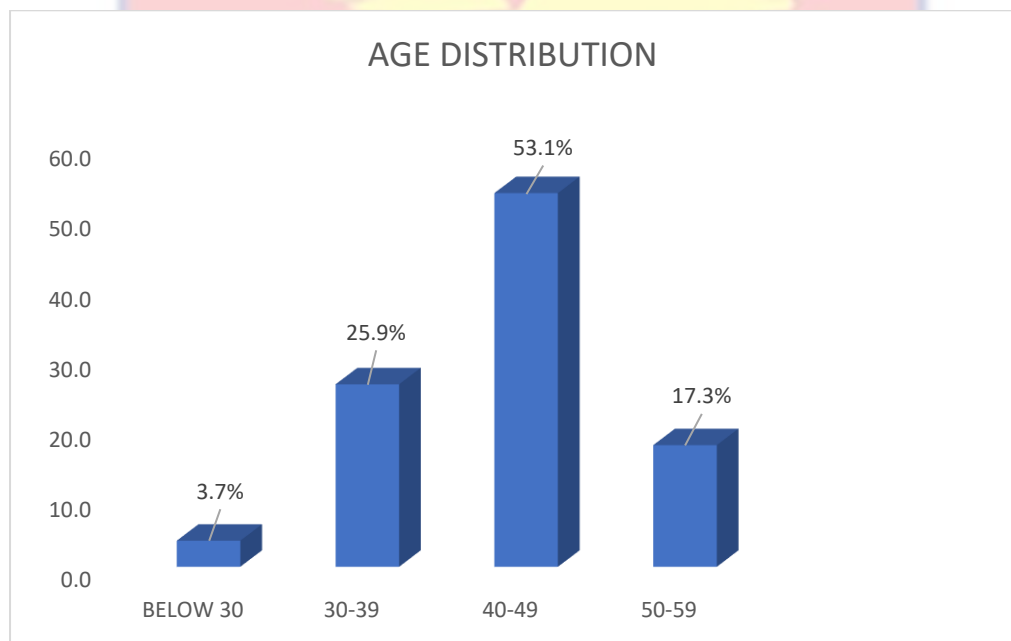
Figure 3: Age of Respondents
Source: Author's computation (2020).

Marital Status

With marital status, the results show that most of the respondents (95%) are married, while 4% represent those that are single and only just (1%) was divorced. The 95% respondents who are married means that majority of the respondents are family people and have dependence to take care of and therefore need to make some income for the family upkeep.

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MARITAL STATUS

DIVORCED
1%

SINGLE
4%

MARRIED
95%
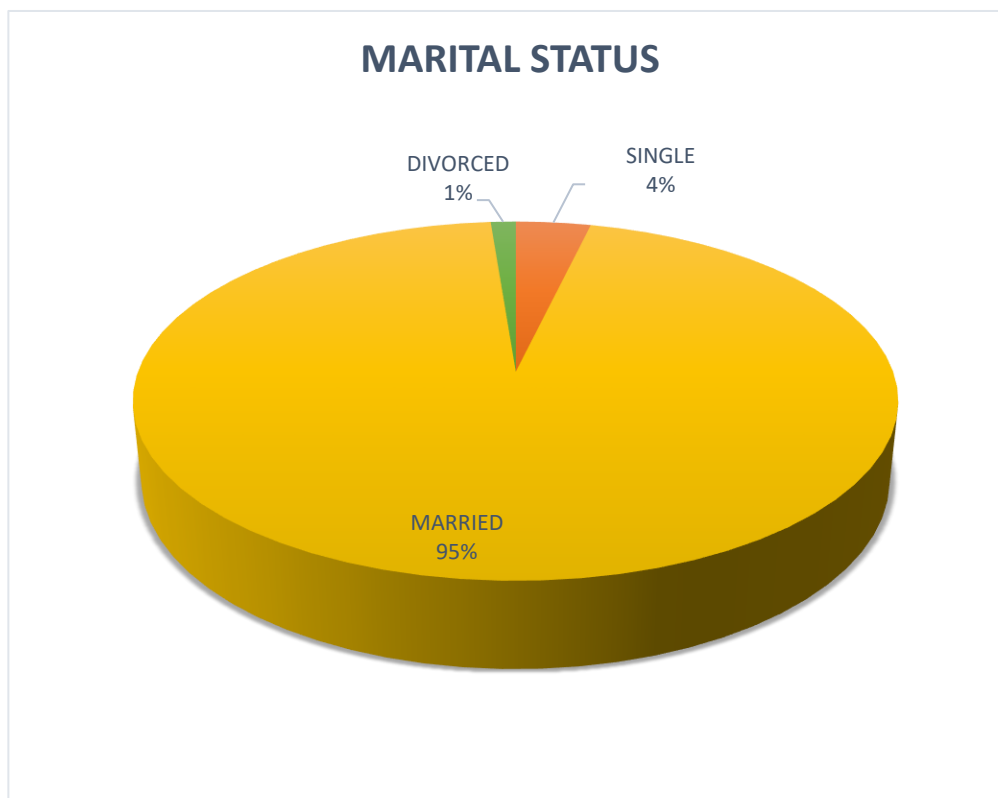
Figure 4: Marital Status of Respondents

Source: Author's computation (2020).

Education Level of the Respondents

It was important to establish the education level held by the study respondents in order to ascertain if they were equipped with relevant knowledge and skills on restructuring and employees' commitment. Figure 5 below shows the educational level of respondents and majority (70.4%) had Postgraduate education, 16.8% had Graduate education, and 12.8% had Diploma education. These findings implied that, most of the respondents were qualified to understand the nature of the study problem. This agrees with Thamrin (2012) that, during the research process, respondents with technical knowledge on the study problem assist in gathering reliable and accurate data on the problem under investigation.

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This demonstrated that most of the employees were qualified professionals with technical knowledge and skills on the study problem and thus provided the study with reliable information on the influence of restructuring activities on employee commitment in the Gbewaa College of Education, Pusiga.
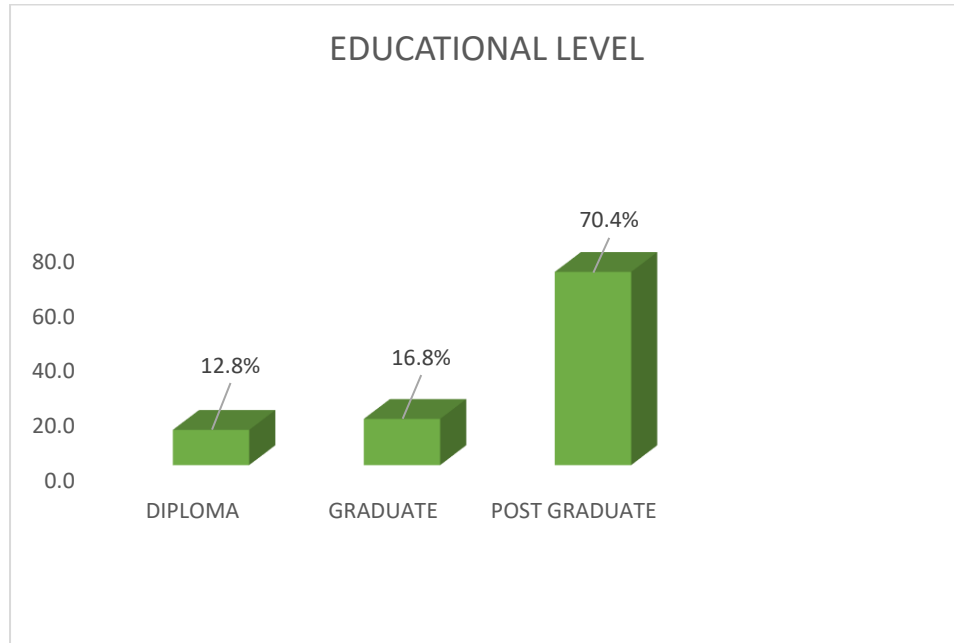
Figure 5: Educational level of Respondents

Source: Author's computation (2020).

Working Experience of the Respondents

The study determined the working experience held by respondents in order to ascertain the extent to which their responses could be relied upon to make conclusions on the study problem. The respondents who participated in the study had worked for the organisation in diverse years. The study sought to establish the respondents' position in order to help determine if they were furnished with issues of the restructuring activities and employee commitment. From the findings in figure 6 below, most of the respondents (46%) indicated to have a working experience of above 10 years, 37% had a working

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experience of between 5-10 years, and 17% had a working experience of below 5 years.

Figure 6: Experience Level of Respondents
Source: Author's computation (2020).

Job Satisfaction

Job satisfaction and commitment been important in every organisation and is as a result of relationship eteen managers, supervisors influence and management recognition. This revelation matches with what Owusu (2014), concluded in an assessment of job satisfaction and its effect on employees' commitment in mining companies in the Bibiani-Anwiaso-Bekwai District in Ghana. As indicated by Chahal *et al.* (2013), factors such as working condition, salary, rewards, supervision and attitudes of colleague workers are very much important in terms of influencing job satisfaction and commitment. This is because they believed that in deed job satisfaction has a positive relationship on job performance and commitment.

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This also reiterates the view of Locke (1976), who stated that job satisfaction is the positive emotional state resulting from the appraisal of one's job. Frimpong and Wilson (2013), also added that in recent time, employers have realised that employees are the greatest resources that competitors cannot imitate. With this in mind, employers try to make sure that, their employees are satisfied to say the least so as to have a clear thought to give off their utmost performance and be committed. From the results in figure 7, is clear that majority of the respondent, about 93% were satisfied with their jobs with just 7% reporting no.

Figure 7: Job Satisfaction of Respondents
Source: Author's computation (2020).

Motivation

Maitland (2005), defined motivation simply as" the force or process, which causes individuals to act in a specific way". Organisations are concerned with what should be done to achieve sustained high level of performance through people. The study of motivation is concerned about why

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people behave in a certain way. Kinicki (2003), defined motivation as those physiological processes that cause arousal, direction, and persistence of voluntary actions to achieve a goal. Managers need understanding of these physiological processes if they are to successfully guide employees towards accomplishing organisations goal. The motivated employees relate to the manners of self-satisfaction, self-fulfillment and commitment that are expected to produce better quality of work and oblige to the organisation's policies which will extensively materialise efficiencies and competitive advantage. Motivation increases the job involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their subsequent job performance (Kamery, 2004; Ekerman, 2006).

Employees' motivation is obviously important, as the results has shown in figure 8 below, 72% of the respondent reported yes to motivation whiles 28% reported no. This is to say that majority of the respondents has been motivated enough to give out their best. In fact, it is one of the most important and essential factors for the achievement of employees, and ultimately the organisational targets and goals (Berman *et al.,* 2010). Ololube (2006), asserts that motivation to work, whether intrinsic or extrinsic are very essential in the lives of workers because they form the fundamental reason for working in life. Motivation represents the complex forces and needs which provide the energy for an individual to perform a particular task (Shulze & Steyn, 2003). Moreover, employees' motivation serves as an essential component of business operations whereby high motivation coincides with job

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satisfaction, a sense of pride in one's work, a lifelong commitment to organisation which enhances performance and productivity (Linz et al., 2006).
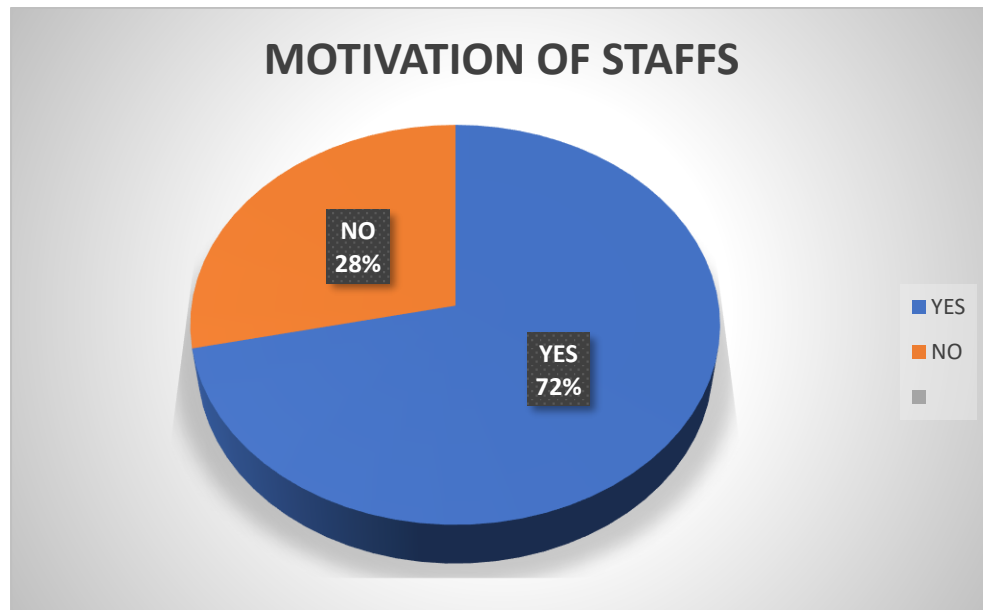
Figure 8: Job Motivation

Source: Author's computation (2020).

Respondents View on Proper Restructuring

Lack of understanding for the reasons for change directly causes employees to feel negative to the change, and has a subsequent effect on their levels of commitment to the organisation. This research concurs with the literature and concludes that the importance of internal education is key to aiding the process of understanding change, and improved and more-timely internal communication could substantially improve commitment levels. There is need to collaborate closely with the relevant stakeholders of the organisation especially the staffs in working out modalities of carrying out restructuring. They must be carried along on the various issues of concern. The argument that cutting the workforce is basically a management function is not altogether plausible. Though the decision is a management prerogative, the decision

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process must involve the stakeholders to sustain industrial harmony. Pessimism or lack of confidence in management and change efforts and the belief that the layoff process was not conducted fairly, are the most damaging of negative emotions since the organisation's credibility becomes undermined in the eyes of the staff (Boroson & Burgess, 2012; Turnley & Feldman, 2008; Burke & Nelson, 2007).

Collaboration among employees helps employees to share ideas and experience. The researcher therefore sought to find out whether respondents had the requisite knowledge on how restructuring could be done in a way that will maintain commitment. Below in figure 10 were their responses. About 29.6% were of the view that for restructuring to be done properly, then all parties have to be well educated on the needed change.

About 22.2% reported on the need for dialogue. Is important to sit and discuss the restructuring process together so that everyone will bring in their input before the restructuring is done. This is to say that, dialogue makes everybody feels respected and important and at the end the outcome will be well accepted. About 21.0% said a proper restructuring should be based on merit, while 19.8% were of the view that a good restructuring process must be free and fair and about 7.4% of respondents indicated the need for good and pre communication process to make restructuring a good one. From the about views, is important to notice that, if the processes as reported by respondents are been carried out in the restructuring process it will be smooth and also help maintain the commitment levels of workers. Many employees desire to be treated fairly, showing favoritism, breeds bitterness among employees and this affects employees' output and commitment.

RESPONDENTS VIEW ON PROPER RESTRUCTURING PROCESS
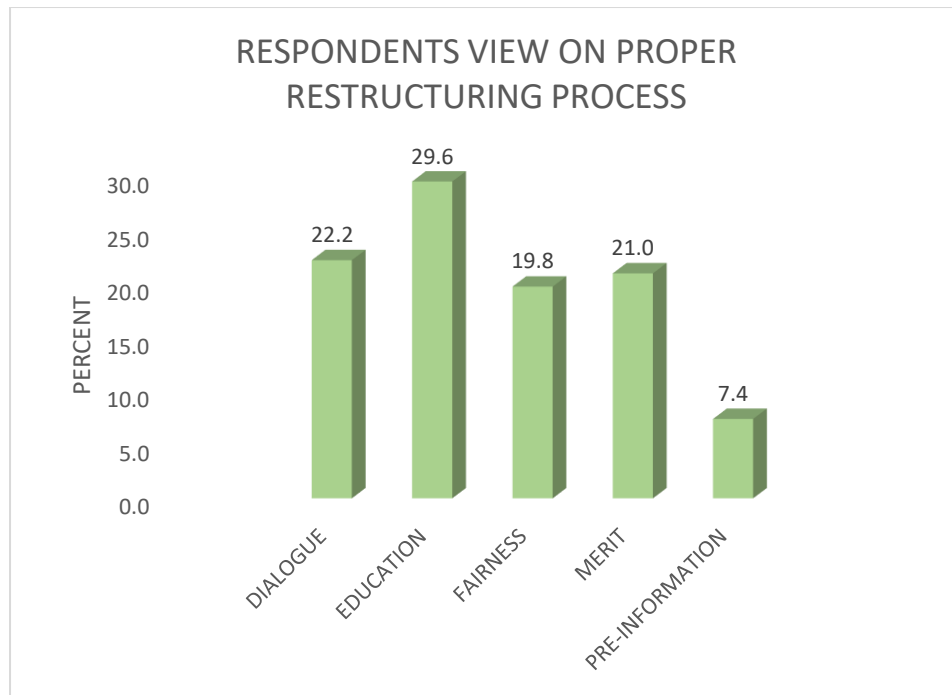
Figure 9: Respondents Own View on Proper Restructuring Process

Source: Author's computation (2020).

Factors affecting employees' performance

The respondents were asked about their work performance. This was done by the ranking of certain predetermined factors read to respondents to rank on a Likert scale of 1 to 3 in the scale Greater Extent (3), Small Extent (2) and no Extent (1), a summary statistic of the responses was analysed as presented below in table 1 below.

The most important factor was identified using the summation means factor where the factor with the highest mean is the most important factor with reference to the coding above. The results in Table 1 clearly reveals that majority of the respondents declared that workload is the factor affecting job performance at the greater extent. This is true in the sense that, so many works to do at the same times makes workers confused and not knowing which to get done and this affects performance. Second factor that affects job performance is work safety. Respondents reported that the safety of their job affects job

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performance, this is to say that, the more your job is secured and safe, the more committed you are to give your best and increase performance. Third factor is promotion and fourth is increase salary, workers needs salary increment in order to be motivated enough to improve their performance.

Moreover, other factors that affects job performance included training and pay/compensation. The results on table 1 partly support the study of Khan *et al*. (2011) that, factors such as workload, work safety, promotions, increase salaries, training and pay/compensation are factors that affects job performance. Nevertheless, in other studies, Nimalathansan (2012), conceded that there is a positive relationship between job satisfaction and employees' performance. That is because high level of fair promotion, reasonable pay system appropriate work itself and good working condition leads to high level of employees' performance

Table 3: Factors affecting employees' performance

Factors	Obs	Std. Dev.	Mean	Rank
Pay/Compensation	81	0.55	1.33	6
Training	81	0.74	1.42	5
Salary Increase	81	0.50	1.53	4
Promotion	81	0.69	1.59	3
Work Safety	81	0.72	1.68	2
Workload	81	0.69	1.89	1

Source: Author's computation (2020).

Factors that Maintains Organisational Commitment during

Restructuring Process

The respondents were asked about factors that will help maintain their commitment during the restructuring process. This was done by the ranking of certain predetermined factors read to respondents to rank on a Likert scale of 1 to 5 in the scale strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1), a summary statistics of the responses was analysed as presented below in table 1 below.

The most important factor was identified using the summation means factor where the factor with the highest mean is the most important factor with reference to the coding above. From table 2 below, it was revealed that compensation pays a very important role in the commitment of any work, that is to say when peoples feel that whatever they have done has been fully pay for then they feel satisfied. During the process of restructuring, is important that every work done is fully taken care of in order to help maintain commitment. It was also noted that, participation is the second factor that helps maintain commitment during the process of restructuring, when people are involve in the restructuring process the feel important and a part of the process and this gives them some fulfilment and commitment.

In an organisation communication facilitates the flow of information and understanding between the different people. This flow of information is vital for managerial effectiveness and decision making in general and for human resource manager in particular as he has to be in contact with the managers of various departments, employees and workers. Effective communication which has to be timely and open is vital for efficient

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management and to improve industrial relations and commitment. A corporate executive must be in a position to communicate effectively with his superiors, colleagues and subordinates, this will make him perform well and enable him to give his hundred percent commitment to the organisation.

Table 4: Factors that maintains Commitment levels during Organisational Restructuring

Factors	Obs	Std. Dev.	Mean	Rank
Open Communication	81	1.02	2.99	4
Timely communication	81	1.28	3.05	3
Participation	81	1.20	3.11	2
Compensation	81	1.35	3.26	1

Source: Author's computation, 2020

Organisational Factors that Improves Commitment after the Restructuring Process

The respondents were asked about factors that will help improve their commitment after the restructuring process. This was done by the ranking of certain predetermined factors read to respondents to rank on a Likert scale of 1 to 5 in the scale strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1), a summary statistics of the responses was analysed as presented below in table 4.2 below.

The most perceived factor was identified using the summation means factor where the factor with the highest mean is the most perceived factor with reference to the coding above. Survivor reactions are likely to be affected by their level of acceptance of the need to downsize or make people redundant; the lack of alternative courses of action; level of prior notification by

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management; selection criteria used and the decisions made by managers about who would be made redundant, and the way in which leavers are treated during their period of notice and offered support to find alternative employment (Thornhill & Saunders, 1998). If staff are unable to directly affect the process of restructuring themselves, they must see it as fair and just in order to trust the imposed outcomes (Cooper & Schindler, 2007).

The results in Table 3 clearly reveals that majority of the respondents declared that fair restructuring is a major factor for commitment. This result confirms with Ahteela's (2011) findings that employees' commitment in the whole organisation is related to their perceptions of the fairness and functioning of such practices after restructuring. Second factor that improves commitment is good leadership. Third on the list is good working environment, good leadership crates good working environment and this helps increase commitment. Organisational inspiration also helps maintains employee commitment, this is to say, workers in any given organisation should have a clear understanding of what the organisation vision and objectives are in other to fit well at any giving period of time.

Moreover, safety at work place is another important factor that contributes to commitment in the workplaces. It is very common to assume that employees at workplaces would be comfortable and satisfied when their safety is secured. If one works at any institutions or organisations and his or her safety is compromised, his performance at the workplace would be suspect. This is because every time the person works, he would be mindful and careful not to dare into other areas. This rather dampens the morale of the workers. Additionally, it was revealed that compensation and pay also

contributes to work commitment at the workplaces. Logically people get comfortable and work in institutions that pay well and deserving salaries to its workers. To this end every worker would be eager or willing to work in such institutions regardless of whether other concerns at the workplaces.

This support the study of Chahal *et al.* (2013), that factors such as working condition, salary, rewards, supervision, attitudes of colleague workers are some of the factors influencing job satisfaction in most institutions. Other factors that contributes to maintaining work commitment included bright future and good orientations the give worker the needing knowledge to fully understand their work area. Therefore, any organisation that wants to go through restructuring successfully will high level of commitment from workers must consider the above-mentioned factors.

Table 5: Factors that Maintains Commitment after the Restructuring Process

Factors	Obs	Std. Dev.	Mean	Rank
Understand My Work	81	1.00	1.56	8
Bright Future	81	1.08	1.99	7
Pay	81	1.00	2.23	6
Secured Work	81	1.32	2.28	5
Organisational Inspiration	81	1.00	2.36	4
Good Working Environment	81	1.08	2.54	3
Good Leadership	81	1.07	2.84	2
Fair Restructuring	81	1.28	2.88	1

Source: Author's computation (2020).

Commitment Levels

Commitment has been defined as the degree of pledging or binding of the individual to a set of behaviours and motivates one to act once identification with the organisation begins, individuals are likely to become concerned with the broader interests of the organisation including its reputation, survival, and continued success, that generates activity and resource exchange (reflecting enhanced concern between firm and employee) fostering further identification (Fornes & Tonette, 2004).

Katzenbach (2000), describes commitment as an energised workforce at high performance (those that perform better than industry norms) and this commitment enables workers to make and deliver products or services that constitute a sustainable competitive advantage. Staff were asked to consider their level of commitment to the organisation both prior to and following the restructure.

The research objective here was to establish whether there had been a change in the perceived levels of organisational commitment by staff. Organisational commitment in staff was high at 63% prior to the restructure but increased to about 86.4% after the restructuring process. This means that, following the restructure commitment had rising significantly with over half of all staff (86.4%) indicating that their commitment increased.

This finding becomes even more significant when we see that about 24.7% percent of staff indicated low organisational commitment prior to the restructure but this had decreased to just 3.7% following the changes. In essence, a number of staff commented that, restructuring was fair and their managers were very good at involving them in discussions, the significant

majority of comments were positive towards the consultation process the reason for the increase in commitment levels.

Table 6: Commitment Level of Staffs

COMMITMENT LEVEL	BEFORE RESTRUCTURING		AFTER RESTRUCTURING	
	Frequency	Percent	Frequency	Percent
HIGH	51	63.0	70	86.4
NEUTRAL	10	12.3	8	9.9
LOW	20	24.7	3	3.7
TOTAL	81	100.0	81	100.0

Source: Author's computation (2020).

Further, Guest (2009) suggested that HRM policies are designed to maximize organizational integration, employee commitment and flexibility in their work. Restructuring activities in an organization affect the current polices and lead to new ones being developed. This affects the commitment of current workforce depending on the impact of the policy; this means that if the policy favors employees then they will feel more committed to the organization and vice versa.

Ugboro (2005) notes that survivor's responses to restructuring activities range from constructive to destructive and therefore the employer is required to manage the restructuring process such that the activities do not affect most employees commitment. Based on the discussion of the study we can conclude that compensation changes ranks very high among restructuring activities and their influence on employee commitment.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary of major findings of the study. The conclusions drawn from the study and recommendations made were also presented. The first section of this chapter summarises the entire study and also presents the key findings. The subsequent sections cover the conclusions and recommendations drawn from the findings.

Summary

The study assessed effect of organisational restructuring on employees' commitment in Gbewaa College of Education, Pusiga. Purposive sampling was used for this research of which eighty-one (81) members were used as the sample size. Both qualitative and quantitative data will be collected for this study. The research data was obtained from two sources namely; Primary source and Secondary source. Statistical analysis with descriptive statistics such as frequencies, percentages and means and the Likert Scale were employed. Results from this analysis are presented in tables, pie charts and bar graphs.

The results in shows majority of the respondents (81%) were males while (19%) of the respondents were females. The results revealed that restructuring activities had a noteworthy relationship with employee commitment. It is however notable that organizational restructuring and compensation had the greatest influence on employee commitment and their performance. The results and findings therefore conclude that there exists a positive significant relationship between reviewed policies and practices and

employee commitment. This corroborates with the findings by Appelbaum et al, (2005) who found that reviewed policies and practices affected employee commitment.

Key Findings

Fairness, good leadership and a good working environment were the most important factors for employees' commitment after the restructuring process. This result confirms with Ahteela's (2011) findings that, employees' commitment in the whole organisation is related to their perceptions of the fairness and functioning of such practices after restructuring.

Descriptive statistics were used to analyze this research objective and other subsequent analysis was done. The results showed that the statement that organisational commitment in staff had increase from about 63% prior to the restructure to about 86.4% after the restructuring process. This means that, following the restructure commitment had rising significantly.

Conclusions

In today's competitive world every organisation is facing new challenges regarding qualitative service and creating committed workforce. No organisation can perform at peak levels unless each employee is committed to the organisation's objectives. There was a positive significant relationship between reviewed policies and practices and employee commitment. Pertaining to psychosocial support, the study concludes there was a positive significant relationship between psychosocial support and employee commitment. Fairness, good leadership and a good working environment are very important factors to consider for any organisation for employees' commitment after the restructuring process.

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Recommendations

Based on the findings and conclusion the following recommendations were made;

A committed workforce is necessary for the realization of organizations' strategic objectives. There is therefore, need to involve staff/employee in decision making during a restructuring process. Involvement of staff in decision- making process could be enhanced by ensuring more comprehensive feedback on staff matters and by providing opportunities further decisions and debate, even when ideas are not considered feasible.

Employees also need to feel that the contributions they are making to the organization is valued if the organization is to maintain their commitment, any reviews in grades and structures being carried out should be discussed with the staff to diminish chances of negative effects on staff commitment. They should be able to see how their individual role fits with the objectives of the organization and how they can contribute to ensuring is future successes. Staff/employees need to demonstrate commitment to the activities of the organization.

Clarification of roles and responsibilities for staff in both new and existing positions is essential to ensure the high level of employee commitment. There should be a difference in treatment of employees during and after restructuring. This might lead to the strengthening of commitment towards the new organizational direction. The establishments and/or refinement of job descriptions and the introduction of performance objectives will help to provide role clarity and define expectations. Staff are more likely

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to have confidence in management if they can see that the change work requirements have been carefully considered.

The study showed that some employees felt insecure and loss of loyalty and trust in the organization. The study recommends that ongoing guidance and support from line management who have responsibility for articulating organizational objectives and implementing change strategies is also necessary. Although it may be difficult to get staff committed to the goals of the organization for the sake of the organization, it may be possible to get employees to work towards those same goals if they can be shown to be relevant to the staff member's own personal career or to their profession.

Since the research was limited to only Gbewaa College of Education, it is recommended that, further studies could be conducted using a larger sample involving several Colleges of Education for more, far reaching results for the purpose of generalization.

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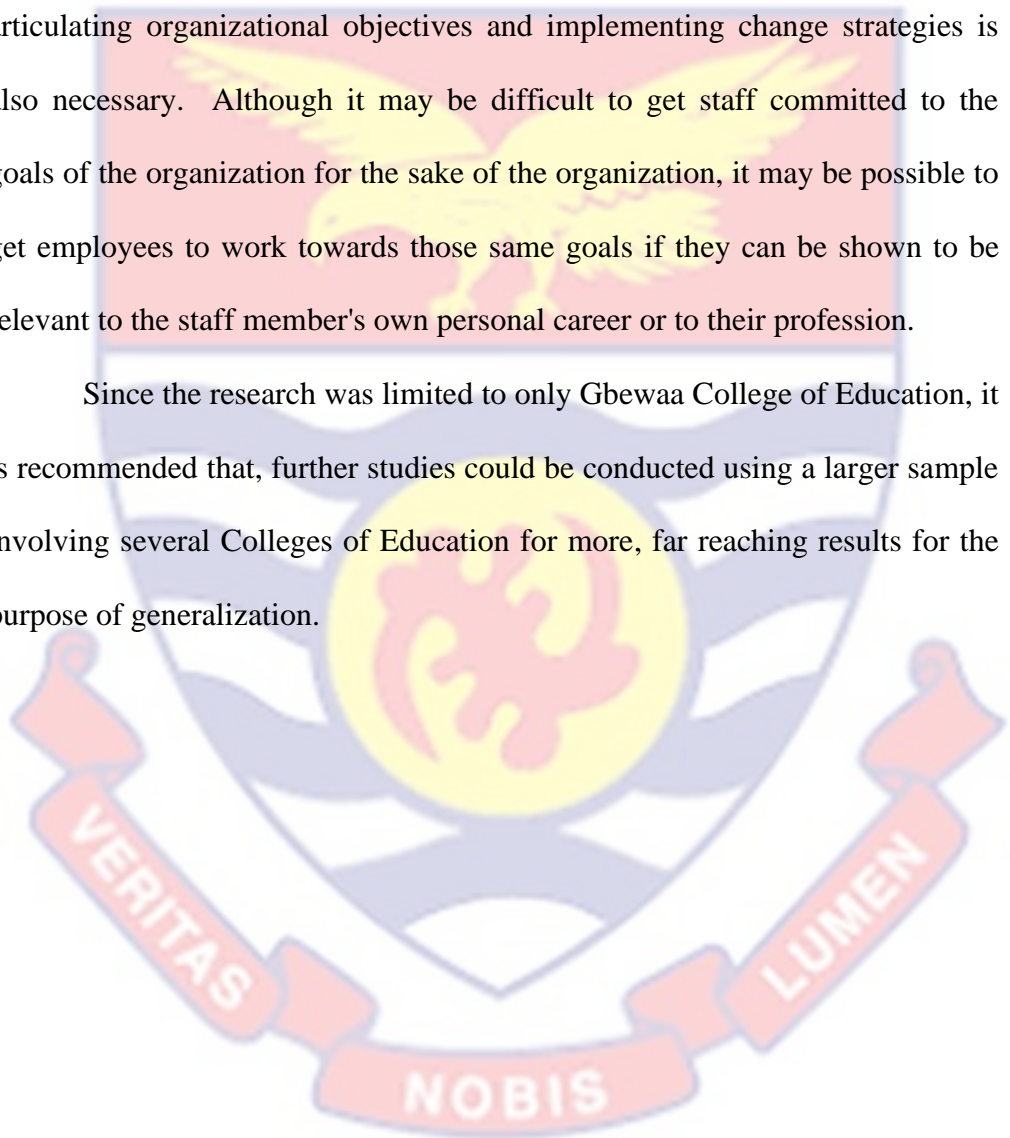
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APPENDIX

UNIVERSITY OF CAPE COAST

RESEARCH QUESTIONNAIRE

Effect of Organisational Restructuring on Employees' Commitment in

Gbewaa College of Education, Pusiga

This research is an academic exercise and all information given shall be used solely for this purpose. I would be grateful if you could provide the necessary answers to the questions stated. Your responses would be added to those of other respondents for analysis. I would strongly like you to note that the confidentiality of your responses is assured. Thank you for considering this request.

A. Biodata.

1. Date: …………………………………………………...

2. Sex: 1 = Male ( )   2 = Female ( )

3. Age: 1 = Below 30 ( )   2 = 30-39 ( )   3 = 40-49   (   )

    4 = 50-59 ( )   5 = 60 and above ( )

4. Educational level: 1 = Tertiary (Diploma) ( )   2 = University (Graduate) ( )   3 = University (Post Graduate) ( )

5. What is the number of persons in the household?   1 = Male |___|___|

    2 = Female |___|___|

6. What is your marital status?   1 = Single (   )   2 = Engaged   (   )   3 = Married ( )   4 = Divorced ( )   5 = Widow/Widower (   )

7. Household (dependents') level: 1 = Only Nuclear family (   )   2 = Only Extended family (   )   3 = Both Nuclear and Extended family ()

8. How long have you been working with this organisation?   1 = Below 5yrs ( )   2 = 5-10yrs ( )   3 = above 10yrs ( )   4 = 60 and above ( )

B. Factors That Affects Employees' Performance

1. Do you think job satisfaction affect performance at work?

1. Yes [ ]   2. No [ ]

2. 8. Are you motivated enough to achieve your work target?

1. Yes [ ]   2. No [ ]

3. To what extent does the following factor affect your performance as an employee in this organisation?

1= Greater Extent (GE);   2 = Small Extent (SE);   3 = No Extent (NE)

Factors	Rank		
	GE	SE	NE
Pay/compensation			
Less work stress/less workload			
Training and development			
Safety at the workplace			
Fringe benefits/promotions			
Increase salaries			

C. Organisational Restructuring Process That Can Help Maintain Commitment.

1. In your own view how do you think a restructuring process can be done without affecting the commitment of employees in this organisation?...
....

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....

....

2. Please tick the number that best indicates your opinion on the question using the following scales: 1 = Strongly Agree 2 = Agree 3 = Neutral   4 = Disagree   5 = Strongly Disagree

Improve Process of Restructuring	TICK				
	SA	A	N	D	SD
I get timely communication about the decisions of the different organs in this College					
There is open and good cross unit communication in this College.					
I feel I am being paid a fair amount for the work I do					
I was giving ample time to participate in decisions that would affect my work area					
Fringe benefits/promotions					
Increase salaries					

D. *Commitment Levels of Staff after Organisational Restructuring Process.*

1. How would you rate your level of commitment to this organisation prior to restructuring?   1= High ( );   2 = Neutral ( );   3= Low ( )

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2. How would you rate your level of commitment to this organisation now?   1= High ( );   2 = Neutral ( );   3 = Low ( )

3. Please tick the number that best indicates your opinion on the question using the following scales: 1 = Strongly Agree 2 = Agree 3 = Neutral   4 = Disagree 5 = Strongly Disagree

Commitment Levels After Restructuring	*TICK*				
	SA	*A*	*N*	*D*	*SD*
The restructuring process was fair and just					
I feel my work is secured					
The future of the organisation is getting brighter					
Leadership always keep to their promises and commitments					
I understand my work perfectly					
This organisation really inspires the very best in me in the way of my job performance					
There is much to gain with this organisation					
There is a good working environment in this organisation					