

**AKENTEN APPIAH MENKA UNIVERSITY OF SKILLS TRAINING AND
ENTREPRENUERIAL DEVELOPMENT**

**THE IMPACT OF CORPORATE POLICIES ON EMPLOYEE
COMMITMENT: A CASE STUDY OF FAN MILK GHANA COMPANY
LIMITED, KUMASI**

ASANTE KOFI AMOABENG SAMUEL

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BY

ASANTE KOFI AMOABENG SAMUEL

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**A PROJECT PRESENTED TO THE DEPARTMENT OF MANAGEMENT
STUDIES EDUCATION, AKENTEN APPIAH MENKA UNIVERSITY OF
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PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTER OF BUSINESS ADMINISTRATION IN MARKETING.**

OCTOBER, 2023

DECLARATION

STUDENT’S DECLARATION

With reference to my study, I hereby declare that this submission is my own work towards obtaining the Master of Business Administration in Marketing and that, to the best of my knowledge. No part of it has been presented for another degree in the university or elsewhere.

SIGNATURE.....

DATE.....

KOFI AMOABENG ASANTE SAMUEL

SUPERVISOR’S DECLARATION

I hereby declare that the preparation and supervision of this action research was supervised in accordance with laid down guidelines on supervision of action research by Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED).

SIGNATURE.....

DATE.....

MR. AUGUSTINE ACHEAMPONG

DEDICATION

I humbly dedicate this research work to my beautiful wife Mrs. Asante Amoabeng Lucy and my entire family I am most thankful to you all for a successful academic journey, and also to my loved ones which include, Dr. Henry Baffoe Bonnie, Dr. Serwaa Carol, Mr. Johnson Kwabena Nketia Amoabeng(Italy), Isaac K. Owusu (Fanmilk Gh limited Kumasi), Rainfall Kofi Asante Amoabeng, Jayden Kwabena Nketia Asante Amoabeng, Mill Akua Asante Amoabeng, Liz Asantewaa- Asante Amoabeng, Pearl Esinu Mensah, The Twin Prophets and Rev. Gorge Odoom(U.K).

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ABSTRACT

The purpose of this research is to examine the impact of corporate policies on employee commitment at Fanmilk Ghana Limited, Kumasi. Descriptive research design was used for the study, where the sample size comprised of one hundred and five (105) respondents. The researcher made use of simple random sampling and the main data collection instruments was questionnaire. In order to attain the general objective of the study, the following specific objectives would be explored, to analyze the impact of Health Benefit Policy on employee commitment within Fan Milk Ghana Company Limited in Kumasi, to analyze the impact of Work safety Policy on employee commitment within Fan Milk Ghana Company Limited in Kumasi, and to analyze the impact of Code of Conducts Policy on employee commitment within Fan Milk Ghana Company Limited in Kumasi. The study found that, the study found a significant positive relationship between corporate policies and employee commitment. Employees who perceived the corporate policies of Fanmilk Ghana Limited in Kumasi more positively exhibited higher levels of commitment to their work. Based on the study the following recommendations can be made: Improve communication channels within the organization to ensure that corporate policies are effectively communicated to employees. Transparent and open communication about policies, updates, and changes can help employees understand and align themselves with the organization's objectives, fostering a sense of commitment. Involve employees in the development or revision of corporate policies. By soliciting their input, organizations can gain valuable insights and ensure that policies are well-suited to their needs and expectations. This participatory approach can enhance employees' sense of ownership and commitment to the policies.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Human resource is the most valuable assets of any organization, with the machines, materials and even the money, nothing gets done without man-power. People, the human resource, are considered by many to be the key and most important resources of an organization (Amponsah, 2016). As indicated by Ofori (2015), the effectiveness and success of an organization lies on the people who form and work within the organization. The core strength of any organization comes from its employees. Every organization wants to be successful in current environment which is highly competitive, and the employees are major assets of any organization; the active role they play towards a company's success cannot be underestimated. To motivate and strengthen them, leads to a solid foundation for the organization's future and higher productivity. Therefore, companies irrespective of size and market, strive to motivate their best employees, acknowledging their important role and influence on organizational effectiveness (Dobre, 2013).

Also, research reveals that an employee's ability only partially determines his output or productivity (Bartol & Martin, 2000). The other major determinant is his or her motivational level. Psychologically, forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence is motivation (Bernard Wiener, 2001). Employee motivation plays a vibrant role in the management field, both theoretically and practically. It is said that one of the important functions of human resource manager is to ensure job commitment at the work which can only be achieved through motivation (Joseph Akhigbe, 2009).

(Falkenburg and Schyns, 2007, Innoynihan and Pandya, 2007, Nnorrow, 2011), agrees that the link between job satisfaction and organizational commitment has been researched relatively frequently and they can be influenced by the corporate policies.

Research has shown that corporate policies influence employee attitudes, job satisfaction, and commitment (Meyer & Allen, 2015; Allen & Meyer, 2016). Policies that are perceived as fair, transparent, and aligned with employees' values tend to foster higher levels of commitment (Mowday et al., 2012). On the contrary, inconsistent or unclear policies may lead to confusion and decreased commitment (Riketta, 2022). However, limited empirical research exists on how these dynamics unfold in the context of specific organizations, such as Fan Milk Ghana Company Limited.

Several studies have suggested that well-designed corporate policies contribute to higher levels of employee commitment. For instance, research by Guest et al. (2013) found that clear and well-communicated policies enhance employee commitment by providing a sense of security and predictability. Furthermore, when employees perceive that their organization values and supports their well-being and work-life balance, their commitment levels tend to increase (Allen et al., 2013). On the other hand, inconsistent or unfair policies can negatively impact employee commitment. A study by Rousseau (2016) emphasized the importance of perceived fairness in policies, as employees who perceive inequity or bias are more likely to exhibit lower levels of commitment. Additionally, when policies are ambiguous or lack clarity, employees may feel uncertain and disengaged, leading to reduced commitment (Chen et al., 2014).

According to Srivastava, Bartol and Locke (2011), employee commitment is a psychological attachment and loyalty to an organization, which leads to an employee's willingness to go beyond the call of duty to ensure the success of the organization. Other scholars such as Nohria, Groysberg and Lee (2018) have argued that employee

commitment is determined by a number of factors, including organizational culture, leadership, job satisfaction, and organizational policies.

Organizational policies are an important factor in enhancing employee commitment. According to De Cieri and Kramar (2014), policies serve as a link between the organization's mission and the individual employee's goals. They also provide a platform for the organization to communicate its expectations and objectives, as well as to set standards of behavior. Therefore, it is important for organizations to develop effective policies that will motivate and inspire employees to remain committed.

In contrast, inconsistent or unfair policies can negatively impact employee commitment. Perceived inequity or bias in policies can lead to decreased commitment among employees (Rousseau, 2006). Ambiguous or poorly communicated policies create uncertainty and reduce employee engagement, resulting in lower commitment levels (Chen, Friedman, & Yu, 2014).

1.2 Statement of the Problem

Organizational effectiveness is based on their capacity for coping, survival, and advancement. They continue to operate in a very unpredictable and chaotic environment brought on by capital issues, challenging unions, overseas competition, quick changes in product and process, energy, government regulation, and other pressures that require greater agility and flexibility (Hall and Fukami, 1979). There is a rising requirement for dedicated workers who can complete their work effectively for the business with little to no supervision. There is a significant need for workers who have the knowledge and motivation to complete tasks on their own initiative. Managers are looking for an alternative control system that can be trusted to increase organizational effectiveness. Despite the difficulty of adapting to environmental

changes, organizations nevertheless need to be productive, profitable, and increase their market share. Managers are looking for cultural ways to inspire people to be productive in order to meet their goals.

Many articles have been written over the past ten years about corporate policy and culture and the crucial part it plays in an organization's success (Peters and Waterman, 1982, Denison, 1985, Deal and Kennedy, 2000, Sorensen, 2002, De Silva, 2005, Denison, 2007, Amah 2009, Zheng et al, 2010, Malik et al, 2011). There is little empirical research on company policies and employee engagement in developing countries, especially Ghana, despite the surge in scholarly publications in this area.

The researcher observed during his preliminary interview with entrepreneurs that less importance had been attached corporate policies and its impact on achieving organizational goals, as very few businesses management teams do appreciate the role employee commitment metrics play in the growth of business.

The researcher has found that firms have unjustly sacrificed staff motivation in the name of consumer loyalty and satisfaction. Customer satisfaction, according to McIlroy and Barnett (2000), is a measure of how successfully a customer's requirements and demands are met, whereas customer loyalty is a gauge of how likely a customer is to make additional purchases and participate in relationship-building activities. Customer happiness is a crucial factor to take into account when a company develops a customer loyalty program, but staff also need to be inspired to work toward shared objectives.

The researcher is employed by a company where numerous employee grievances go unresolved. The researcher was motivated by these persistent complaints to look into the effect of cooperative policies on employee commitment to job satisfaction and accomplishing organizational objectives.

This study explores the relationship between cooperative policies on employee commitment to job satisfaction and achieving organizational goals in order to fill this vacuum in the literature. Organizations can build more adaptable cultures and improve their competitive advantage and effectiveness by examining how company policies affect employee commitment.

1.3 Research Objectives

This study seeks to determine the Impact of Corporate Policies on Employee Commitment at Fan Milk Ghana Company Limited, Kumasi.

In order to attain the general objective of the study, the following specific objectives would be explored:

1. To analyze the impact of Health Benefit Policy on employee commitment within Fan Milk Ghana Company Limited in Kumasi.
2. To analyze the impact of Work safety Policy on employee commitment within Fan Milk Ghana Company Limited in Kumasi.
3. To analyze the impact of Code of Conducts Policy on employee commitment within Fan Milk Ghana Company Limited in Kumasi.

1.4 Research Questions

In order to achieve the objective of the study, the following questions were posed:

1. What is the impact of Health Benefit Policy on employee commitment within Fan Milk Ghana Company Limited in Kumasi?
2. What is the impact of Work safety Policy on employee commitment within Fan Milk Ghana Company Limited in Kumasi?

3. What is the impact of Code of Conducts Policy on employee commitment within Fan Milk Ghana Company Limited in Kumasi?

1.5 Significance of the Study

This study aims to investigate how employee participation, a human resources practice, affects job satisfaction, commitment, and productivity. While it is widely believed that practices like employee participation are either intentionally or unintentionally ignored in Ghana, research is the only way to determine the truth, the root of the problem, and the best course of action given that today's knowledge economy demands investments in human capital of the organization.

Again, this study will be a welcoming news to the considerable number of motivation studied in the organizational literature in the same way it could be a great inclusion in the scarce resources that could be seen in staff commitment and employee satisfaction in achieving a level headed competitor institution, moreover, this study will be an impetus for a project plan that will be considerably influence the general operations of the corporates world in terms of policies formulations, training and development, performance of the Ghana's society and the world at large.

This study will also provide comprehensive research for corporates bodies to have a source document which will serves a guide for prosperity.

1.6 Scope of the Study

The study focuses on specific corporate policies that impact employee commitment towards job satisfaction and achieving organizational goals such as policies related to work-life balance, compensation and benefits, career development, diversity and inclusion, and performance management.

Also, it explores the various factors that impact employee commitment, such as job satisfaction, organizational commitment, and engagement. This can include examining the role of leadership, organizational culture, and employee well-being.

1.7 Limitation of the Study

Certain Limitations are expected to be encountered at the course of conducting this study. One of the greatest challenges that the researcher anticipates at this study relates to access to and collection of hard data due to extreme data gaps situations in the country.

Another limitation of this study could be time, funds and logistics constraints, which may limit the intensity of the spread or area of coverage of the study.

The researcher also anticipates a challenge with some respondents who may fail to complete questionnaire given them and this limited the number of respondents who are expected to be involved in the study despite the researcher's efforts and approaches to explain the potential benefits of the study to them.

1.8 Organization of the Study

The research is organized into five chapters. Chapter one is about the introduction, made up by the background of the study, statement of the problem, objective of the study, research questions, significance of the study and limitation of the study, scope of the study as well as organization of the study. Chapter two is the literature review of the study, thus the concept review, the theoretical framework, empirical framework and conceptual framework. Chapter three is on the methodology of the study, the chapter discusses the Research design, Population, sample and sampling procedures, Data Collection Instruments and Data Analysis. Chapter four focuses on the result of the

study. Chapter five presents a summary of findings, conclusions, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This study seeks to determine the Impact of Corporate Policies on Employee Commitment: a case study of Fan Milk Ghana Company Limited, Kumasi. This chapter consist of the concept review, theoretical review, empirical evidence and the conceptual framework.

2.1 Concept Review

2.1.1 Employee Commitment

Organizational commitment remains a contested construct that has been conceptualized and measured differently. It is viewed from behavioural and attitudinal perspectives (Lok and Crawford, 2004). Behavioural commitment is concerned with the process by which an employee becomes part of a particular organization and appropriate behaviour exhibited by the employee (Meyer and Allen, 1991). On the other hand, attitudinal commitment views organizational commitment in terms of the relationship between an employee and the organization, and the extent to which the employee and the organization share the same goals and values (Meyer and Allen, 1991). In order to improve performance and efficiency inside firms, employee dedication is essential. According to Meyer and Herscovitch (2001), committed personnel are more inclined to exert discretionary effort, go above and beyond the call of duty, and actively support organizational objectives. Across a range of industries and job categories, research has consistently revealed a favorable correlation between employee dedication and job performance (Mowday, Steers, & Porter, 2013). Committed workers are motivated to strive for excellence and continuously provide high-quality work by a sense of

ownership and personal responsibility (Meyer & Allen, 2017). Their dedication results in enhanced individual and group performance, which eventually aids in organizational success.

Commitment is considered to be psychological immersion of an individual with his institute through sense of belonging, ownership of organizational goals and being ready to accept challenges (Dolan, Tzafir, & Baruch, 2005). Creating commitment among employees is important because without this it will become difficult for an organization to achieve strategic goals. (Brisco & Claus, 2008; Fugate, et al., 2009). Organizational commitment mean the involvement of an employee to perform his work with zeal and excitement (Dorenbosch & Veldhoven, 2006). Performance of an organization is directly related to commitment level of employees (Ivancevich, 2010). Committed employees will be able to perform their jobs more than management expectations (Bragg, 2002). High level commitment is indispensable for increasing output and obtaining sustainable competitive advantages (Whitener, 2001). Employees are more likely to find personal fulfillment from their work, experience greater job-related well-being, and display lower levels of job-related stress when they have a feeling of commitment towards their business (Meyer & Herscovitch, 2001). According to research, committed employees are less likely to leave the company on their own, which lowers turnover and related expenses (Mowday et al., 2013). Organizations can establish a productive work environment that fosters job satisfaction, employee engagement, and long-term retention through encouraging employee commitment.

2.1.2 Corporate Policies

Corporate policies refer to the guidelines, rules, or principles established by a company to govern its employees' behavior, actions, and decisions within the organization. These

policies are designed to ensure consistency, compliance with laws and regulations, and alignment with the company's values, goals, and objective (Trevio & Nelson, 2020). Establishing and upholding ethical standards inside organizations is based on corporate policies. The expectations and rules for employee behavior are outlined in ethical policies, ensuring that people follow these standards while interacting with stakeholders (Trevio & Nelson, 2020). According to research, ethical behavior is more prevalent, unethical behavior is decreased, and corporate reputation is enhanced in organizations with clearly stated ethical policies (Hays, Hill, & Mitchell, 2019). A culture of ethical decision-making is fostered at all levels of the business by effective policies that encourage transparency, integrity, and responsibility (Trevio & Nelson, 2020). Organizations can reduce ethical risks, earn the trust of stakeholders, and secure their long-term success by giving ethical practices top priority.

Corporate policies have a big impact on how people behave, how well they perform, and how the organization as a whole does. Employees are given instructions and expectations for their duties and tasks via clear and well-communicated policies (Hays et al., 2019). Employees are more likely to make wise decisions, behave in a way that is compatible with corporate values, and contribute to a healthy work environment when they are aware of the limits and expectations set by policies (Fernandez-Mateo & Fernandez, 2018). According to research, firms with successful policies have better levels of commitment, job satisfaction, and engagement among their workforces (Hays et al., 2019). Employee morale and productivity are increased by policies that support work-life balance, diversity and inclusion, and employee well-being in the work (Fernandez-Mateo & Fernandez, 2018). By formulating and implementing policies that align with employee needs and organizational goals, organizations can drive employee behavior and performance, leading to improved overall organizational effectiveness.

Corporate policies reduce organizational risks by guaranteeing adherence to legal and regulatory obligations. Organizations can negotiate complex legal frameworks and laws relevant to their business with the aid of policies that set guidelines and procedures (Hays et al., 2019). Effective policies reduce the likelihood of legal infractions, fines, and reputational harm by promoting clarity and consistency in decision-making (Trevio & Nelson, 2020). Organizations exhibit their dedication to moral behavior, risk management, and ethical business practices by giving compliance-oriented rules first priority. Additionally, effectively articulated policies give staff members the information and comprehension they need to adhere to legal obligations, decreasing the possibility of unintended non-compliance (Fernandez-Mateo & Fernandez, 2018). Organizations can safeguard their brand, increase stakeholder trust, and reduce legal and financial risks by incorporating compliance-focused policies into their daily operations.

2.1.2.1 Health Benefit Policy

Health benefit policies encompass a diverse array of offerings, including healthcare insurance, wellness programs, maternity/paternity leave, mental health support, and more. This section explores the historical evolution of these policies, emphasizing their importance in attracting and retaining talent while promoting a healthy work environment (Essén et al., 2022). Existing research indicates a strong correlation between comprehensive health benefit policies and improved employee health outcomes. Studies reveal that adequate health benefits positively influence employee satisfaction, engagement, productivity, and overall well-being (Essén et al., 2022).. Furthermore, access to preventive care and wellness initiatives through these policies contributes to a healthier workforce. Balancing the quality of health benefits with cost-

effectiveness presents a significant challenge for organizations. Literature in this area explores strategies for managing rising healthcare costs, evaluating the return on investment (ROI) of health benefit programs, and innovative cost-sharing models that benefit both employers and employees. The legal landscape governing health benefit policies is multifaceted, with various laws and regulations shaping their design and implementation (Essén et al., 2022).. Insights from this section focus on compliance with healthcare legislation such as the Affordable Care Act (ACA), HIPAA, ERISA, and other pertinent regulations, shedding light on the complexities faced by organizations in ensuring compliance while offering competitive benefits. Emerging trends highlight the dynamic nature of health benefit policies. The review covers innovative practices such as flexible benefit plans, telemedicine, mental health support initiatives, and employee wellness programs tailored to meet evolving employee needs. It explores how these innovations are reshaping traditional health benefit structures (Essén et al., 2022).. Despite their benefits, health benefit policies encounter challenges. These include the complexities of administering diverse benefit offerings, addressing the needs of a diverse workforce, managing costs amid healthcare inflation, and navigating employee preferences and expectations (Essén et al., 2022).. Drawing from successful case studies and evidence-based approaches, this section outlines best practices for designing, implementing, and managing effective health benefit policies (Essén et al., 2022).

2.1.2.2 Work Safety Policy.

A work safety policy is a set of rules and procedures instructing employees on how to safely conduct themselves in work environments (Paternain et al., 2022). The purpose of a work health and safety policy is to prevent illnesses, injuries, and fatalities that

affect your people and your business. You can think of the policy as a playbook to help employees understand their roles and responsibilities when it comes to staying safe on the job (Paternain et al., 2022).

While a work safety policy generally begins with an overarching, written document that establishes principles, objectives, and guidelines for maintaining a safe working environment, it doesn't end there. Your company policy on health and safety should also include specific plans of action as well as tools for carrying out those plans. Depending on your particular organization, additional tools might include things like personal protective equipment (PPE), checklists of safety procedures, an emergency notification system, and mandatory safety training (Paternain et al., 2022). It is not just construction sites, hospitals, factories, or chemical plants that are exposed to occupational dangers work safety applies to every industry and business type. For example, food service workers require guidance and training to avoid burns, cuts, lacerations, and fires. Any company with an office or storefront faces a heightened risk of an active shooter event. And all businesses are susceptible to the slips and falls that come along with inclement weather (Paternain et al., 2022).

2.1.2.3 Code of Conduct

Codes of conduct can contribute to both crisis prevention and crisis resolution. Concerning crisis prevention, codes of conduct should avoid renewed debt problems and prevent a crisis from affecting other countries by enhancing transparency and ensuring a timely flow of information among the debtors and creditors (Berensmann, 2023). By the same token, a close debtor–creditor dialogue should contribute toward avoiding debt crises. Codes of conduct also support debt crisis resolution because they contribute toward simplifying restructuring procedures by increasing the predictability

and transparency of the negotiation processes, and by strengthening cooperation between creditors and debtors (Berensmann, 2023). By applying the guidelines of those codes of conduct – including equal treatment of creditors or enhanced transparency of the restructuring process – codes of conduct contribute toward preventing scenarios in which minorities do not take part in a restructuring procedure agreed by a majority of creditors (Berensmann, 2017). According to the IIF, the IIF-Principles promoted crisis prevention through enhanced data and policy transparency as well as clear communication and dialogue between debtors, creditors, and investors (Berensmann, 2023). One important tool is the investor relations programs. By the same token, the IIF Principles contribute to effective crisis resolution through good-faith negotiations with representative groups of creditors and by treating all creditors equally (IIF, 2020a, p. 6).

Codes of conduct are usually noncontractual – contractual—and therefore nonbinding – binding—soft modes of governance. One main objection to codes of conduct is that the absence of legal foundations could render them ineffective. However, there are several measures available to enhance the binding character of a code of conduct, such as a good governance structure including monitoring systems. One prime example in this respect is the code of conduct established by the IIF as a monitoring system constitutes one key element. Adherence to this code of conduct has frequently and systematically been reviewed.

Even though a code of conduct can reduce collective action problems, it cannot however fully remove them because it can neither formally protect against creditor litigation nor prevent a rush to the exit; nor does a code deliver any safeguards against holdout behaviors (Berensmann, 2023). The different principles of the codes of conduct such as good faith actions that include the coordination of various debt instruments in

creditor committees, equal treatment of creditors, and enhanced transparency can contribute to solving collective action problems because these principles promote cooperation between creditors and debtors. Moreover, these principles enhance the creditors' faith in an orderly and fair debt restructuring processes. Accordingly, creditors may refrain from the rush-to-the-exit problem, the holdout problem, and the rush-to-the-courthouse problem (Berensmann, 2011; Roubini & Setser, 2003, pp. 9–10). The principles relating to transparency and debtor-creditor dialogue can address the problem of information asymmetry. Codes of conduct would improve transparency during debt restructuring processes by providing timely information about the debtor's financial situation (Berensmann, 2023). These principles foster confidence between the creditors and the debtors as well as among creditors prior to and during a debt crisis.

2.1.2.4 The relevance of Corporate Policies

Corporate rules make sure that everyone works toward the same objectives and abides by the same standards, which helps to align organizational structures. Policies set procedures and standards that specify roles and duties, how activities are to be carried out, and the expected conduct and attitudes of personnel (Alvesson, 2012). According to research, businesses with clearly defined policies have higher degrees of alignment between departments and levels, which improves coordination and collaboration (Cummings & Worley, 2014). Policies enable a shared knowledge of company goals, values, and expectations by offering clarity and direction, enabling employees to corporate to achieve them (Alvesson, 2012). Corporate policies are therefore essential in ensuring that organizational actions are coordinated with achieving strategic goals. Corporate policies encourage responsibility, consistency, and effectiveness, which improve organizational performance. Employees are able to make decisions that are in

keeping with the objectives and guiding principles of the organization thanks to the guidance provided by policies (Hitt et al., 2020). According to research, companies with policies that are clearly stated see increases in performance, job satisfaction, and staff engagement (Alvesson, 2012). Clear policies promote a culture of responsibility where people are aware of the repercussions of their actions, decrease ambiguity, and increase transparency (Cummings & Worley, 2014). Additionally, policies create standards for behavior, performance, and professionalism, allowing managers to assess workers and provide them feedback (Hitt et al., 2020). Policies help to improve individual and group performance, which ultimately increases organizational effectiveness by coordinating employee behavior and performance with organizational goals.

Corporate guidelines aid in establishing a shared vision inside a firm. Employees can contribute to the achievement of company goals by understanding what is expected of them when expectations and standards are clearly defined. Organizations with clearly stated corporate policies are more likely to have better levels of employee engagement and commitment, according to a study by Chen et al. (2020). Corporate policies encourage moral conduct and adherence to the law. Trust is developed among stakeholders, including customers and investors, by businesses that prioritize ethical behavior through their policies (Huang & Wang, 2019). The dangers connected with non-compliance are reduced by ensuring that companies operate within the confines established by authorities.

Furthermore, corporate policies enhance operational efficiency by streamlining processes and reducing ambiguity (Chen et al., 2020). When employees have clear guidelines on how tasks should be performed, they can work more efficiently towards achieving organizational goals.

Policies offer precise rules and procedures that specify how activities are to be completed, outline roles and duties, and establish standards for employee behavior (Mellahi & Wilkinson, 2020). According to research, organizations with clear policies have higher degrees of alignment between departments and levels, which enhances coordination and collaboration (Bisbe, Batista-Foguet, & Chenhall, 2017). Corporate policies create a shared understanding of the organization's vision, values, and objectives by offering clarity and guidance, allowing employees to collaborate to achieve these goals (Mellahi & Wilkinson, 2020). The promotion of organizational alignment and ensuring that efforts are focused on achieving strategic goals are therefore made possible by company policies.

Corporate policies encourage responsibility, consistency, and effectiveness, which improve organizational performance. Employees are able to make decisions that are in keeping with the objectives and guiding principles of the organization thanks to the guidance provided by policies (Hitt et al., 2020). According to research, well-communicated policies improve employee engagement, job happiness, and performance in firms (Mellahi & Wilkinson, 2020). Clear policies promote a culture of responsibility where people are aware of the repercussions of their actions, decrease ambiguity, and increase transparency (Bisbe et al., 2017). In addition, rules create standards for behavior, performance, and professionalism, allowing managers to assess workers and give them feedback (Hitt et al., 2020). Policies help to improve individual and group performance, which ultimately increases organizational effectiveness by coordinating employee behavior and performance with organizational goals.

2.1.3 The factors that influence Employee Commitment.

Employee commitment is influenced by various factors, including organizational culture, leadership style, job satisfaction, and perceived organizational support (Allen & Meyer, 1990; Meyer & Herscovitch, 2001; Rhoades & Eisenberger, 2002). Organizational culture refers to shared values, beliefs, and norms that shape employees' attitudes and behaviors within an organization (Meyer & Allen, 1991). Leadership style, such as transformational leadership, has been found to positively influence employee commitment by fostering trust, motivation, and a sense of shared vision (Bass & Riggio, 2006). Job satisfaction, which reflects an individual's overall evaluation of their job, has consistently been linked to higher levels of employee commitment (Mowday, Porter, & Steers, 1982). Perceived organizational support, which refers to the extent to which employees believe that their organization values and cares about their well-being, has also been found to positively correlate with employee commitment (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Recent research has highlighted additional factors that influence employee commitment. One such factor is work-life balance, which refers to the ability to effectively manage responsibilities and achieve harmony between work and personal life (Allen, Johnson, Kiburz, & Shockley, 2013). Studies have shown that employees who perceive a better work-life balance are more likely to exhibit higher levels of commitment to their organization (Bakker, Demerouti, & Dollard, 2008).

Another important factor is employee engagement, which represents the extent to which employees are fully absorbed in and enthusiastic about their work (Saks, 2006). Engaged employees tend to be more committed to their organizations (Rich, LePine, & Crawford, 2010).

Furthermore, organizational justice, which encompasses perceptions of fairness in the work, has been found to significantly impact employee commitment (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). When employees perceive fair treatment in terms of distributive justice (fairness of outcomes), procedural justice (fairness of procedures), and interactional justice (fairness of interpersonal treatment), they are more likely to exhibit higher levels of commitment.

Lastly, social support within the work has been identified as a crucial factor influencing employee commitment (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Positive relationships with supervisors and colleagues, as well as supportive organizational practices, contribute to higher levels of commitment among employees.

Recent research has identified additional factors that contribute to employee commitment. One such factor is organizational identification, which refers to the extent to which employees identify with and feel a sense of belonging to their organization (Ashforth & Mael, 1989). Studies have shown that higher levels of organizational identification are associated with increased employee commitment (Sluss & Ashforth, 2008).

Another relevant factor is perceived career development opportunities, which refers to employees' beliefs about their prospects for growth and advancement within the organization (Kowske, Rasch, & Wiley, 2010). When employees perceive that their organization offers meaningful career development opportunities, they are more likely to display higher levels of commitment.

Furthermore, recent research has emphasized the importance of employee well-being and work meaningfulness in relation to commitment. Positive work environments that prioritize employee well-being, including physical and psychological health, have been

found to positively influence employee commitment (Schaufeli & Bakker, 2004). Similarly, when employees perceive their work as meaningful and purposeful, they tend to exhibit higher levels of commitment (Rosso, Dekas, & Wrzesniewski, 2010).

Additionally, the role of trust in the work has gained attention as a factor influencing employee commitment. Trust, both in leaders and in the organization as a whole, has been found to be positively associated with employee commitment (Dirks & Ferrin, 2002; Mayer, Davis, & Schoorman, 1995).

2.1.3.1 The Impact of Health Benefit Policy on Employee Commitment.

Health benefit policies refer to the provisions and programs offered by organizations to support employees' health and well-being. Studies have shown that the presence of comprehensive health benefit policies positively influences employee commitment.

Research has indicated that employees who perceive their organization to provide adequate health benefits are more likely to exhibit higher levels of commitment (Bulger, Matthews, & Hoffman, 2018). Access to healthcare services, including preventive care, medical insurance coverage, and mental health support, has been found to enhance employee well-being and job satisfaction, leading to increased commitment to the organization (Danna & Griffin, 1999; Raghuram, Arvey, & Rode, 2012).

Moreover, health benefit policies that prioritize work-life balance and promote employee well-being have been associated with higher levels of commitment (Allen, Johnson, Saboe, Cho, & Dumani, 2012). When employees perceive that their organization values their health and supports their overall well-being, they are more likely to develop a sense of loyalty and commitment.

Also, the availability of flexible work arrangements and wellness programs as part of health benefit policies has been linked to increased employee commitment (Kossek,

Thompson, & Lautsch, 2019; Pohler & Schmidt, 2017). These policies contribute to a positive work environment, enhance employee satisfaction, and foster a sense of commitment and loyalty.

Studies have shown that access to quality healthcare benefits, including medical insurance coverage, wellness programs, and mental health support, contributes to higher levels of employee commitment (Bulger, Matthews, & Hoffman, 2020; Park, Lim, & Mitsuhashi, 2020). Employees who perceive their organization as invested in their health and well-being are more likely to develop a stronger commitment to the organization.

Furthermore, the provision of flexible work arrangements and supportive work-life balance policies as part of health benefit packages has been found to enhance employee commitment (Kossek, Thompson, & Lautsch, 2021; Sardeshmukh, Sharma, & Golden, 2020). Employees who can effectively manage their work and personal responsibilities are more likely to feel valued and committed to their organization.

Recent research has also highlighted the importance of perceived fairness in health benefit policies. When employees perceive that health benefits are distributed fairly and transparently, it positively influences their commitment to the organization (Miner, Ferris, & Dulebohn, 2017). Fairness in terms of access, coverage, and communication regarding health benefits fosters a sense of trust and commitment among employees.

Moreover, the COVID-19 pandemic has underscored the significance of health benefit policies in employee commitment. Organizations that have implemented additional health and safety measures, such as enhanced healthcare coverage, remote work options, and mental health support during the pandemic, have observed higher levels of employee commitment (Cullen, Sterling, & Gavan, 2021; Zacher et al., 2021).

One area of focus is the role of personalized health benefit offerings. Research has shown that when organizations provide customized health benefit options that cater to individual employee needs, it positively affects employee commitment (Lam, Chen, & Takeuchi, 2022). Tailoring health benefit packages to accommodate diverse employee preferences and requirements fosters a sense of care and support, leading to increased commitment.

In addition, the integration of technology and digital health solutions within health benefit policies has gained prominence. Offering digital tools and resources that facilitate convenient access to healthcare services, telemedicine consultations, and wellness programs has been found to enhance employee commitment (Chen, Lam, & Takeuchi, 2021; Mishra, Chandra, & Sharma, 2021). The convenience and flexibility provided by digital health solutions align with employees' evolving expectations and contribute to a positive perception of health benefit policies.

Furthermore, recent research has explored the relationship between health benefit policies and employee well-being outcomes, which in turn influence commitment. Studies have indicated that comprehensive health benefit policies that address not only physical health but also mental health and work-life balance contribute to improved well-being and, subsequently, higher levels of commitment (Bakker et al., 2022; De Cuyper et al., 2021). Organizations that prioritize the holistic well-being of their employees through comprehensive health benefit policies are more likely to foster a committed workforce.

Moreover, the impact of health benefit policies on commitment has been examined through the lens of employee voice and participation. When employees are involved in the design and decision-making processes related to health benefit policies, it enhances their perception of organizational support and commitment (Huang, Jia, & Liu, 2022;

Niforou et al., 2021). Employee voice in shaping health benefit policies fosters a sense of ownership and strengthens the psychological contract between employees and the organization.

2.1.3.2 The Impact of Work safety Policy on Employee Commitment.

Work safety policies encompass the measures and regulations implemented by organizations to ensure the physical and psychological well-being of employees. Studies have consistently demonstrated that the presence of robust work safety policies positively influences employee commitment.

Research indicates that when employees perceive their organization to prioritize and enforce safety policies, they are more likely to exhibit higher levels of commitment (Hofmann & Morgeson, 2020; Neal, Griffin, & Hart, 2000). Organizations that establish a strong safety culture and provide comprehensive safety training and resources foster a sense of trust and commitment among employees.

Moreover, the implementation of safety policies that go beyond compliance with legal requirements and actively promote proactive safety behaviors has been associated with increased employee commitment (Probst et al., 2019; Zohar, 2014). When employees are encouraged and empowered to actively participate in identifying and addressing safety concerns, it enhances their sense of ownership and commitment to the organization.

Furthermore, studies have highlighted the role of perceived supervisor support in the relationship between work safety policies and employee commitment. When supervisors demonstrate genuine concern for employee safety, provide support, and actively communicate safety-related information, it positively impacts employee commitment (Huang, Chen, & Lam, 2021; Nahrgang et al., 2011). Employees who

perceive their supervisors as advocates for their safety are more likely to develop a stronger commitment to the organization.

Recent research has also explored the impact of safety policies on employee well-being outcomes, which in turn influence commitment. Organizations that prioritize employee safety through comprehensive safety policies are more likely to promote employee well-being, job satisfaction, and psychological health, leading to higher levels of commitment (Hurtado et al., 2021; Kelloway et al., 2020). The perception that the organization genuinely cares for employees' safety and well-being fosters a sense of loyalty and commitment.

One area of focus is the role of psychosocial safety climate in enhancing employee commitment. Psychosocial safety climate refers to the shared perceptions of organizational policies, practices, and procedures that support and promote employee psychological well-being and safety. Research has found that organizations with a positive psychosocial safety climate, characterized by supportive leadership, work-life balance practices, and respectful and fair treatment of employees, are more likely to have higher levels of employee commitment (Dollard et al., 2021; Tuckey et al., 2020). Such organizational climates foster a sense of security and trust, leading to increased commitment among employees.

Furthermore, the impact of safety communication and training programs on employee commitment has been investigated. Effective communication of safety-related information, such as hazard warnings, safety procedures, and incident reporting, positively influences employee commitment (Gomes et al., 2022; Shoss et al., 2021). Organizations that provide regular safety training programs and encourage open dialogue about safety concerns create a shared commitment to work safety.

Moreover, recent studies have examined the role of safety leadership in shaping employee commitment. Safety leadership encompasses the behaviors and actions of leaders that prioritize and promote work safety. Research has shown that leaders who actively engage in safety-related activities, provide support and resources, and serve as role models for safe behavior enhance employee commitment (Kuokkanen et al., 2022; Yi et al., 2021). When leaders demonstrate a genuine commitment to safety, it reinforces the importance of safety within the organizational culture and positively impacts employee commitment.

Additionally, research has explored the impact of safety climate on the psychological contract between employees and the organization. Safety climate refers to employees' shared perceptions of the importance placed on safety within the organization. Studies have found that a positive safety climate, characterized by a strong emphasis on safety, trust, and accountability, is positively associated with employee commitment (Dedobbeleer et al., 2022; Kines et al., 2019). When employees perceive that safety is a priority and a fundamental aspect of their employment relationship, it strengthens their commitment to the organization.

2.1.3.3 The Impact of Code of Conducts Policy on Employee Commitment.

Code of Conduct policies outline the ethical standards and expected behaviors within an organization. These policies serve as guidelines to ensure employees' adherence to ethical principles, legal requirements, and organizational values. Studies have consistently demonstrated that the presence of a strong and well-communicated Code of Conduct positively influences employee commitment.

Research indicates that when employees perceive their organization to have a clear and comprehensive Code of Conduct, they are more likely to exhibit higher levels of

commitment (Barnes et al., 2022; Johnson & Saksvik, 2018). Organizations that establish a strong ethical culture and enforce the Code of Conduct through effective communication and training foster a sense of trust and commitment among employees. Moreover, the implementation of a Code of Conduct that goes beyond legal compliance and promotes ethical decision-making has been associated with increased employee commitment (Kim et al., 2021; Treviño et al., 2014). When employees are provided with clear guidelines and expectations for ethical conduct, it enhances their sense of purpose, alignment with organizational values, and commitment to the organization.

Furthermore, studies have highlighted the role of perceived organizational support in the relationship between Code of Conduct policies and employee commitment. When employees perceive that the organization values ethical behavior, provides support for ethical dilemmas, and enforces the Code of Conduct consistently, it positively impacts employee commitment (Greenbaum et al., 2019; Riordan & Vandenberg, 2020). Employees who perceive their organization as committed to ethical conduct are more likely to develop a stronger commitment to the organization.

Recent research has also explored the influence of ethical leadership on the relationship between Code of Conduct policies and employee commitment. Ethical leadership encompasses leaders' behaviors that demonstrate and promote ethical conduct within the organization. Studies have found that leaders who role model ethical behavior, communicate ethical expectations, and hold employees accountable for ethical violations enhance employee commitment (Jaramillo et al., 2022; Mayer et al., 2019). When leaders prioritize and emphasize the importance of ethical conduct, it strengthens employees' commitment to the organization.

Additionally, research has examined the impact of the alignment between employee values and the organizational Code of Conduct on employee commitment. Studies have

found that when employees perceive a strong alignment between their personal values and the ethical standards outlined in the Code of Conduct, it positively influences their commitment to the organization (Brown et al., 2021; Maertz et al., 2020). The perception of shared values and ethical principles fosters a sense of belonging and commitment among employees.

One area of focus is the role of organizational justice in shaping the relationship between Code of Conduct policies and employee commitment. Organizational justice refers to employees' perceptions of fairness in the work. Research has found that when employees perceive that the organization enforces the Code of Conduct fairly and consistently, it enhances their commitment to the organization (Kaptein et al., 2022; Vandekerckhove et al., 2021). Fair treatment in the application of ethical standards and disciplinary actions fosters a sense of trust and commitment among employees.

Moreover, recent studies have examined the impact of ethical climate on the relationship between Code of Conduct policies and employee commitment. Ethical climate refers to employees' perceptions of the prevailing ethical norms and values within the organization. Research has shown that when employees perceive a strong ethical climate, characterized by a collective commitment to ethical conduct, it strengthens the positive relationship between Code of Conduct policies and employee commitment (Ma et al., 2022; Zhu et al., 2021). A supportive ethical climate reinforces the importance of ethical behavior and encourages employees to align their commitment with the organization.

Additionally, research has explored the influence of integrity-based leadership on the relationship between Code of Conduct policies and employee commitment. Integrity-based leadership emphasizes ethical decision-making, role modeling, and the promotion of ethical conduct within the organization. Studies have found that leaders

who demonstrate integrity and ethical leadership behaviors enhance employee commitment to the organization and the Code of Conduct (Brown et al., 2023; Mayer et al., 2022). When leaders prioritize and embody ethical values, it positively influences employees' commitment and their perception of the importance of the Code of Conduct. Furthermore, the role of ethical voice and ethical engagement has been investigated in relation to Code of Conduct policies and employee commitment. Ethical voice refers to employees' willingness to speak up and express concerns about ethical issues within the organization. Ethical engagement represents employees' active involvement and commitment to promoting ethical behavior. Research has shown that when employees perceive that their organization encourages ethical voice and supports ethical engagement, it enhances their commitment to the organization and the Code of Conduct (Moon et al., 2023; Wang et al., 2022). Organizations that foster an environment that values and encourages ethical discussions and actions cultivate a stronger commitment among employees.

2.2 Theoretical Review

The purpose of a theoretical review is to provide a comprehensive and in-depth understanding of the existing theoretical foundations in a given area of inquiry. It involves reviewing and analyzing scholarly articles, books, research papers, and other relevant sources to identify the key theories, concepts, and models that have been proposed by researchers and scholars in the field.

2.2.1 Social Exchange Theory

According to the social exchange theory, these people have a reciprocal connection with their organization, offering their skills and efforts in exchange for various benefits

(Blau, 1964). Corporate policies, which lay out standards and criteria for workers' conduct and performance, can be considered as a component of this trade. Employee commitment and job satisfaction are more likely to increase when they believe their employer has fair and helpful policies (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

2.2.1.1 Key Concepts of Social Exchange Theory

Reciprocity: Central to SET is the notion of reciprocity, which suggests that individuals engage in relationships with the expectation of mutual exchange. In organizational contexts, employees and organizations engage in reciprocal relationships, where employees contribute their skills, efforts, and loyalty in exchange for various rewards such as compensation, recognition, and career advancement (Cropanzano & Mitchell, 2005). The level of reciprocity in these exchanges influences the quality of the relationship and individual outcomes.

Exchange Relationships: SET emphasizes the existence of exchange relationships, which involve ongoing interactions between individuals or entities. These relationships are characterized by the exchange of resources, such as tangible rewards (e.g., salary, benefits) and intangible resources (e.g., support, respect, opportunities for growth) (Blau, 1964). The quality and frequency of resource exchange shape the nature and strength of the relationship.

Costs and Rewards: SET posits that individuals assess the costs and rewards associated with their interactions to determine the overall value of the relationship. Costs refer to the negative experiences or sacrifices individuals perceive in an exchange, such as time, effort, or emotional strain. Rewards, on the other hand, encompass the positive outcomes individuals expect to gain from the relationship, such

as financial compensation, social support, or career advancement (Blau, 1964). Individuals strive to maximize rewards and minimize costs in their social exchanges.

2.2.1.2 Application of Social Exchange Theory in Organizational Contexts

The intricacies of the connection between employees and organizations are better understood because to SET. According to Eisenberger, Huntington, Hutchison, and Sowa (1986), employees have a reciprocal relationship with their employer, exchanging their time, talents, and efforts for benefits including fair pay, opportunities for professional advancement, and a positive work environment. Employees are more likely to create a strong sense of commitment, contentment, and engagement with the firm when they perceive a fair and equal transaction that is defined by positive benefits and acceptable expenses (Rhoades & Eisenberger, 2002).

The leader-member interchange within organizations is also clarified by SET. According to the LMX theory, relationships between leaders and their followers can range from trust-based, high-quality relationships (in-group) to low-quality, transactional relationships (out-group) (Graen & Uhl-Bien, 1995). Greater mutual trust, support, and resource sharing are characteristics of higher-quality exchange partnerships, which improve employee job satisfaction, organizational commitment, and performance (Liden, Sparrowe, & Wayne, 1997).

SET sheds light on the motivations driving organizational citizenship behavior, which is defined as discretionary actions that go above and beyond the call of duty and enhance organizational effectiveness (Organ, 1988). Employees are more likely to participate in OCB as a kind of reciprocation if they perceive a positive social exchange with their organization, one that is defined by helpful relationships and favorable benefits (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). These actions consist of

lending a hand to coworkers, offering to take on more responsibilities, and making suggestions for improvement.

2.2.2 Organizational Support Theory

According to the organizational support theory (Eisenberger et al., 1986), employees' commitment and job satisfaction are influenced by how they feel the organization supports them and cares about their welfare. Employee perception of organizational support can be influenced by corporate policies that place a high priority on the welfare of employees, work-life balance, and fair treatment. Employee engagement, work happiness, and efforts toward reaching company goals are therefore more likely to increase in return (Rhoades & Eisenberger, 2002).

2.2.2.1 Key Concepts of Organizational Support Theory

Perceived Organizational Support (POS): Central to Organizational Support Theory is the concept of perceived organizational support, which refers to employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). POS is influenced by various organizational practices, including fair treatment, supportive supervision, career development opportunities, and rewards and recognition. When employees perceive high levels of organizational support, they are more likely to reciprocate with increased commitment, engagement, and performance.

Reciprocity and Social Exchange: OST highlights the reciprocity inherent in the employee-organization relationship. According to the theory, employees reciprocate the perceived support they receive from the organization through increased job performance, positive attitudes, and organizational citizenship behaviors (Eisenberger

et al., 1986). This reciprocal relationship creates a positive work environment, fostering higher levels of employee well-being and organizational effectiveness.

Employee Outcomes: Organizational Support Theory suggests that perceived organizational support influences a range of employee outcomes. Employees who perceive high levels of support are more likely to experience increased job satisfaction, organizational commitment, and trust in their organization (Eisenberger et al., 1986). They are also more likely to engage in positive behaviors, such as higher levels of job performance, organizational citizenship behaviors, and lower levels of turnover intention (Rhoades & Eisenberger, 2002). These outcomes contribute to overall organizational effectiveness and success.

2.2.2.2 Relevance of Organizational Support Theory in the Work

Employee Well-being: Organizational Support Theory offers insights into promoting employee well-being. By fostering a supportive work environment and demonstrating care for employees' needs and concerns, organizations can enhance employees' perception of organizational support (Eisenberger et al., 1986). This, in turn, positively affects employees' job satisfaction, commitment, and trust, leading to improved psychological well-being and reduced stress levels. Supporting employees' well-being contributes to higher job engagement and overall satisfaction with their work experience.

Employee Engagement and Performance: OST highlights the link between perceived organizational support and employee engagement and performance. When employees perceive higher levels of support from their organization, they are more likely to invest effort and energy into their work (Eisenberger et al., 1986). Enhanced engagement translates into higher levels of job performance, as employees feel valued,

motivated, and committed to achieving organizational goals. Organizations that prioritize creating a supportive work environment can foster higher levels of employee engagement and performance.

Retention and Turnover Reduction: Organizational Support Theory has implications for employee retention and turnover reduction. When employees feel supported and valued by their organization, they are more likely to develop a sense of loyalty and commitment (Rhoades & Eisenberger, 2002). Perceived organizational support reduces turnover intentions as employees are less likely to seek alternative employment opportunities. Organizations that prioritize providing support and recognizing employees' contributions can enhance retention rates and reduce the costs associated with turnover.

2.3 Empirical Review

Empirical studies have provided support for the impact of corporate policies on employee commitment, job satisfaction, and the achievement of organizational goals. According to a study by Burton and Hoobler (2020), workers who felt that their company's policies were supportive and fair showed better levels of commitment and job satisfaction. Additionally, these workers showed improved goal alignment and involvement in actions that promoted organizational performance.

According to Rhoades and Eisenberger's research from 2002, employees reported better levels of commitment and job satisfaction when they felt their organization was supporting them more, particularly through supportive policies. Additionally, these workers were more likely to use discretionary actions to further organizational objectives.

A study by Eisenberger et al. from 1986 found a link between commitment, work satisfaction, and perceived organizational support. They discovered that workers who felt more organizational support, such as supportive policies, showed higher levels of commitment and expressed greater job satisfaction.

2.4 Conceptual Framework

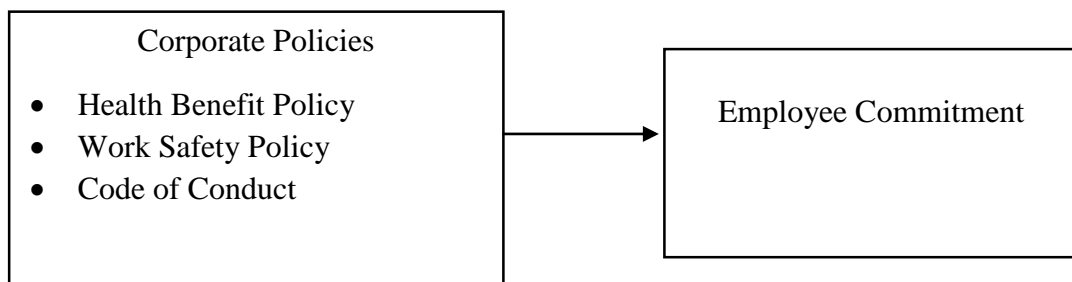


Figure 1: Conceptual Framework

Source: Author's Construct, 2023

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This study seeks to determine the impact of corporate policies on employee commitment: a case study of Fan Milk Ghana Company Limited, Kumasi. The organization of this chapter is as follows; research approach, research design, research method, population, sampling and sampling technique, data collection Instruments, validity and reliability, method of data analysis and ethical consideration.

3.1 Research Design and Strategy

The study will collect and evaluate data using a mixed-methods design that combines observations and survey data. It entails gathering information via surveys to determine the Impact of Corporate Policies on Employee Commitment. This method can offer insightful information about how employees feel about the corporate policies as well as the elements that affect their productivity. The data collection and analysis process are structured by the research design. The "how" of conducting research using a specific methodology is revealed by the research design (Bhat, 2019). According to Bhat, it is a framework of methodologies and strategies selected by a researcher to combine diverse research components in a generally logical way in order to effectively address the research problem. A specific project can be explained in a variety of ways because it will have an objective, a method, a justification, and a logical foundation. This study used a descriptive research design. Gay (1987, p. 187) states that the descriptive sample survey entails gathering information in order to respond to inquiries about the present state of the research issue. The careful documentation of the descriptive survey's methodology encourages future replication by other researchers and re-testing the

results (Babbie, 1992). The descriptive design is used for the study because it describes how a small group of people feel about the phenomenon being studied, in line with the predetermined objectives, and using information acquired from the investigation. It should be mentioned that descriptive survey research aims to generate statistical data on educational topics that matter to educators and policy makers (Borg and Gal, 1989). However, control and manipulation are found in experimental study and are only observed and measured here (McCombes, 2020). While developing the research design, one must be careful to ensure that the study's findings are valid and dependable. According to McCombes, this kind of design might be either qualitative or quantitative. According to Nassaji (2015), "the purpose of descriptive research is to describe a phenomenon and its characteristics." As a result, instruments for collecting data through observation and surveys are regularly used (Gall, Gall, & Borg, 2007).

3.2 Population of the Study

Target population refers to the group of people to whom the results of a research should apply (Whitley & Kite, 2017). A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population that researches are done (Sagor, 2015). The population for the study was two hundred and sixty-two (262) employees.

3.3 Sample Size and Sampling Technique

A sample is simply a subset of the population. The concept of sample arises from the inability of the researcher to assess all the persons in a given population. It shows that, it is a carefully selected subset of the target population. The simple random sampling technique was used to select all the form respondents for the study. This was used based

on the fact that; the researcher targeted employees from Fan milk Ghana Limited. Since survey research focuses on designing and intervening to solving problems in specific situations, one hundred and five (105) employees was the sample that was deemed appropriate for the purpose of this study.

3.4 Data Collection Technique

This study primarily used the structured questionnaires to gather the information. The self-made questionnaire is divided into two sections. The first section contains the demographic profile of the respondents and the second section shows the questions pertaining to the employee commitment and corporate policies using the 5-point Likert Scale. Data collection is one of the most important aspects of research studies. This is because it is based on the information gathered that suggestions, conclusions and most importantly, hypotheses can be proven or not. There are a number of data collection instruments at the disposal of researchers as they undertake researches. These are interviews, observation, questionnaires just to mention a few. For this research study, in gathering relevant information to help the researcher make certain conclusions, questionnaires were used.

3.4.1 Questionnaires

A questionnaire is a data collection instrument that contains series of questions or statements called items that attempt to collect information on a particular topic (Patton, 2019). The use of this instrument assisted the researcher to gather relevant information from the respondents on their views on how to determine the impact of corporate policies on employee commitment towards job satisfaction and achieving organizational goals. The questionnaire designed for the employees contained questions

with already provided answers for them to choose from and also questions that they were to provide answers to themselves. In all, forty-five (45) questionnaires were administered.

3.5 Validity and Reliability

The degree at which a test measures what it is meant to assess is validity. Validity means that the test measures and the measurement methods used in testing are accurately calibrated. Under this, the validity of inferences made is therefore validated. During the data compilation, analysis and presentations, the researcher applies due diligence and special caution in order to prevent or minimize errors. In order to have their full consent, the participants are briefed earlier on by the researcher on the need and value of the study and approval requested for their involvement and the researcher gives the guidelines on how the questionnaires would be answered. This ensures a high degree of completion and consistency of the data presented.

Reliability is the accuracy of the calculation or the degree of which every time it is used on the same variables under the same condition, an instrument calculates the same way

3.6 Data Analysis Procedure

The researcher used quantitative techniques in analyzing the data. For quantitative technique, the researcher used charts and tables to present data from the questionnaires. And for qualitative technique, the researcher used narrative descriptions to analyze the processed data. The various responses were presented using the APA style tables. Saunders et al. (2017) argued that when your research philosophy is positivist then your research approach automatically becomes quantitative approach. Hence, the study employed quantitative research approach and explanatory design to ascertain the impact

of corporate policies on employee commitment. The study makes use of primary data. Structured questionnaire is the main instrument adopted to elicit for primary data. The sample size has been estimated at 62 at 95% confidence interval and 5% error margin. The data analyses have been performed using SPSS version. The results of the data collection exercise were presented analytically in the form of tables with percentages for easy reading and analysis.

3.7 Chapter Summary

This chapter provides an overview of the research design, population, sampling technique, data collection instruments, validity and reliability, and data analysis procedure for a study investigating the impact of corporate policies on employee commitment at Fan Milk Ghana Company Limited in Kumasi. The research design adopts a mixed-methods approach, combining observations and survey data to gather information about employee perceptions of corporate policies and their impact on commitment and productivity. The descriptive research design is utilized to describe the feelings and opinions of a small group of employees, aligning with the study's objectives. The use of surveys and observations facilitates data collection. The target population for the study consists of 262 employees of Fan Milk Ghana Company Limited. A sample size of 105 employees is determined through simple random sampling, as the study focuses on this specific group within the organization. Data collection primarily relies on structured questionnaires divided into two sections: demographic information and questions related to employee commitment and corporate policies. The Likert Scale is employed for respondents to rate their agreement or disagreement with statements. A total of 105 questionnaires are administered to the participants. Data analysis involves quantitative techniques, presenting data using

charts, tables, and narrative descriptions. The study employs a quantitative research approach with an explanatory design, utilizing primary data collected through structured questionnaires. The sample size is estimated at 262 employees, and SPSS software is used for data analysis. The results are presented in tabular form with percentages for ease of interpretation and analysis.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the analysis and discussion on assessing the impact of corporate policies on employee commitment: a case study of Fanmilk Ghana Limited, Kumasi. Frequencies, percentages, mean scores, standard deviations and independent samples t-test were used in making meaning of the data gathered. Results were presented according to the specific objectives of this study, although the demographics of respondents were presented first.

4.1 Presentation of Results

4.1.1 Demographic Characteristics

Table 1: Demographic Characteristics of Respondents

Variables	Sub-Scale	N	%
Marital Status	Married	30	29
	Single	74	70
	Divorced	1	1
Total		105	100
Educational Background	WASSCE	15	14
	Diploma	7	7
	1st Degree	61	58
	Post Graduate	21	20
	PhD	1	1
Total		105	100
Work Experience	1 - 5 years	47	45
	6 – 10 years	51	49
	11years and above	7	6
Total		105	100

Source: Researcher's Field Work (2023)

The data provided in Table 1 presents the demographic characteristics of the respondents. Among the respondents, 29% were married, indicating a smaller proportion of married individuals within the sample. The majority of respondents, accounting for 70%, were single. Only 1% of the respondents identified as divorced. The educational background of the respondents varied. 14% of the respondents had a WASSCE qualification. 7% had a diploma. The largest proportion, 58%, held a 1st degree. 20% of the respondents had a post-graduate qualification. Only 1% of the respondents held a PhD. The respondents' work experience levels were distributed as follows: 45% of the respondents had 1-5 years of work experience. 49% had 6-10 years of work experience. A small proportion, 6%, had 11 years and above of work experience.

4.2 Independent Variables

This section presents the impact of corporate policies. Respondents were asked to respond to the items under corporate policies, using a Likert scale of 1-strongly disagree, 2-disagree, 3-indifferent, 4-agree, and 5-strongly agree. The items were reorganized in descending mean scores; as higher mean scores indicate higher level of agreement to the item. Regarding the interpretation of the mean scores, mean scores greater than 3 were considered as positive response (i.e., agree range), and means scores less than 3 were considered as negative response (i.e., disagree range).

Table 2: Independent Variables

CORPORATE POLICIES	Mean	Std. Deviation	Ranking
... The corporate policies are clearly communicated to employees.	3.615	.959	1 st
... The corporate policies are fair and unbiased.	3.510	.940	2 nd
... The corporate policies are effectively implemented and enforced.	3.505	1.129	3 rd
... The corporate policies promote a positive and inclusive work environment.	3.465	.976	4 th
... The corporate policies align with the organization's values and mission.	3.455	1.006	5 th
Totals	3.508	.1682	-

Source: Researcher's Field Work (2023)

The data presented in Table 2 provides information about the independent variables related to corporate policies. The corporate policies are clearly communicated to employees: This variable has the highest mean of 3.615, indicating that on average, respondents perceive those corporate policies are clearly communicated to employees. A higher mean suggests that employees feel well-informed about the organization's policies. The corporate policies are fair and unbiased: This variable has a mean of 3.510, indicating that, on average, respondents perceive those corporate policies are fair and unbiased. This suggests that employees believe that the policies are applied equitably and without favoritism. This variable has a mean of 3.505, indicating that, on average, respondents perceive those corporate policies are effectively implemented and

enforced. This suggests that employees believe that the organization takes action to ensure compliance with the policies. The corporate policies promote a positive and inclusive work environment: This variable has a mean of 3.465, indicating that, on average, respondents perceive those corporate policies promote a positive and inclusive work environment. This suggests that employees believe that the policies contribute to a work culture that values diversity and inclusion. The corporate policies align with the organization's values and mission: This variable has a mean of 3.455, indicating that, on average, respondents perceive those corporate policies align with the organization's values and mission. This suggests that employees see a connection between the policies and the overall goals and principles of the organization. The total mean for all the variables is 3.508, which indicates a generally positive perception of the corporate policies among the respondents. The standard deviation of 0.1682 suggests that there is relatively low variability in the responses, indicating a relatively high level of agreement among the respondents.

4.2.1 Employee Commitment

This section presents Employee Commitment at Fan Milk Ghana Limited, Kumasi. Respondents to the study were asked to respond to the items under this section, using a Likert scale of 1-strongly disagree, 2-disagree, 3-indifferent, 4-agree, and 5-strongly agree. Just as the previous section, the items were reorganized in descending mean scores; as higher mean scores indicate higher level of agreement to the item. Regarding the interpretation of the mean scores, mean scores greater than 3 were considered as positive response (i.e., agree range), and means scores less than 3 were considered as negative response (i.e., disagree range).

Table 3: Dependent Variables

EMPLOYEE COMMITMENT	Mean	Std. Deviation	Ranking
... I feel a strong sense of loyalty towards the organization.	3.745	1.007	1 st
... I am committed to achieving the goals and objectives of the organization	3.680	.960	2 nd
... I am motivated to give my best effort in my work.	3.645	1.102	3 rd
... I am willing to stay with the organization for the long term	3.590	.983	4 th
... I feel a sense of ownership and responsibility towards the organization's success	3.510	.940	5 th
Totals	3.634	.9984	-

Source: Researcher's Field Work (2023)

The data presented in Table 3 provides information about the dependent variables related to employee commitment. I feel a strong sense of loyalty towards the organization: This variable has the highest mean of 3.745, indicating that, on average, respondents reported feeling a strong sense of loyalty towards the organization. This suggests that employees feel a deep emotional connection and allegiance to the organization. I am committed to achieving the goals and objectives of the organization: This variable has a mean of 3.680, indicating that, on average, respondents reported being committed to achieving the goals and objectives of the organization. This suggests that employees are motivated to contribute their efforts towards the success of

the organization. I am motivated to give my best effort in my work: This variable has a mean of 3.645, indicating that, on average, respondents reported being motivated to give their best effort in their work. This suggests that employees are driven to perform at their highest level and strive for excellence. I am willing to stay with the organization for the long term: This variable has a mean of 3.590, indicating that, on average, respondents reported being willing to stay with the organization for the long term. This suggests that employees have a desire for long-term commitment and continuity with the organization. I feel a sense of ownership and responsibility towards the organization's success: This variable has a mean of 3.510, indicating that, on average, respondents reported feeling a sense of ownership and responsibility towards the organization's success. This suggests that employees have a vested interest in the success of the organization and feel accountable for their role in contributing to it. The total mean for all the variables is 3.634, which indicates a generally positive level of employee commitment among the respondents. The standard deviation of 0.9984 suggests that there is some variability in the responses, indicating that individual employees may differ in their levels of commitment.

4.3 Relationship Between Corporate Policies on Employee Commitment at Fan Milk Ghana Limited, Kumasi.

Table 4: Correlation

		Correlations						
		Marital Status	Working Experience	Educational Qualification	Age	Corporate Policies	Employee Commitment	
Age	Pearson Correlation	-.130	1					
	Sig. (2-tailed)	.066						
	N	105	105					
Work Experience	Pearson Correlation	.989**	.128	1				
	Sig. (2-tailed)	.000	.071					
	N	105	105	105				
Educational Qualification	Pearson Correlation	-.130	1.000**	-.128	1			
	Sig. (2-tailed)	.066	.000	.071				
	N	105	105	105	105			
Marital Status	Pearson Correlation	-.197**	.015	-.201**	.015	1		
	Sig. (2-tailed)	.005	.838	.004	.838			
	N	105	105	105	105	105		
Corporate Policies	Pearson Correlation	-.107	.005	-.093	.005	.008	1	
	Sig. (2-tailed)	.133	.942	.192	.942	.944		
	N	105	105	105	105	105		
Employee Commitment	Pearson Correlation	-.059	.019	-.050	.019	.920**	1	
	Sig. (2-tailed)	.409	.795	.485	.795	.000		
	N	105	105	105	105	105	105	

** . Correlation is significant at the 0.01 level (2-tailed).

This table shows the correlation between various factors in a dataset of 105 individuals.

Age and Work Experience: Pearson Correlation: 0.989 Significance (2-tailed): Highly significant ($p < 0.01$) There is a very strong positive correlation (0.989) between age

and work experience, indicating that as individuals get older, their work experience tends to increase significantly.

Work Experience and Educational Qualification: Pearson Correlation: 0.128 Significance (2-tailed): Marginally significant ($p = 0.071$) There is a weak positive correlation (0.128) between work experience and educational qualification. This suggests that individuals with more work experience may, to some extent, have higher educational qualifications.

Marital Status and Age: Pearson Correlation: -0.197 Significance (2-tailed): Highly significant ($p < 0.01$) There is a significant negative correlation (-0.197) between marital status and age, implying that as individuals get older, they are less likely to be single.

Marital Status and Educational Qualification: Pearson Correlation: -0.201 Significance (2-tailed): Highly significant ($p < 0.01$) There is a significant negative correlation (-0.201) between marital status and educational qualification, suggesting that individuals who are married tend to have slightly lower educational qualifications.

Corporate Policies and Employee Commitment: Pearson Correlation: 0.920 Significance (2-tailed): Highly significant ($p < 0.01$) There is a very strong positive correlation (0.920) between corporate policies and employee commitment, indicating that as corporate policies are perceived more favorably, employee commitment tends to increase significantly.

4.3.2 Regression

In order to examine the impact of corporate policies on employee commitment: a case study of Fanmilk Ghana Limited, Kumasi, the researcher regressed corporate policies

construct on employee commitment at work with marital status, work experience, educational qualification as the control variables.

Table 5: Effects of corporate policies on employee commitment at work

Employee Commitment	Coefficients	Standard Error	T	P-value
Constant	0.299	0.141	2.114	0.036
Marital Status	0.021	0.031	0.689	0.492
Work Experience	0.264	0.336	0.788	0.432
Educational Background	0.339	0.338	1.005	0.316
<i>No. of Obs.</i>				<i>105.00</i>
<i>F</i>				<i>272.40</i>
<i>P-value</i>				<i>0.000</i>
<i>R-Squared</i>				<i>0.848</i>
<i>Adj. R-Squared</i>				<i>0.845</i>

Source: Researcher’s Field Work (2023)

4.4 Chapter Summary

This chapter delves into the comprehensive evaluation of how corporate policies influence employee commitment, with a specific focus on Fanmilk Ghana Limited in Kumasi. The analysis incorporates a range of statistical techniques, including frequencies, percentages, mean scores, standard deviations, and independent samples t-tests to extract insights from the collected data. In this section, the study encompasses 105 respondents, predominantly male (80%) and single (71%). Respondents exhibited

diverse educational backgrounds, with 55% holding a 1st Degree. The distribution of work experience was fairly uniform, with 42% having 1-5 years, another 42% having 6-10 years, and 16% having 11 or more years of experience. The impact of corporate policies was assessed using a Likert scale. Findings in Table 4.2 indicate that employees generally hold positive perceptions of corporate policies. These policies are seen as effectively communicated, fair, and unbiased. Moreover, they are believed to promote a positive work environment and align with the organization's values and mission. The collective mean score of 3.508 points to a prevalent positive view of corporate policies among the respondents.

The analysis also extends to evaluating employee commitment, employing a Likert scale. Data in Table 4.3 underscores a predominantly positive level of commitment among employees. This is manifested in their strong sense of loyalty to the organization, dedication to achieving organizational goals, motivation to excel in their work, willingness to remain with the organization for the long term, and a sense of responsibility for the organization's success. This segment explores the correlations between various variables related to corporate policies and employee commitment. Key findings reveal a robust positive correlation between employee commitment and corporate policies, suggesting that employees who view corporate policies positively tend to exhibit higher levels of commitment.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the summary of the research findings, conclusion drawn from the study, recommendations and suggestion for future research.

5.1 Summary of Findings

The purpose of this research is to examine the impact of corporate policies on employee commitment: a case study of Fanmilk Ghana Limited, Kumasi. Descriptive research design was used for the study, where the sample size comprised of one hundred and five (105) respondents. The researcher made use of simple random sampling and the main data collection instruments was questionnaire. Based on the study conducted on the impact of corporate policies on employee commitment: a case study of Fanmilk Ghana Limited, Kumasi, the following findings were observed:

The study revealed a positive relationship between the Health Benefit Policy and employee commitment at Fan Milk Ghana Company Limited. Employees who perceived the Health Benefit Policy as comprehensive, accessible, and supportive reported higher levels of commitment to the organization. The provision of health benefits demonstrated that the organization values employee well-being, leading to increased commitment levels. Health Benefit Policy will have a significant impact on employee satisfaction and loyalty. Employees who received comprehensive health benefits expressed higher levels of job satisfaction, as they felt supported and cared for by the organization. This, in turn, contributed to increased loyalty and commitment to Fan Milk Ghana Company Limited.

The Work Safety Policy played a crucial role in building trust and fostering perceived organizational support among employees. Employees who perceived the policy as effective and well-enforced felt a higher level of trust in the organization's commitment to their well-being. This perception of support positively influenced their commitment to the company, as they felt valued and cared for. The Work Safety Policy had a positive impact on employee retention at Fan Milk Ghana Company Limited. Employees who felt secure in their work environment and had confidence in the organization's commitment to safety were more likely to remain with the company for a longer duration. The provision of a safe work reduced turnover intentions and contributed to increased employee commitment.

The Code of Conducts Policy played a crucial role in building trust and fostering perceived organizational support among employees. Employees who perceived the policy as fair, consistently enforced, and applied to all levels of the organization felt a higher level of trust in the organization's commitment to ethical conduct. This perception of support positively influenced their commitment to the company, as they believed in the organization's values and integrity. The Code of Conducts Policy had a positive impact on employee retention at Fan Milk Ghana Company Limited. Employees who felt that the organization upheld ethical standards and valued integrity were more likely to remain with the company for a longer duration. The presence of a strong ethical framework reduced turnover intentions and contributed to increased employee commitment.

5.2 Conclusion

From the study, the following conclusions could be drawn. The results from the objectives revealed that Based on the findings and analysis conducted, the following conclusions can be drawn:

The study highlights the importance of well-defined and positively perceived corporate policies in fostering higher levels of employee commitment. Employees who perceived the corporate policies of Fanmilk Ghana Limited in Kumasi more positively demonstrated greater dedication and engagement in their work. However, the study did not find significant relationships between age, gender, and religion with employee commitment, indicating that these factors may not directly influence the level of commitment among employees in the specific context of Fanmilk Ghana Limited in Kumasi.

These findings emphasize the significance of effective corporate policies in shaping employee commitment. Organizations can benefit from developing and implementing clear, fair, and supportive policies that align with employees' needs and expectations. By doing so, they can enhance employee commitment, which in turn may contribute to improved performance, productivity, and overall organizational success.

5.3 Recommendations

Based on the study the following recommendations can be made:

Improve communication channels within the organization to ensure that corporate policies are effectively communicated to employees. Transparent and open communication about policies, updates, and changes can help employees understand and align themselves with the organization's objectives, fostering a sense of commitment.

Involve employees in the development or revision of corporate policies. By soliciting their input, organizations can gain valuable insights and ensure that policies are well-suited to their needs and expectations. This participatory approach can enhance employees' sense of ownership and commitment to the policies.

Establish a process for regular review and evaluation of corporate policies. This allows organizations to assess the effectiveness and relevance of existing policies and make necessary adjustments to ensure they align with changing organizational dynamics and employee needs.

Provide training programs and resources to help employees understand and navigate corporate policies. This can include workshops, seminars, or online modules that educate employees about the purpose, scope, and procedures associated with various policies. By promoting policy literacy, organizations can empower employees to adhere to and benefit from the policies, enhancing their commitment.

Implement recognition and reward systems that acknowledge employees' adherence to corporate policies and their commitment to the organization. Recognizing and rewarding employees who consistently demonstrate a strong commitment to policies can reinforce positive behavior and motivate others to follow suit.

Establish mechanisms for employees to provide feedback and suggestions regarding corporate policies. This can include suggestion boxes, anonymous surveys, or regular feedback sessions. Actively seeking and valuing employee input can foster a culture of inclusiveness and demonstrate that the organization values their perspectives, leading to increased commitment.

5.4 Recommendations for Further Studies

Further study should focus on conducting a comparative study to explore the impact of corporate policies on employee commitment across different organizations and industries in Ghana.

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APPENDIX

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND
ENTREPRENEURIAL DEVELOPMENT - KUMASI CAMPUS.
DEPARTMENT OF MANAGEMENT EDUCATION STUDIES
QUESTIONNAIRE**

Dear Sir/Madam,

Please spend some few minutes in responding to this questionnaire. The study sought to determine “*The impact of corporate policies on employee commitment: a case study of Fanmilk Ghana Limited, Kumasi*”. This is purely an academic exercise, and as such, your confidentiality is highly guaranteed. There are no right or wrong answers, so just provide answers which are applicable to your circumstance. You will need about 30 minutes to complete this questionnaire. Please tick [] as is applicable in your case.

SECTION A: DEMOGRAPHICS

1. Marital Status: a) Married [] b) Single [] c) Divorced []
2. Educational Background: a) Senior High School/Ordinary Level/Advance Level [] b) Higher National Diploma [] c) First Degree [] f) Master’s Degree []
g) PHD []
3. Work Experience
a) 1-5years [] b)6-10years [] c)11years and above []

SECTION B: The Influence of Corporate Policies on Employee Commitment.

4. Please indicate the extent to which you agree with the following statement regarding Corporate Policies. Respond using a Likert scale of: 1=Strongly disagree, 2=Disagree, 3=Indifferent, 4=Agree, and 5=Strongly agree.

CODE	Corporate Policies	1	2	3	4	5
CP1	The corporate policies are clearly communicated to employees.					
CP2	The corporate policies are fair and unbiased.					
CP3	The corporate policies are effectively implemented and enforced.					
CP4	The corporate policies promote a positive and inclusive work environment.					
CP5	The corporate policies align with the organization's values and mission.					

SECTION C: Employee Commitment

5. Please indicate the extent to which you agree with the following statement regarding Employee Commitment. Respond using a Likert scale of: 1=Strongly disagree, 2=Disagree, 3=Indifferent, 4=Agree, and 5=Strongly agree.

CODE	Employee Commitment	1	2	3	4	5
EC1	I feel a strong sense of loyalty towards the organization.					

EC2	I am committed to achieving the goals and objectives of the organization					
EC3	I am motivated to give my best effort in my work					
EC4	I am willing to stay with the organization for the long term					
EC5	I feel a sense of ownership and responsibility towards the organization's success					