INFLUENCE OF WORKPLACE SPIRITUALITY ON ORGANIZATION ENGAGEMENT AND COMMITMENT IN THE COUNTY GOVERNMENT OF TRANS NZOIA

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DECLARATION

This research project is my original work and has not been submitted for examination in any other university.

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This research project has been submitted for examination with my approval as University supervisor.

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DEDICATION

I dedicate this research to my late husband Andrew Mark Agoi   for encouraging pursuing my education to achieve my dreams and aspiration. To my four girls Beryl, Keila, Anngrace and Glennis for allowing me to bring them up while being focused on my purpose in life.

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ABBREVIATION AND ACRONYMS

EE   -   Employee Engagement

OC   -   Organization Commitment

SET   -   Social Exchange Theory

SLT   -   Spiritual Leadership Theory

WS   -   Workplace Spirituality

ABSTRACT

For an organization to realize its objectives, it has been argued that its human resource base forms an important nexus between coming up with appropriate strategies and actualization of the same over time. This requires that an organization develops a highly satisfied, innovative, dedicated and creative workforce through a process of a strategically planned updated code of practices that caters for their spiritual, financial and emotional wellbeing. The goal of the study was to determine the influence of workplace spirituality on organization engagement and commitment in the County government of Trans-Nzoia. Towards the realization of the objective, the study adopted a descriptive survey research design and for sampling purposes, stratified sampling was adopted whereby 10% of the four cadres' population was taken and for the purpose of distributing the questionnaire, purposive sampling technique was adopted. Descriptive measures of mean and standard deviation was adopted for analysis and to establish the relationship between spirituality and employee engagement and commitment, a simple linear regression was adopted. Spirituality among employees enhanced the sense of love among workmates irrespective of their actions in the workplace and make employees to strive understanding their workmates so that they can accommodate them in every situation thereby improving organizational performance. In regard to the influence of workplace spirituality on employee engagement and commitment, the findings suggested the existence of a significant positive relationship between the variables. It was recommended that county Government of Trans Nzoia strive to put in place policy that will enhance sustain and improve spirituality in the workplace. Apart from the general human resource development and management policies, it was recommended that the Council of Governors in conjunction with the Ministry of Public Service should develop specific policies on organisation engagement and commitment. For many years public service productivity has remained low; especially in central government; implementing policy on spirituality in the workplace will greatly enhance engagement and commitment thus increase productivity. It was recommended that both national and county government enact and implement policy that would enable employees find meaningfulness and purpose in their work; have them identify themselves with their work; have control and belief in what they do, this maybe just what they need to bring down corruption. The study concluded that indeed workplace spirituality as an organizational tool, if considered strategically, organizational performance can be increased as a result of improved employee engagement and commitment.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The objective of any organisation is to succeed and grow in its operations. In order to realize this objective, the organizations' human resource base forms a central role as the most significant factor that will determine whether an organization survives and prospers or not (Malik & Naeem, 2011). This requires that an organization has a highly satisfied, innovative, dedicated and creative workforce, an approach that can be achieved if the organization comes up with a strategically planned updated code of practices that caters for their spiritual, financial and emotional wellbeing. Indeed, Long and Mills (2010) highlight that the need to cater for the needs of its employees has necessitated organization's focus on the factors that affect the wellbeing of an employee. In recent times, studies have sought to determine the influence of spirituality on different attributes of an employee as well as organizational results. One of the areas that have aroused the attention of scholars is how spirituality affects employee engagement.

Awais, Malik and Qaisar (2015) discourse that in the current business operation set up, spiritual intelligence has played a critical role towards organization's success because spirituality is expected to build an organization's values and culture; enhance the perception of oneself as spirit/soul, and consequently allow one to realize personal profound spiritual characteristics and behavior which are delight love, peace and purity. Similarly, Giacalone and Jurkiewicz (2010) pose that spirituality in an organization is measured on basis of spiritual values such as love and benevolence. With respect to the effect of employee's degree of engagement on organizational commitment, Schaufeli and Salanova (2007) discovered that the level of organizational commitment is directly affected by the degree of engagement of employees, in that, organizational commitment will intensify if the level of engagement is high which will in turn result into benefits such as learning motivation and enhanced performance, minimized rate of turnover, improved job satisfaction, personal ideas demonstration, enhanced health and security, proactive behavior and greater level of attendance.

Stakeholders expect much from employees in order to gain dividends from services employees deliver to the customers and this can be achieved through advanced knowledge and employee engagement which has taken root in the organizations. Harter et al. (2012) established that in many organizations, success is achieved through genuine employee engagement that will result into greater business gains and performance. Saks (2006) characterized employee engagement as the degree at which an employee has effectively committed his/her efforts towards the activities and roles played in an organization. Employee engagement is categorized into two broad branches which are organizational engagement and job engagement.

The needs fulfillment perspective theories elaborate theoretically the relationship that exists between employee engagement and spirituality. Particularly, the study will be supported by Maslow's (1954) hierarchy of needs theory, the Social Exchange Theory and Spiritual Leadership Theory (Fry, 2003). The Maslow hierarchy of Needs Theory position that the growth and development experienced in an individual has a tendency of progressing from the lowest to the highest level of hierarchy of needs until the point that one establishes a state of self-actualization, a condition in which a person realizes spiritual fulfillment, individual experience and complete intellectual. The spiritual leadership model established by Fry (2003) was structured in line with the framework of an intrinsic motivation in spiritual well-being and corporate spiritual leadership. Similarly, the Social exchange theory (SET) Emerson (1976) proposes that in the event that there is a successive interaction between individuals, they develop the need of supporting and offering assistance to each other expressing mutual coexistence (Maslach *et al.,* 2011). The SET theory postulates that the benefits of established relationships between individuals include loyalty, enhanced trust level, mutual commitments and loyalty provided that they adhere to some specific principles of exchange.

The County Government of Trans Nzoia is one of the 47 counties in Kenya and serves four populace constituencies of Saboti, Kwanza, Endebess and Cherangany with an estimated population of more than 1.2 million people. Over the last five years, the County has received over Ksh 21 billion from the National Treasury and generated internal revenue of over Ksh 1.8 billion. However, according to the Controller of Budget Report (2017), the county is one of those whose project completion rate has

been less than 30% and misuse of funds was noted as an endemic challenge. This implies that the county workforce is not committed to their work and likewise, their work engagement is in question because of the low project implementation success and also reported cases of unethical behaviour.

1.1.1 Workplace Spirituality

The workplace spirituality comprises of strategically structured values of an organization that is depicted by a culture that supports experience of employees through interactions in the business operations hence promoting the sense of togetherness in a manner that fosters joy and completeness (Giacalone and Jurkiewicz 2003). Ashmos and Duchon (2000) elaborate workplace spirituality as acknowledgment of the internal nature of life that is powered by the amount of constructive work that is done on community perspective. While Kolodinsky, (2008) pose it that workplace spirituality is the capability of an business to express and implement spiritual values in the organization's culture that in turn enhance the experience of employees and explore the capacity to make employees to feel being a community that serve the organization in unity. This therefore is in conjunction with what Dent, (2015) opined in that the stage at which the theoretical aspect of the construct is still at the infancy phase and the clarity concerning its definition is yet still to be discovered. Thus, performance of an organization and individual employee therefore has a strong relationship.

In the past two decades, Alas and Mousa (2016) note that workplace spirituality (WS) has developed to emerge as a significant dimension in working environment and in academia because of its associated positive impact on individual employees, group of employees and the organization as a whole. Indeed, Deshpande (2012), Rego and Cunha (2008) discoursed that that spirituality in the workplace has become a real thing in the world of business and therefore should not be taken for granted because of its perceived effect on employee satisfaction and level of engagement as a result of the fading away of family roles, neighborhoods, and other main players in the society that have influence in the spiritual life of an employee. In agreement with this, Jurkiewicz and Giacalone (2003) proofed that spirituality is however a growing concept in developing sense of trust between employees and employers, a connection that has optimistic effect on overall performance of a business.

Yoon, Sharon and Jaeboem (2011) proposes that satisfaction among the employees in the working place is determined by spiritual intelligence, however, he proceeded and declared that firm performance, job satisfaction and customer perception have positive relationship. Similarly, Nadiri and Tanova (2010) note that for a firm to have dedicated customers in today's aggressive market, amplify the prosperity of an organization, trim down cost and improve market share, then its employees need to be spiritually nourished because effective work spirituality leads to increased employee job satisfaction and a decrease in employee's absenteeism. Torabi and Javadi (2013) caution however that with regard to workplace, the concept of spirituality should not be perceived as a matter that an organization itself should implement but rather it should be the employees themselves who should embrace the spiritual culture in the organization.

1.1.2 Employee Engagement

Perrin (2003) defines organizational engagement as voluntary driven motive of delivering services to the organization with the objective of helping the business to achieve its sustainable objective. Therefore, the concept of employee engagement is the employee's attitude towards the values of an organization and the entire organization. Employee engagement has been proposed under different frameworks and while definitions of the concept have remained divergent; some agreement on the conceptualization of involvement is taking root (Malik & Naeem, 2011). Employee engagement has been suggested to be made up of both state of psychology and physical behavior, both which need to be looked at concurrently.

According to Rich, (2010) the capacity of employees' engagement to harness simultaneously investment of cognitive, physical and affective strength into outcomes related to performance basically mirrors a unique and fundamental characteristic that factors out engagement from other potentially interconnected factors like commitment and job satisfaction. Therefore, Rich, (2010) described employee engagement as a motive behind individual commitment and evaluations of tasks that one has been dedicated to perform in an organization. This results into foundation of Shuck, Rocco and Albornoz (2011) proposing that despite the fact that the degree of engagement is influenced by various previous organizational circumstances,

employee engagement comprise of immediate performance, work-related activities and not attitudinal roles relating to the work environment.

1.1.3 Organization Commitment

Employee commitment is defined as the power and effort that a person expresses in an activity within a specific organization (Porter, Steers, Mowday, & Boulian, 1974). Wiener (1982) describes employee organizational commitments as a complete normative force that motivates an employee to carry out organizational activities as required. On their part, Porter, Steers, Mowday and Boulian (1974) pose it that organizational commitment is a voluntary desire that an employee expresses interest to exert more force for the benefit of organizational performance, interest of staying in the company and accept as well as comply with the values and objectives of the organization. Allen and Meyer (2000) characterize organizational commitment as the state of psychological condition that describes the association of an employee with the organization and minimizes the chances of leaving the organization. It is therefore evident that organizational commitment pertains expression of interest in workplace, voluntarily going to an extra mile for better results on behalf of the organization and having a brawny belief on the principles and objectives of the organization. Finally, normative commitment is concerned with commitment to carry on as a loyal employee (Meyer, Allen & Smith, 1993).

Perhaps, Organizational commitment is regarded as a beneficial strategy of gaining substantive results over a longer period of time which is echoed by employers (Field & Buitendach, 2011). This is due to the fact that voluntary hardwork, loyal and committed employees will focus on producing outstanding performance which in turn fosters profitability, enhanced productivity, increased sales and high rate of employee retention. However, high level of affective commitment has been found to result into a degree of independence (Mathieu & Zajac, 1990). Thus, it is evident that when an employee discovers that their effort yields meaningful results, they will depict some sorts of independence in their tasks, given that the organization promotes commitment strategies that enhance positive voluntary employee commitment.

1.1.4 County Government of Trans-Nzoia

Under the constitution of Kenya, Trans Nzoia is among the 47 counties as provided by Independent Electoral and Boundaries Commission of Kenya. It is situated in the western region of Mount Elgon in the former Rift Valley province, approximately 380 km North West of Nairobi. There are five neighborhood counties that border Trans Nzoia County, namely; Uasin Gishu and Kakamega to the south, Bungoma to the west, West Pokot to the north and Elgeyo Marakwet to the east. Trans Nzoia is characterized by its cool and temperate climate, as a result of bordering Mount Elgon which affects the climatic condition in various parts in the region. The annual precipitation that the county receives ranges from 1000 and 1200mm, with April and October as the wettest months experienced in the county.

Trans-Nzoia County administrative region covers four constituencies with a population of approximately 1.2 million. In the last five years, there has been a claim of poor service delivery which the county leadership has decried and even sacked all accounting officers that were in office between 2013 - 2017 periods who were associated with inefficiencies in service delivery. The county has a workforce totaling around 2,593 employees that were drawn from devolved national government departments, local authority employees and newly recruited county employees. Identification of factors that will increase employee satisfaction, engagement and commitment to the organization should be the first step in improvement of service delivery. One of the factors that are perceived to have a direct influence on employee engagement and commitment to organizational goals is workplace spirituality. Consequently, it is necessary to determine what influence workplace spirituality has on employee engagement commitment at the county. Establishment of this nexus will help in the adjustment of the human resources practices in the county and ultimately be expected to increase the county service quality and provision.

1.2 Research Problem

Different changes in the global economy that range from continual organizational restructuring, downsizing, the need of a diverse workforce, as well as pollution of environment, have resulted into workers being alienated, demoralized and incapacitated to comply with the compartmentalized state of their task and non-task lives (Nasina & Doris,2011).More so, these challenges relating to work are normal in

organizations that does not experience spirituality, a situation that has led to the realization that in order for organizations that operate in 21st century to sustain the prevailing turbulence, it is significant for their employees and management to incorporate measures that supports their resources of spiritual well being (Marschke et al., 2014). This is as a result of the anticipation that if employees have freedom of bringing their intellectual, spiritual and physical character traits to the workplace, they will become more satisfied, useful and inventive. This will be expected to led to increased employee engagement in their workplace and consequently lead to improved organizational performance.

With promulgation of the new Constitution, the Trans Nzoia County was formed out of the previously Nzoia County Council and Kitale Municipal Council with a current employee workforce of around 2,593. The huge workforce has been a challenge for the County government in terms of meeting their salary obligation and service delivery, especially due to the low revenue collection realised. According to the Controller of Budget Report (2017), Trans-Nzoia County managed to collect Ksh 437 M against a recurrent expenditure of Ksh 1.75 billion excluding the capital expenditure for the same period. It is expected that a County government should be able to at least generate enough revenue to finance its recurrent expenditure. If this revenue gap and improvement of service delivery in the County is to be achieved through county employees then it calls for improved dedication by the same members of staff. Consequently, different means should be adopted by the county management to enhance staff level of motivation and engagement which is expected to result in increased service delivery and realisation of organizational goals. One of the factors that are expected to influence individual employee life satisfaction, engagement, wellbeing, self-esteem and success is workplace spirituality.

The influence of workplace spirituality on employee engagement is considered a new field of study because of the limited number of studies that have been undertaken, both internationally and locally. At the international level, Awais, Malik and Qaisar (2015) investigated the function of job satisfaction as link between organizational commitment and spiritual intelligence among the SMEs in Pakistan. The findings proposed that there is a considerable positive correlation between job satisfaction and spiritual intelligence; in other words, organizational commitment relies significantly

to job satisfaction. In addition, Van der Walt, and de Klerk (2014) sought to discover if there is relation between job satisfaction and workplace spirituality in various South African industries. The findings of his study presented a positive correlation between job satisfaction and workplace spirituality, an outcome that extend the comprehension of job satisfaction personal spirituality and organizational spirituality. Further, Bickerton, Miner, Dowson and Griffin (2014) investigated the degree of between work engagement and spiritual resources among 496 religious employees in Australia at three time points over 18 months' time period. The study outcomes were that spiritual resources appear as an imperative class of predecessor resources for work commitment among religious employees.

On the basis of the above studies and a review of literature, it is fact that limited studies have been undertaken on the positive role that spirituality has on employee psychological well-being. More so, the researcher is not aware of a study that has sought to investigate the relationship between employee spirituality and engagement, more so in Kenya. This gap leads to the following question; what is the effect of workplace spirituality on employee engagement and commitment in the County government of Trans-Nzoia?

1.3 Research Objective

To determine the influence of workplace spirituality on organization engagement and commitment in the County government of Trans-Nzoia

1.4 Value of the Study

The understanding of the influence of workplace spirituality on organisation engagement and commitment will affect the human resource practice in the counties and business organization in general. Organization management may be much more accommodative to the diverse religious affiliations of its staff and this may inform its policy development that defines the relationship between the organization and the staffs as far as employee spirituality is concerned. In addition, the organization management might be able to understand from the study how to improve their training and development programs to capture the importance of employee spirituality in the workplace in order to influence their workplace commitment.

The study is also expected to influence the policy development in both that National and County government levels. A person's spirituality does not only start at the employment phase but rather during early childhood which has been found to have a permanent effect on future relationships between an individual and other persons, both at the personal level and employment level. Consequently, the study is expected to inform policy makers in the development of curriculums both at primary and high schools levels as well as at the professional level.

The study might also be of importance to scholars in the human resources field in the sense that the influence of spirituality on employee performance may be understood more considering that the field is still new and a concrete understanding has not yet been determined. Future scholars might generate important understanding on workplace spirituality and how it affects employee performance. Though the study may fill some gaps that currently exist in the area, it might also improve the understanding and make suggestions on new areas of research to be pursued.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter discusses the literature related to the research objective. The section covers theories that underlie the study which encompasses the spiritual leadership theory, Maslow hierarchy of needs theory and the Social exchange theory. Further, the chapter covers the influence of workplace spirituality on employee commitment, engagement and a combined influence of workplace spirituality on employee commitment and engagement.

2.2 Theoretical Framework

Davidson (2008), assert that a theory is a lay down of suitably argued concepts intended to clarify a condition by specifying laws that links the variables to each other. It is a collection of interrelated ideas based on theories. The study was anchored on three theories, namely; Spiritual Leadership Theory, Maslow Hierarchy of Needs Theory and Social Exchange Theory.

2.2.1 Spiritual Leadership Theory

Spiritual leadership theory was highly developed by Fry (2003) and is basically anchored on the aspect of motivation-based concept that is comparable to that of transformational leadership, which is concerned about the relevance of fundamental motivation. Furthermore, he went ahead and defined religion concept as a collection of characters, attributes and attitudes, that one should implement inherently, motivating one self and other people so that both of them at the end of the day will realize a constructive sense of spiritual well-being via membership and/or calling. Fry et al., (2005) suggested that organizations whose management and the entire body of employees have adopted the spiritual sense of inner life, the rate of performance in such an organization is always at par and as a result, they create desire of transparency in service delivery hence customer and stakeholders satisfaction.

Fry (2008) improved the model of spiritual leadership to incorporate life satisfaction and inner life. The model explains the inner life of an employee and the spiritual practices which are considered to be critical factors in establishing insight and

inspiration that affects positively the ability of service delivery to stakeholders and creation of significant real love. The perception that an employee has concerning what they are doing, their contribution and the personality in them is positively affected by the inner life of an individual. An organization should at the same time facilitate individual religious practices through such actions as religious practices, meditation, walking in nature, or prayer. In addition at the organizational level, the organization should provide capacity that will facilitate internal silence and indication to allow people develop into more self-aware and mindful from time- to-time and draw power from their beliefs, (Fry & Kriger, 2009).

Hill et al., (2013) note that when leaders share concern and meaningful visions with employees for their behavior and values, the employees will recognize that the efforts they have put in their respective tasks and lives are being treasured, a position that increases special affection and membership to the organization's vision and mission. The management establishes a norm of mutual concern and guides the workers towards the achievement of the organizational vision. In the end, spiritual leadership will create increased levels of significant attributes of organization and individual such as financial performance, improved organizational engagement, corporate social responsibility and employee satisfaction (Fry & Nisiewicz, 2013).

2.2.2 Maslow Hierarchy of Needs Theory

Abraham Maslow's (1954) developed the theory of hierarchy of needs which hypotheses that a person has the capacity to grow and develop until one achieves the best dimension of the necessities hierarchy, which is termed as self-actualization. An individual is considered to move from one level of needs to another up the ladder until he/she reach the top most level of personal needs. According to the Maslow theory, the initial phase of hierarchy is physiological needs that comprise of the biological needs for instance the need for water, oxygen, food, and a body temperature that is relatively constant. This category of needs is a must for an individual due to the fact that if a person were destitute of all these needs, they will be non-existent. Safety needs comes in as a second level of an individual's needs that comes after all the physiological needs have been met.

Fehring , Brennan and Keller (2007) suggests that the third phase of needs which comprises of the sense of belonging, affection and love can come into action after

security measures have been met which is accomplished when the psychological interests have been put in place and that it does not control the minds and behaviors of individuals. Maslow puts it that there is always an attempt by individuals to do away with the feelings of alienation and loneliness. This can be achieved through a two way expression of love sense of belonging and affection. Once, the bottom three needs are achieved, there is always a desire that one want to have self esteem and also earn esteem from ones colleagues. Lastly, self-actualization needs will be catered for, the motive that capacitate a person to do what he/she was intended to do is established.

Dent et al (2015) proposed that employees push for implementation of social needs in the organization which is the organizational role to ensure that routine employee culture and norms are given priority as the human resource is planning for successful running of organizational activities centering upon employee relationship which is a core factor of operation. The ability of an employee to define their role in life is an imperative component of workplace spirituality since there is a relationship between the value characteristics of self-actualizers of Abraham Maslow and the description of spirituality in modern-day literature (Davis, Kerr & Kurpius (2010). Thus, this implies that spiritual individuals will have a more necessity to accomplish self-actualization, resulting into satisfaction and this calls for organizations to continually, place intensely embedded spiritual desires, in turn for self-actualizers to acknowledge satisfaction.

Riasudeen and Prabavathy (2011) assert that organizations which are spiritual-oriented strive to give significant tasks to employees who have expressed interests attaining spiritual fulfillment because to these group of employees, meaningful task will lead them to experience a meaning in life. To this group of employees, having a meaningful life through working will result in spiritual fulfillment and overall satisfaction in life. This will result to increased job commitment and contentment. Similarly, if an employee is spiritual and does not come across some sense of spirituality within the organization, unavailability of spirituality in the work environment will lower their level of job satisfaction and general work experience (Garcia-Zamor, 2012).

2.2.3 Social Exchange Theory (SET)

Social exchange theory (SET) was promulgated by Emerson (1976) and postulates that the progressive interactions among individuals will necessitate support for one another and enhances mutual coexistence (Maslach*et al.,* 2011). The SET theory argues that when relationships evolve over time, it results in improved level of trust, loyalty and mutual engagement provided the parties in question adhere to some specific rules and regulations concerning the principles of exchange. Employees' level of commitment and loyalty to the organization is perceived as one channel of paying back tribute to the organization.

Harrington (2007) highlight that the social exchange theory results in both economic and social outcomes that is beneficial to the organization and employees. West (2007) infer social exchange theory to be a theoretical explanation for workers commitment and engagement as it examines a model of leadership and relational building between leaders and employees as a consequence of employer employee exchange. Therefore, the employer has to provide a warm environment for spiritual growth in order for the employees to be committed hence their retention is made possible. The social exchange theory suggests that continuous interactions among people who are in a condition of collective interdependence facilitate the value of commitment and engagement. Therefore, as a way of appreciating the organization for the benefits that an employee earns from being a member of the organization is to increase the level of commitment and engagement which comprises of emotional and psychological relationship between the head of departments and employees which may have constructive or adverse consequences the work place behavior(Ma & Qu, 2011).

2.3 Workplace Spirituality and Employee Engagement

Wheeler et al., (2012) postulates that factors such as rational and emotional behaviors gained from experience in the work place affects the degree of employee engagement. Committed employees are conscious of the business environment the organization is operating on and spearheads together with the team members towards the success of the company. Hence, the level of performance in the company will increase due to the willingness of employees to commit their efforts towards productivity of the company. In the same line, employees will enhance level of customer satisfaction and increase the profitability of the company through extensive engagement.

Li (2010) suggests that the organizational engagement is extracted from its enormous influence on the performance of an organization which underpins the success of the company. Zainal et al. (2010) argued that workers who have established a strong interconnection with the organization through engagement do anything possible to maintain and improve the functional status and competitive edge of the organization. It is important for organizations in this dynamic business environment to identify factors that jeopardize organization-employee engagement so as to remedy for the betterment of long term sustainability of the company. Sreejesh and Tavleen (2011) argue that spiritual engagement is generated from complete understanding of the company's culture by means of engagement and socialization, get rewarded from the extra efforts done that will encourage an employee to continue with spirit of hard work having in mind that the organization recognizes their efforts.

Hirschi (2012) highlights that spiritual resource of calling is related positively with job engagement through a stream of mindfulness of successive tasks. In addition, spiritual resources enhance perceived religious employee control over achievement of an assignment through assumed accessibility to godly assistance and support. Rothmann and Buys (2011) suggests that high spiritual employees possessed with spiritual resources believe in their capability of administering their services with help of the powerful being by committing their work to God with whom they are worshiping. Quantitative and qualitative research on holistic employees have discovered that seeking for empowerment, strength, guidance and support from God is extensively linked with psychological accessibility, flexibility, and work engagement.

2.4 Workplace Spirituality and Employee Commitment

Commitment of an employee is depicted by possessing a well-built confidence in, and recognition of, the goals and principles of a company. Additionally, it is shown by the willingness of an employee in exerting substantial power and strength on behalf of the company and expressing an interest to sustain membership to the business. Krishnakumar and Neck (2012) identify certain personal and situational aspects that play an vital task in expressing commitment towards the organization. This, they argue that when employees perceive that their workplaces provide the opportunity to express their inner life and conduct meaningful work, then they will increase their

affective commitment towards their organization. Workplace spirituality is one such feature that increases employee general inner wellbeing.

Daniel, (2010) highlight that workplace spirituality has a major impact on individual organizational and team level in that WS impact on a worker can be perceived as a correlation between organization and individual. Employee spirituality improves their faithfulness towards their companies and a course of action that employees work in partnership in decision making procedure of an organization. Moreover, when the organization considers their employees as their most important asset and develop policies aimed at increasing community, hope and happiness, then in return the employees develop important attitudes toward the organization such as affection and loyalty (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2011).

2.5 Workplace Spirituality; Employee Engagement and Commitment

The ability of an organization to provide a working situation that will enable its employees to express their inner life can also be related to intentions to of staff to be committed to their work and hence stay in the organization (Duchon & Plowman, 2012). Further, they note that the work places that allow employees to express their inner feelings and perceptions in life will experience an escalated workforce. Employees will communicate their internal view of life given that the company promotes humane attributes and gives the employees an opportunity to carry out substantive work. Menguc, et al. (2013) opines that growth and development of individual's soul is a key building block of holiness at work. He additionally state that greater levels of spirituality in places of work gives employees a room to acknowledge individual growth that will result into increased level of employee engagement and commitment.

However, in the event that an organization want to establish it's a happy and satisfying workforce and higher level of commitment that will translate into low level of turnover rate it should allow employees to express and prosper their inner life at work. In conjunction with the values of the organization, one can consider committing his/her future in the organization because it favors his/her attributes therefore the values of an organization can influence commitment and loyalty of employees. Rego and Cunha (2008) suggest that employees will establish a strong affiliation with the organization if their values and goals go hand in hand with the organizational values.

Contrary to this sentiment, disparity in terms of employee's goals and the organization's objective may result into higher turnover rates lowering commitment level.

Di Meglio et al. (2005) assert that company's sense of community negatively affect the absenteeism and turnover objective. This is realised more when there is group cohesion due to a common identification, such as a common religion. Towards the same, it is important for an organization to establish a working place that promotes the concept of communism and connection if it is aiming at avoiding increasing levels of turnover. Menguc, et al. (2013) note that workplace spirituality results in engaged and loyal employees which tend to be committed in their duties and ultimately be inclined to produce high-performance company results as identified by profitability, advanced retention of employees, improved sales, and increased level of productivity.

Kirkpatrick (2005) highlight that functions that are attached to God are regarded as spiritual resources for spiritual employees because it provides strength in situations that threats and temptations faces delivery of tasks therefore spiritual employees may face any situation with courage. However, it is positively connected with individual achievement (Rodgerson & Piedmont, 2008). Spiritual employees perceive that the motive behind their work place availability is a predetermined calling from inspirational sacred origin and therefore they are called upon to deliver and commit themselves to the job. Hence, their level of performance will increase due to increased engagement and commitment level.

Hernandez and Mahoney (2012) reiterates that when the perception of work is based on its spiritual point of view, that the work people do is a sign of serving God that one is affiliated with, job targets will always be achieved because spiritual employees will, at any point, avoid disappointment by making sure their set targets are achieved thereby enhancing performance of firms. With regard to work station spirituality, more investments in terms of energy and time, better engagement and a constant commitment are going to be realized. This point was reiterated by Hirschi (2012) who postulated that there is a significant positive relationship between work engagement and spiritual resource of calling via the conduit of amplified job importance. Moreover, workstation spirituality may enhance a perceived control of a dutiful

employee over the achievement of an objective through believed accessibility to godly reinforcement and support (Rothmann & Buys, 2011).

2.6 Conceptual Framework

Miles and Huberman (1994) stated that a conceptual framework is a diagram or written blueprint that elaborates, either in narrative or graphically format, the major points of concern to be studied, variables, the crucial elements, or ideas and the reputed associations among them. Workplace spirituality influences the power of association between the Organization commitment and employee engagement (Baron & Kenny, 1986).

Figure 2.1: Conceptual Framework

Workplace Spirituality	**Organization Commitment and Engagement**
• Sense of connection • Inner life • Purposeful life • Understanding of God	• Organization membership • Obligations to organization. • Meaningful work • Goal accomplishment

Independent Variable
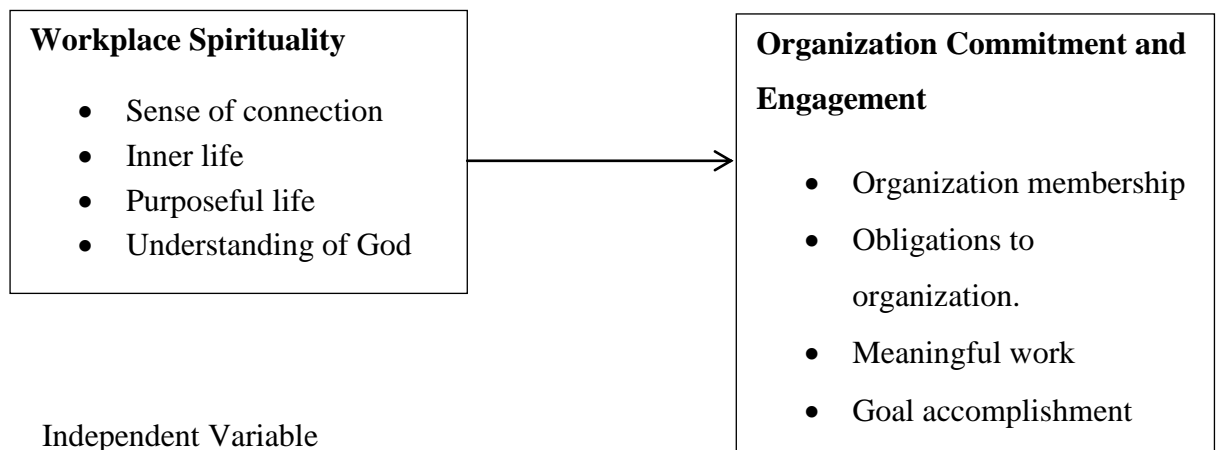
Source: Researcher (2018)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this section, the methodology that facilitated the achievement of study objectives is discussed. The section discusses population of the study, research design, data collection process and analysis of data.

3.2 Research Design

A study design is a tactical plan intended to provide a go away mechanism used in collection, estimation and statistical analysis of data whose preference is reliant on the phase to which information about the topic of study has highly developed (Sekaran & Bougie, 2010). This research design provided both qualitative and quantitative information from all the chosen population. It also enabled the researcher to comprehend the distinctiveness of a group; gauge a situation and assemble data around possible change.

For this study, the study adopted a descriptive survey. With regard to Johnson and Gill (2006), descriptive research design is apprehensive largely with describing the specific attributes of a particular aggregate of elements. Basing on the business point of view, descriptive designs can be utilized in investigating the perception of the workforce of an organization (Gill and Johnson, 2006). In addition, it is useful in examining personal genuine attitudes, behavior, values and perceptions or to establish and report the current condition with respect to the population of study. This study design is considered relevant in this research due to the fact that it enabled the investigator to draw inferences about the population basing on the variables studied without manipulation of the respondent hence the measurement instruments were completely under control.

3.3 Population of the Study

The population of study is defined as the aggregate number of objects, living and non-living that the researcher has expressed interest of studying (Sekaran & Bougie, 2010). It is characterized basing on aspects of topic of interest, time frame, geographical boundaries and availability of elements. The study populations were all

employees of Trans-Nzoia County government that operate in Kitale town. The group of employees was drawn from all the cadres namely; policy makers, senior management, technical staff and the Support staff. These cadres are represented in the Table 3.1:

Table 31: Target Population

Cadre of employees	Number
Policy makers (Job Group S and above)	24
Senior management (Job Group P to R)	58
Technical staff (Job Group H to N)	1404
Support Staff (Job Group A - G)	1107
Total	**2593**

Source: Trans-Nzoia County Government payroll

3.4 Sampling Technique and Sample Size

In this study, the sapling procedure adopted two common sampling techniques; simple random and stratified sampling. Initially, the predetermined four staff grading frameworks in the County was regarded as strata at which the samples were chosen. The target population is made up of elements with heterogeneous characteristics and therefore in order to capture the character traits of each stratum, stratification was considered effective. Each stratum contributed 10% of sample size which was drawn using simple random sampling. With regard to Kothari (2008), a sample size that depicted the characteristics of the population should not be less that 10% of the total population. The selected sample is shown in Table 3.2.

Table 3.2: Sample Size

Sampling Frame	Number	Sample Size
Policy makers	24	2
Senior management	58	6
Technical staff	1404	140
Support Staff	1107	111
Total	**2593**	**259**

(Source: Research Data 2018)

3.5 Data Collection

This study utilized primary data intended to be gathered with the use of semi-structured questionnaires. The questionnaire comprised of two sections, closed and open-ended questions. The intention of having open-ended questions is to enable the respondents to react to questions in their own way and understanding whereas the closed ended questions facilitated faster responses.

The questionnaire consisted of three sections. Section A covered respondents' and organizations demographic information while section B sought to establish the workplace spirituality practices at Trans-Nzoia County. Section C sought to establish employee engagements while section D evaluated organizational commitment of the respondents. The questionnaires were administered through the "drop and pick" later strategy. Mugenda (2003) notes that the use of questionnaires ensures that confidentiality is upheld, saves on time and is easy to administer. The respondents gave their responses in a five point Likert scale.

3.6 Data Analysis

After collection of data has been done, it is important to make sure that the three aspects of a good parameter is achieved, which are accuracy, completeness and consistency.. Descriptive statistics were conducted to summarize the responses (measures of variance and measures of central tendency).

Analysis was basically on the data extracted from the questionnaires. Specifically, frequency distribution, mean scores, percentages and standard deviations, were

computed to sum up the responses and to indicate the extent of differences and similarities. The outcomes were presented in tables. The relationship between the influence of workplace spirituality on employee engagement and organizational commitment were determined by carrying out simple linear regression analysis.

The model of analysis took the form:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where,

Y	-	Employee Commitment and engagement
$\beta_1 - \beta_2$	-	Regression Coefficients
X_1	.	Workplace Spirituality

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The objectives this research was to investigate the impact of workplace spirituality on the employee engagement and commitment at the County government of Trans-Nzoia. The study outcomes are presented in standard deviations and mean while the findings are presented in tables and frequency distributions.

4.2 Response Rate

The target population of this study was all Trans-Nzoia County government employees. The group of employees were drawn from all the cadres namely; policy makers, senior management, technical staff and the Subordinate staff. However, from the 2593 employees, the researcher used simple random sampling and stratified random sampling and selected 259 employees as the sample size in which the questionnaires were distributed. From the 259 questionnaires distributed, 218 questionnaires were duly filled which represented 84.2% of the sample size. Majority of the respondents held the middle level management position and the top management position. This response rate is regarded suitable to draw inferences and make conclusions on the study topic. In general, Mugenda and Mugenda (2008), noted a 50% of rate response is sufficient, 60% is regarded as good and whereas 70% is rated very well.

4.3 Demographic Characteristics

The demographic characteristics consisted of the respondents' gender, age bracket and the length of service. In addition, the researcher sought to determine the respondent's level of education. The findings are presented in the following tables.

4.3.1 Gender

The respondents gender was sought and the findings is presented in Table 4.1

Table 4.1: Gender

Gender		Frequency	Percent	Cumulative Percent
	Male	127	58.3	58.3
Valid	Female	91	41.7	100.0
	Total	218	100.0	

Source: Research Data (2018)

From Table 4.1 above, the study findings indicate that the county government of Trans Nzoia has a higher number of male employees than female employees. However, from the data analyzed, it is evident that the percentage of male employees is 58.3% while female employees is 47.7% which is slightly lower than the number of male employees. This implies that the county government has general mix of employees.

4.3.2 Age Distribution

The study sought to establish the age of the respondents. The findings are presented in Table 4.2.

Table 4.2: Age of Respondent

Age bracket	Frequency	Percent	Cumulative Percent
18-30	21	9.6	9.6
31-40	79	36.2	45.8
41-50	76	34.9	80.7
51-60	42	19.3	100.0
Total	**218**	**100.0**	

Source: Research Data (2018)

The results from Table 4.2 show that that majority of employees (36.2) fell under the age bracket of 31-40 years while 34.9% of employees are under the age bracket 41-50 years. In addition, the youngest group between the age of 18- 30 years and the oldest group between the age brackets 51-60 years are 9.6% and 19.3% respectively. This

implies that that the respondents were drawn from all levels of the organization and therefore the information could generalize.

4.3.3 Length of Service

The respondent's length of service was sought. The results are presented in Table 4.3.

Table 4 3: Length of Service

Length of service		Frequency	Percent	Cumulative Percent
	0-3	24	11.0	11.0
Valid	4-5	72	33.0	44.0
	over 5 years	122	56.0	100.0
	Total	218	100.0	

Source: Research Data (2018)

Table 4.3 findings suggest that majority of the respondents have been working in the county for a period of over 5 years which a representation of 56.0%. Cumulatively, 89.0% of the respondents have been committed in serving the county for over four years. In addition, the findings have presented that 11.0% of the respondents have been working at county government of Trans Nzoia for 0-3 years. This means that the majority of respondents have been employed in the county government for a realistic period and therefore would have clear insight of the influence of spirituality on organisation engagement and commitment.

4.3.4 Level of Education

The level of education findings is presented in Table 4.4.

Table 4 4: Education Level

Level of education		Frequency	Percent	Cumulative Percent
	Primary certificate	14	6.4	6.4
	Secondary	24	11.0	17.4
Valid	Diploma	88	40.4	57.8
	Degree	56	25.7	83.5
	Post Graduate	36	16.5	100.0
	Total	218	100.0	

Source: Research Data (2018)

From Table 4.4 presents the findings on education level. 40.4% had diploma qualification as their highest level of education while 25.7% had attained undergraduate degree and 16.5% were holding postgraduate degree. Similarly, 11.5% of the respondents indicated that they hold secondary level while primary level comprised of 6.4% of the respondents. From the findings, it is clear that majority of the employees 82.4% had post-secondary education qualification and therefore can be assumed to be knowledgeable on the research subject area and generally spiritual matters.

4.4 Workplace spirituality

This section of the questionnaire sought to establish the extent at which workplace spirituality has influenced the association of employees in the county government of Trans Nzoia. The range employed was 'strongly disagree' (1) to 'strongly agree' (5). The tallies of disagreement have been assumed to be represented by a variable with the mean score of between 0 and 2.5 on the Likert scale; ($0 \leq$ S.D <2.4) while the 'Neutral' position took the variable with a mean point of 2.5 to 3.4 on the Likert scale: ($2.5 \leq$ M.E. <3.4). The score of both strongly agree and agree represented the variables whose mean score were between 3.5 and 5.0 on a continuous Likert scale; ($3.5 \leq$ S.A. <5.0). A standard deviation that is > 1.0 indicate a significant difference among the respondents on the statement asked by the respondent. The results on the organizations workplace spirituality practices are presented in Table 4.2.

Table 4.5: Workplace Spirituality

Statement	Mean	Std. Deviation
I consider spirituality as the sacredness of everything in my workplace and forms ordinariness of everyday life	3.43	1.594
I am comfortable inwardly in the face of job demands and always engage my work t with a mastery orientation	3.37	1.340
Employees feel attached to each other and perceive that they are part of the organizational community	3.29	1.587
I love all my workmates irrespective of their actions in the workplace and will always strive to understand them.	3.28	1.133
I consider spirituality as the ultimate source and provider of meaning and purpose in life	3.25	1.253
Employees level of consideration and concern for others in the organization is high due to individual level of spirituality	3.04	.802
The employees spirituality influences the need of inclusivity and commitment of all community members	2.84	1.461
I always strive to achieve a better understanding of my God given work	2.84	1.189

Source: Research Data (2018)

Table 4.2 demonstrate a summarized study findings based on workplace spirituality. The respondents' views were captured using the measurements indicated in the questionnaire and therefore it is evident that respondents are neutral on the extent to which they consider spirituality as the sacredness of everything in my workplace and forms ordinariness of everyday life (mean= 3.43 SD=1.594). They are also neutral on the extent to which they are comfortable inwardly in the face of job demands and always engage work with a mastery orientation (mean= 3.37 SD=1.340). In addition, some other views depict the moderate extent of perception was that employees feel attached to each other and perceive that they are part of the organizational community (mean = 3.29 SD=1.587), employees indicated that they love all workmates irrespective of their actions in the workplace and will always strive to understand

them (mean = 3.284 SD=1.133). The high standard deviation however, shows that the respondents' answers to the respective question varied.

The above analysis implies that employees at Trans-Nzoia County are not necessarily very spiritual in their workplace. This is evidence by the fact that they are neutral in regard to spirituality being sacredness of everything in the workplace, are neither attached to each other nor perceive other employees as part of the organization community. They sometimes consider spirituality as the ultimate source and provider of meaning and purpose in life. To a moderate extent they find that spirituality influences the need of inclusivity and commitment to all community members. They sometimes strive to better understand God in their given work.

4.5 Work Engagement

The capacity of employee engagement to concurrently capture investment of efficient, subjective, and physical energies into results that relate to performance represents a particular and key characteristic that separate engagement from other possibly related factors, for example, work engagement and satisfaction. The findings on the organizations work engagement is presented in Table 4.6.

Table 4.6: Work engagement

Statement	Mean	Std. Deviation
I find meaningfulness in my work	3.36	1.497
I strongly identify with my work	3.34	1.520
I feel my work is of significance to the county	3.33	1.661
My work-related goals attract increased commitment	3.26	1.542
I feel that my engagement to the organization is appreciated	2.99	1.128
I am attached to my work and therefore it takes on sacred significance and increased meaning to my living	2.91	1.059
I have a control over my work goal accomplishment	2.82	1.172
I have a full believe on the work that I am currently doing	2.81	1.277
I am willing to devote my personal resources to my work	2.69	1.271

Source: Research Data (2018)

Table 4.6 represents summarized findings on work engagement practices at the Trans Nzoia County. The findings suggest that employee work engagement moderately existed on the basis of the respondents. The findings reveal that to a moderate extent, that is employees in Trans-Nzoia to a moderate extent found meaningfulness in their work (mean=3.362 SD=1.497) and therefore identify less with their work (Mean=3.341, SD= 1.520). As a result of work place spirituality, some respondents perceived that their work is significant to the county (mean= 3.333 SD 1.661). On other occasions some respondents felt that their work was appreciated (mean 2.994.SD 1.128).The findings imply that there is exist a low work engagement in the county and this is manifested by a low employ identification with their work, low believe in the work that they currently undertake as well as a low willingness to devote their personal resources to the work that they currently undertake. Consequently, workplace spirituality has influenced employees work engagement to an extent that they sometimes feel attached to their work and therefore it takes on sacred significance and increased meaning to their living

4.6 Employee Commitment

Employee commitment is of key significance for employers due to potential financial profitability in the long run. This is on the grounds that commitment and loyalty in employees have a tendency to produce significantly high-performance as depicted by increased sales, enhanced efficiency in production, enhanced retention of employees and profitability. The results are presented in Table 4.7.

Table 4.7: Employee Commitment

Statement	Mean	Std. Deviation
I strongly desire to maintain organizational membership now and into the future	3.87	1.327
I strongly belief in, and accept the organization's goals and values	3.65	1.273
I have a sense of attachment to this organization and hence committed	3.54	1.112
I feel a level of interconnectedness within the workplace and this has enhanced my strong affection towards the organization	3.45	1.043
I am willing to continue working in the organization into the foreseeable future	3.39	1.025
I perceive that my workplaces provides an opportunity to express my inner life and conduct meaningful work which increases commitment towards their organization	3.34	1.089
I feel the cost of leaving the organization will be so high for me to leave the county.	3.10	1.041
This organization is like a family to me and hence I am committed to its ideals	3.07	1.195
I have an obligation towards the organization.	2.82	.971

Source: Research Data (2018)

Table 4.7 findings suggest that to a large extend, the employees of TNC are desirous of maintain organizational membership now and into the future mean (Mean= 3.87 SD=1.327) as well as strongly belief in, and accept the organization's goals and values (Mean=3.652 SD= 1.273). Additionally, the study indicates that the employees have a sense of attachment to the organization and hence committed (Mean=3.543 SD=1.112) as well as have a feeling of interconnectedness within the workplace and that has enhanced their strong affection towards the organization (Mean 3.45, SD=1.043). The study findings also highlight that employees perceive that their workplaces provides an opportunity to express their inner life and conduct meaningful work which increases commitment towards their organization (mean= 3.34 SD=1.089).

The high standard deviation in the responses indicates that there was disparity among the respondents on the questions with regard to the employee commitment in response to workplace spirituality. The respondents indicated to a large extent they would maintain membership in the county now and in the future; have a strong belief in, and accept organisation goals and have sense of attachment to the organisation. The findings also implies that sometimes the respondents perceive the workplace to provide an opportunity to express inner life and conduct meaningful work which increase commitment towards the organisation. In addition, the research found that the respondents obligation to the organisation was low yet consider the organisation to be family to them this would imply that they have some connectedness with the organisation even though not committed. The workplace spirituality would be contributing to their stay in the organisation.

4.7 Regression analysis

The relationship between workplace spirituality, work engagement and employee commitment was established by use of linear regression analysis. The researcher utilized statistical package for social sciences (SPSS V 20.0) to input and run the study measurements. Coefficient of determination evaluates the degree to which variations in the independent variables explain deviations in the outcome variable or the variation proportion in the outcome variable (workplace spirituality) that is described by the explanatory variables.

4.7.1 Model summary

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761[a]	.579	.575	.680

a. Predictors: (Constant), workplace spirituality

Table 4.8 above, shows model summary of regressed study variables. The correlation coefficient (R) value represents the degree and strength of association between predictor variable and the outcome variable. In this model therefore the coefficient of correlation is 0.761 which indicates a positive correlation between work spirituality and the dependent variable(organisation engagement and commitment). The R

Squared is the coefficient of determination which indicates the extent of the total variation in the dependent variable. From the above the R squared statistic gives the goodness of fit of the model which shows how good the regression model approximates the real data points. The R squared of this model is 0.579 implies that the model is a good fit of the actual data. The coefficient of determination of 0.761 implies that 76.1% of the variance in outcome variable (workplace spirituality) is described by changes in the explanatory variables (work engagement and employee commitment)

4.7.2 ANOVA

Table 4.9: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	136.632	1	136.632	297.026	.000[b]
1	Residual	99.409	216	.460		
	Total	236.041	217			

a. Dependent Variable: Employee engagement and organizational commitment

b. Predictor: (Constant), Workplace Spirituality

The summary model of analysis of variance also indicates that the dependent variable (employee engagement and organization commitment) is significantly predicted by the regression model. The statistical importance of the model of regression analysis that was computed is shown by the F test. The P=0.000, which is less than 0.05 imply that, generally spirituality significantly and statistically predicts the employee engagement and commitment.

4.7.3 Coefficients of regression

Table 4.10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	.991	.173		5.742	.000
	Workplace spirituality	.149	.044	.159	3.369	.001

a. Dependent Variable: Employee engagement and organization commitment

The overall equation model for predictor and outcome variables takes the following format.

$Y = 0.991 + 0.149X_1$ This implies that from the model, at any given point, organizational commitment and work engagement will increase by 0.149 units when workplace spirituality is zero. Similarly, a unit increase in spirituality results in a 0.149 unit increase in employee engagement and commitment. The model demonstrates that when workplace spirituality changes by one unit organizations commitment and work engagement will increase by .149. The model implies that workplace spirituality has a positive impact on work engagement and organization commitment.

4.8 Discussion of Findings

The objectives the study was to investigate the effect of workplace spirituality on the employee engagement and commitment of the County government of Trans-Nzoia. The study adopted diverse measurements while trying to gauge the impact of workplace spirituality on employee commitment and work engagement.

The results on the employee spirituality in the county reveal that the employees moderately practice spirituality in their workplace. The findings imply that employees at Trans-Nzoia County are not necessarily very spiritual in their workplace. This is evidence by the fact that they are neutral in regard to spirituality being sacredness of everything in the workplace, are neither attached to each other nor perceive other employees as part of the organization community. They sometimes consider spirituality as the ultimate source and provider of meaning and purpose in life. To a

moderate extent they find that spirituality influences the need of inclusivity and commitment to all community members. They sometimes strive to better understand God in their given   work.The findings reveal that employees are moderately comfortable as regards job demands and that they to a low extent consider their spirituality to influence the need of inclusivity and commitment of all community members. This position contradicts that advanced by the Social Exchange Theory (Emerson, 1976) which argues that progressive interaction among individuals will necessitate support for one another and hence mutual coexistence. At the same time, the findings of low spirituality among the county employees explains the low growth and development among the employees which Menguc, et al. (2013) opine that greater levels of spirituality in places of work gives employees a room to acknowledge individual growth that will result into increased level of employee engagement and commitment.

Yoon, Sharon and Jaeboem (2011) propose that employees in the company who are spiritually astute are observed to be contended in their work place and perceive that there is a positive significant relationship between customer perception, job satisfaction and the output of employees in the service industry. This findings suggest that this position is correct because the findings reveal existence of a low spirituality level and this can explain the low employee engagement and commitment witnessed in the County Government of Trans Nzoia. Indeed, Rego and Cunha (2008) suggest that employees will establish a strong affiliation with the organization if their values and goals go hand in hand with the organization values.

This therefore indicates that spiritual employees will always focus on delivering their duties because they perceive that organization is like a family hence facilitating their commitment level. Additionally, normative commitment Affective commitment and continuance commitment are all significantly affected by the level of spiritual sense of employees as demonstrated by the study findings.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND LIMITATION

5.1 Introduction

This chapter entails on the summary of findings, conclusion, limitations and recommendations corresponding to the study topic which was to investigate the effect of workplace spirituality on the employee engagement and commitment at the County government of Trans-Nzoia.

5.2 Summary of the Findings

The study findings indicates that majority of county government of Trans Nzoia employees are male. However, the difference between the number of female employees and male employees is insignificant. Similarly, in relation to age distribution, the study established that majority of the respondents are between the age of 31-40 years. Quality information is always considered as the best aspect in investigating a given phenomenon which is significantly related to the length of service an employee has been working in an organization. However, the study discovered that majority of Trans Nzoia county employees have been working in the county for over five years which imply that they are aware of the extent at which workplace spirituality has impacted employee engagement and commitment. Based on education qualification, which is also a significant factor of quality information, the study findings has highlighted that majority of employees have post-secondary qualification.

Workplace spirituality is a concept that has been perceived to enhance employee commitment and engagement. Therefore the present study found that among the employees, the most attributable variable among the tested ones was that the respondents highlighted that in relation to workplace spirituality, they consider spirituality as the sacredness of everything in their workplace forming ordinariness of daily life. In addition, the study also found that spirituality makes employees to be comfortable inwardly in the face of job demands and always engage their work with mastery orientation. In the same line, the study also discovered that workplace spirituality makes employees attached to each other and perceive that they are part of the organizational community. Spirituality among employees will enhance the sense

of love among workmates irrespective of their actions in the workplace and will make employees to strive understanding their workmates so that they can accommodate them in every situation thereby improving organizational performance.

The level of work engagement among employees was measured on various aspects. However, from the findings of the present study, it is evident that the level of work engagement among the employees of the county government of Trans Nzoia has been averagely rated. Consequently, the study established that as a result of work engagement, employees find meaningfulness in their work. Additionally, the study findings discovered that work engagement makes employees have a full believe on the work that they do. Organizational commitment is of key significance for employers due to potential financial profitability in the long run. This is due to the fact that commitment and loyalty in employees have a tendency to produce significantly high-performance business results as estimated by increased sales, enhanced efficiency in production, enhanced retention of employees and profitability. In line with the above perception on employee commitment, the study established three types of employee commitment, affective commitment, continuance commitment and normative commitment.

Under affective commitment, the findings of the present study highlights that employees level of commitment makes the belief strongly and accept organizational goals and values. Secondly, continuance commitment ensures that employees strongly desire to maintain organizational membership now and into the future. Thirdly, the study established that normative commitment makes employees to perceive that their workplace provides an opportunity of expressing inner life and conduct meaningful work that increase commitment towards the organization.

5.3 Conclusion

With regard to the study findings, the following conclusion can be made based on the effect of workplace spirituality on employee engagement and commitment. Workplace spirituality is an organizational tool that if considered strategically, organizational performance can increase as a result of employee engagement and commitment. The accompanying reason is that the study discovered that workplace spirituality makes employees to strive and understand their purpose in life enhancing

task planning which in the long run facilitate engagement towards achievement of organizational goals.

In conjunction to work engagement, it can be attested that spiritual employees are always willing to devote their personal resources in order to achieve organizational goals. However, work engagement can be enhanced significantly if organizational goals are in line with the ambition of employees. Similarly, affective commitment, continuance commitment and normative commitment are all equally important towards the accomplishment of greater organizational performance and that the present study demonstrates that the three commitment dimensions are significantly affected by workplace spirituality. Thus, it is deduced that if an employee realize the importance of their work in an organization, they will be more independent, provided they gain support from the organization on the strategies of commitment that encourage positive employee responsibility.

5.4 Recommendation and Policy Implications

The research findings reveal existence of positive effect of workplace spirituality on employee commitment and engagement. It is recommended that county Government of Trans Nzoia strive to put in place policy that will enhance sustain and improve spirituality in the workplace. Apart from the general human resource development and management policies, it is recommended the council of Governors in conjunction with the Ministry of Public service should develop specific policies on organisation engagement and commitment. For many years public service productivity has remained low; especially in central government. Implementing policy on spirituality in the workplace will greatly enhance engage and commitment thus increase productivity.

It is recommended that both national and county government enact and implement policy that would enable employees find meaningfulness and purpose in their work; have them identify themselves with their work; have control and belief in what they do, maybe just what they need to bring down corruption. However, the study has also intensified the presence of mixed perceptions on the influence of workplace spirituality on employee engagement and commitment. It therefore recommended that inputting up these policies the broad organisation approach should be adopted. This will ensure that one policy feeds into another, thereby achieving greater impact.

Similarly school curriculum developers need to consider the spirituality of school going children and spirituality as non-examinable subjects of for learners. On the other hand, conflicting impact of noticeable characteristics, specifically affective commitment, continuance commitment and normative commitment on the general employee commitment. That supports prior researchers that predispositions and segregation on effectively recognizable characteristics may, in any case, be contributing emphatically to workplace spirituality. On theory, the study reveals that workplace spirituality has a critical impact on the employee commitment and engagement.

5.5 Limitation of the Study

The research was conducted among the employees of Trans Nzoia county government and whether its findings is in line with other county governments will be able to be verified on the basis of other studies. Therefore, it will be necessary to test the study findings on different institutions and industries. The other limitation to the study is that limited variables were considered and it is possible that there are other factors that define workplace spirituality among employees of different firms. Other variables that encompass both endogenous and exogenous constructs which have been validated in previous research works should be considered in future research.

While there exist some signs that workplace spirituality impacts the level of work engagement and employee commitment, there is insufficient support for claiming that a causal relationship exists. It will also be interesting to investigate whether personality traits affect the level of individual spirituality and can be used to identify employees that have a greater level of spirituality to form strong and lasting workplace spirituality.

5.6 Suggestion for Further Research

Spirituality is an aspect that changes from day to day depending on the situation that a person is. As a result, the study suggest that it will be appropriate to consider a time series analysis as opposed to cross-sectional study in evaluating the effect of workplace spirituality since employees can influence the entire staff in an organization to change spiritually. Therefore, a longitudinal research design can be the next step for further research to fully understand how the workplace spirituality

affects employee commitment and work engagement. Lastly, the study focused on the county government which is a public institution.

In addition, more cross-cultural studies of workplace spirituality in different cultures are encouraged. This might help in determining the applicability of management practices across nations and uncover potential relationships between workplace spirituality dimensions and work attitudes. Future research could focus on countries that have different culture and political orientations.

Nonetheless, future studies should consider private sector and also charity organizations in order to effectively bring out the significant effect of workplace spirituality on employee commitment.

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APPENDIX: QUESTIONNAIRE

This questionnaire is designed to gather information on the effect of workplace spirituality on the employee engagement and commitment at the County government of Trans-Nzoia and is purely for academic purposes only. Kindly provide information to all items in the questionnaire by putting a tick (√) on one of the options. For questions that require your own opinion, fill in the blanks. (………………………….)

SECTION A: GENERAL INFORMATION AND BIO DATA

1. What is your gender?

    a) Male   [   ]   b) Female   [   ]

2. What is your age bracket?

    a) 18-30 years   [   ]   b) 31 - 40 years [   ]   c) 41 - 50 years [   ]

    d) 51-60 years [   ]

3. What is your department ………. ……………………………………………

4. What is your current designation?
    ....

5. For how long have you been working at the County government of Trans-Nzoia?

    a) 0-3 years   [   ]   b) 4-5 years   [   ]   c) Over 5 years   [   ]

6. What is your highest academic qualification?

   a) Primary   [   ]   b) Secondary   [   ]   c) Diploma [   ] d) Degree   [   ]

   f) Post Graduate   [   ]

Section B: Workplace Spirituality

7. Please complete this part by ticking (√)the appropriate response to each
   statement: The following five-point Likert-scale is used:
   (1) Strongly disagree ; 2) Disagree ; 3) Neutral; 4) Agree; 5) Strongly agree

	Statement	1	2	3	4	5
1.	Employees feel attached to each other and perceive that they are part of the organizational community					
2	Employees level of consideration and concern for others in the organization is high due to individual level of spirituality					
3.	I am comfortable inwardly in the face of job demands and always engage my work t with a mastery orientation					
4.	I always strive to achieve a better understanding of my God given work					
5.	As employees we find a strong connectedness in workplaces because of the shared values and sense of purpose					
6.	I consider spirituality as the ultimate source and provider of meaning and purpose in life					
7.	I consider spirituality as the sacredness of everything in my workplace and forms ordinariness of everyday life					
8.	I love all my workmates irrespective of their actions in the workplace and will always strive to understand them.					

9. To what extent do you agree with the following statement in relation to your work
   engagement? Use 1-Not at all, 2-Small extent, 3-Moderate extent, 4-Great extent
   and 5-Very great extent.

Work Engagement	1	2	3	4	5
I find meaningfulness in my work					
I have a control over my work goal accomplishment					
I am attached to my work and therefore it takes on sacred significance and increased meaning to my living					
My work-related goals attract increased commitment					
I am willing to devote my personal resources to my work					
I have a full believe on the work that I am currently doing					

I feel that my engagement to the organization is appreciated					
I strongly identify with my work					
I feel my work is of significance to the county					

Employee Commitment	1	2	3	4	5
a) Affective Commitment					
I strongly belief in, and accept the organization's goals and values					
I am involved in the organizations activities that calls out of the normal duty					
The organization allows me to express my inner life					
b) Continuance Commitment					
I have a sense of attachment to this organization and hence committed					
I feel the cost of leaving the organization will be so high for me to leave the county.					
I am willing to continue working in the organization into the foreseeable future					
I strongly desire to maintain organizational membership now and into the future					
c) Normative Commitment					
I have an obligation towards the organization.					
I feel a level of interconnectedness within the workplace and this has enhanced my strong affection towards the organization					
I perceive that my workplaces provides an opportunity to express my inner life and conduct meaningful work which increases commitment towards their organization					
This organization is like a family to me and hence I am committed to its ideals					

THANK YOU FOR YOUR TIME