

**THE EFFECT OF GENDER ON EMPLOYEE COMMITMENT AT
ALLPACK INDUSTRIES LIMITED**

CHRISTINE NAITORE MURUGU

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DECLARATION

This research project is my original work and has not been presented for the award of degree in any other university or institution.

Signature Date

Christine Naitore Murugu

D61/74384/2014

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

Signature Date

Prof. Peter K'Obonyo

School of Business

Department of Business Administration

University of Nairobi

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Be blessed.

DEDICATION

I would like to dedicate this project to my loving and ever supportive parents Mr Patrick Murugu and Mrs Josephine Karoki without whom none of this would have been possible.

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LIST OF ABBREVIATIONS AND ACRONYMS

- AKDN** - Aga Khan Development Network
- SPSS** - Statistical Package for Social Sciences
- UNESCO** - United Nations Education, Scientific and Cultural Organization
- WHO** - World Health Organization

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ABSTRACT

This study was conducted to examine the effect of gender on employee commitment at Allpack Industries limited. The research study sought to answer the question, what is the effect of gender at Allpack Industries limited? The sample size of the study comprised 188 employees in the organization. Data was collected by administering the questionnaires to the 188 respondents and the response rate was 90 percent. Once the fieldwork was complete, the questionnaires were examined for completeness and then coded. It was established that 67 percent of the respondents were male while 33 percent were female. The data was then keyed in the computer and analyzed using descriptive statistics namely mean, standard deviation, frequency distributions and percentages. The effect of gender on employee commitment was tested using a T-test for independence. The data analysis was aided by the use of SPSS software. The results found that the composite mean for employee commitment at Allpack industries was 3.10 which meant that the employees were dedicated to a great extent. The results also found that the overall mean scores for the three scales of commitment were 2.44 for Affective commitment, 4.01 for Continuance commitment, and 2.86 for Normative commitment. The high mean score for Continuance commitment was explained by the presence of a relatively young workforce that is ready to bear with the working conditions at Allpack. The high continuance commitment mean could also be due to lack of greener pastures elsewhere due to the high unemployment rates in Kenya hence most of the respondents feel they have very few options and as a result remain in the organization.. Affective commitment had the lowest mean which indicated a relatively low degree of attachment to the company. This was explained by the fact that the employees did not feel as involved by management in the making of decisions especially when it came to issues that affected them in the company. Based on the T-test for independence the results show that there was an insignificant difference between the commitment of male and female employees ($t = 1.006$, $p \geq 0.05$). This means that at Allpack Industries, gender has no effect on employee commitment.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This study was conducted to ascertain the effect of gender on employee commitment among the employees of Allpack Industries Limited. Commitment of employees as stated by Akintayo (2010) is the extent to which the worker feels devoted to their company while Ongori (2007) characterizes it as the level of attachment or devotion employees feel towards the organizations they work for. Most, if not all organizations attach great importance to dedication among their workers since it is generally believed to minimize disengaged attitudes, including, turnover, tardiness, burnout and absenteeism from work. It is clear that these withdrawal behaviours seem to have serious ramifications on organizational performance such as reduced productivity and profitability and need to be curbed by eliciting more organizational commitment among employees.

The study is founded on the multidimensional theory. This is a theory or concept that is classified into three dimensions namely: the continuance, affective and normative dimensions. This multidimensional theory is the improvement from the preceding approaches of organizational dedication namely the side bet approach and the psychological attachment theory. The side bet approach proposed by Howard Becker (1960), asserts that employees will remain loyal to an organization as long as they get to maintain their positions in the organization regardless of how difficult and stressful the conditions they work in. If however, the same employees are presented with a better or more lucrative option, they would be willing to leave the organization.

The psychological attachment theory on the other hand, advanced by Porter (1974), looks at commitment simply as affective or emotional. Based on this theory, employees are committed to an organization owing to the fact that they share and can identify with the organization's objectives and values.

Various studies have been conducted over the years on employee dedication and particularly on its connection to gender in a number of industries and organizations, but there seems to be limited evidence of research on this particular topic in the packaging industry and more so in Allpack Industries Limited. Packaging companies such as Allpack Industries are typically involved in converting raw materials into packaging for either consumer or industrial use. As a result, they usually find themselves in a relatively vulnerable position within the value chain. On the supply end of the value chain, major suppliers are more often than not big, powerful global producers that can choose to transfer high raw material costs to these packaging manufacturers especially when supply of raw materials is scarce. This typically leads to increases in manufacturing prices for the packaging producer. On the customer end of the same value chain, there are also big consumer goods companies that could decide they do not want to pass down those price hikes to their end consumers. They do so by the threatening to switch to other manufacturers to keep these packaging companies from transferring these price increases to them. It can be risky to the financial well being of such packaging manufacturing companies as Allpack especially when they find themselves caught between these big global producers on one end of the value chain and the powerful consumer goods companies on the other end of the value chain. So in order for Allpack Industries to remain competitive and

maintain profitability in such a volatile industry, it needs to be creative and innovative in marketing and promoting its products.

With all these in mind Allpack Industries needs to go above and beyond in its business practices so as to remain viable and profitable in this ever changing business environment. This can only be possible with highly driven and committed employees because as Hunjra (2010) pointed out that, highly motivated and dedicated workers who put in and sacrifice their time and lives so as to pursue organizational objectives are gradually being recognized as the most important asset that can be found in an organization. For most companies, such employees are regarded as one of their most important resource. According to Greenberg & Baron (2010) gender differences have become a common and growing unavoidable aspect of the workplace between employees and managers in our modern society. As a result it is imperative that we discover if these gender differences affect job performance, productivity attitudes on work and commitment of employees. This study therefore examined if gender had any effect in employee commitment of Allpack industries employees.

1.1.1 The Concept of Gender

UNESCO (2003) defines the concept of gender not simply as, male and female, but looks at it in terms of the roles that males as well as females play that originate in our households, cultures as well as communities. It also consists of the beliefs held regarding the traits, capabilities and expected conducts of men as well as women (femininity and masculinity). UNESCO (2003) states that, gender roles and expectations are not biologically fixed or permanent but in fact learned. They can change based on various systems of social differentiation such as social class, age,

political status, ethnicity, race, culture and so on. Since this concept of gender does not seem to be biologically predetermined, and these roles and responsibilities can change based on a myriad of social factors such as culture, then it stands to reason that such widely accepted ideas in the African context such as “male domination” and female subordination may not actually be based on reality but might actually be social constructs (a viewpoint that appears to be a normal and obvious and widely accepted by a given society but which might or might not be true or based on reality).

West and Zimmerman (1977), looked at gender not as a personal trait but rather, an evolving characteristic of social situations: that is as both the foundation for and result of a number of group engagements as well as a way of giving legitimacy to the basic and important societal division existing. Gender as a term was traditionally used as a way of differentiating between biological sex and accepted features of masculinity and femininity. In addition, gender was believed to be attained and pretty much constant after it is determined in early childhood. Sex on the other hand, deals with the biological differences that exist between males and females, which are universally accepted and established when children are born (UNESCO, 2003).

Gender roles according to the World Health Organization (2015) are described as socially constructed activities and behaviours that a given society deems suitable and fitting for women and men. Often, we relate to each gender group based on what we eat, how we dress, how we talk and what we talk about. Behaviours and attributes that women are said to possess include being subservient, reserved, passive, emotional and nice while, men are seen to be acceptably aggressive, strong, active, rational, and straight forward based on gender stereotypes.

1.1.2 Employee Commitment

Cook and Wall (1980), define commitment as the employee's connection to the objectives and the company tenets, their importance in achieving the objectives, as well as feeling attached to the company for more than just what they are getting out of it in terms of extrinsic value. According to Meyer and Allen (1990) commitment is divided into three aspects that is, normative, continuance and affective commitment. They state that Normative commitment is where the worker remains with the company only out of a sense of responsibility. According to Meyer and Allen (1984), affective commitment is where a worker opts to remain in the company since they can identify with it, feel involved in it and are emotionally attached to it. Finally they describe continuance commitment as a type of commitment that is fostered when an employee considers the apparent cost of leaving or losing the job.

Mowday et al (1982) had a different perspective on employee commitment. They pinpointed two major viewpoints on employee commitment. Namely: behavioural perspective and attitudinal perspective. When it comes to the behavioural perspective to commitment individuals are not really attached to the company but rather to their individual engagements. Attitudinal perspective to commitment is based mostly on the quality and type of connection between the employee and the company. Jena (2015) argues that employee commitment is largely contingent on the type of the relationship the employee has with the company or a number of people within the company.

1.1.3 Allpack Industries Limited

Allpack was established in 1992. It is an affiliate of the Aga Khan Development Network (AKDN). It was initially established to supply a group of Kenyan exporters with European quality cartons within reasonable lead times. The company is located off Mombasa road at Syokimau, Mavoko sub-county. The company converts approximately 2100 metric tonnes of corrugated boxes in a month and is one of the biggest carton manufactures in the region. They offer corrugated cartons, including regular slotted, die cut, glue/stitched, and coated cartons. In 1999, Allpack decided to diversify its packaging products and began manufacturing polypropylene woven bags. Polypropylene bags division has seen major growth since its beginning manufacturing from raw materials through to final product including multi-coloured print. They manufacture agri bags, coated bags and metalized foil laminated rolls to a wide variety of bulk packaging industry such as tea, sugar, salt, seed, fertilizer, lime, animal feeds, grain milling and the general informal sector. It serves fast moving consumer goods such as tea, tobacco, floriculture, horticulture, sugar, fertilizer, salt, wheat and so on.

Allpack Industries Limited like a lot of organizations has over the years experienced a decline in the number of people it employs. The reasons for the turnover are varied including layoffs and downsizing but another reason is that, relatively a lot of staff over the years have departed the organization and moved to other organizations on their own, or rather without any prompting from the organization. The reasons given are varied and in most cases dependent on the individuals, which include, those who leave in search of better paying job opportunities, others leave because they simply got better offers from other organizations and so on. Regardless of the reasons, the common thread that seems to tie them all together is a lack of motivation and

commitment to continue working for the organization among those who left. The study sought to understand if those who remain are really committed to the organization and if gender had any effect on their commitment to the company.

1.2 Research Problem

Due to the competitive nature of business today, it has become arguably more imperative than ever before, for organizations to gain the dedication of their staff. Lo (2009) argues that the study of employee commitment is vital because staff who are devoted to their work and organization are far more expected to accept organizational change and less likely to exhibit withdrawal behaviour. Those types of workers are similarly expected to experience fulfilment and job satisfaction. However, employees who aren't as committed to their organizations tend to direct their loyalties elsewhere. Consequently, understanding how to nurture the correct kind of devotion is vital so as to enable organizations retain their best workers.

Staff performance is regarded to be among the antecedent factors of employee commitment or rather employee performance is highly contingent on employee commitment (Ali, 2010; Ajila and Awonusi, 2004). This means that, the more dedicated an employee is to their firm, better they are expected to perform at their jobs. As a result, managers should come up with ways to elicit more commitment out of their employees so as to get the best out of them. Tumwesigye (2010) pointed out that commitment has in recent years been a popular topic of study by a lot of researchers and practitioners mainly because companies have discovered that in order for them to develop and maintain improved job performance, competitive advantage and increased productivity they need committed employees working for them.

The studies on organizational commitment are numerous, with a number of these studies looking at determinant factors such as gender. A study by Opayemi (2004) on the individual traits and organisational devotion amongst Nigerian Police Officers, it was concluded that female employees in the organization were committed more than the males. In another study on demographic impacts of organizational commitment on academicians in Pakistan conducted by Khan et al. (2013) contended that male workers possessed a slower and less task oriented mindset in spite of their superior physical strength to women. Nevertheless, this study did not focus solely on the effect of gender on commitment but looked generally at other demographics such as age, job rank and so on. However, Kumasey, Delle and Ofei (2014) in their study on the connection between organizational devotion as well as demographic variables among the commercial banks in Ghana, found men to be more committed than women, particularly in an organisation with more men than women. This study was more of a broad sector based study with broader samples as opposed to a company specific study with smaller samples.

Jena (2015) in her study on the demographic factors affecting organizational commitment, also observed that men exhibited a greater sense of commitment than the women. This is a study that doesn't focus on primarily on gender but on other demographic factors determining organizational dedication. In a study on the gender influence on institutional dedication of teachers done by Aydin, Sarier and Uysal (2011) established that for women who were mothers, motherhood was more important than their jobs and hence tend to not show up at the office more frequently than the men or leave their jobs altogether. Grusky's (1966) research work on career mobility and organizational commitment, observed that females

dedicate themselves more to their jobs and companies than male which he attributed to the higher number of challenges and barriers that women have to overcome at the workplace which means that they tend to appreciate and respect their jobs more. However, this study didn't seek to study gender and organizational commitment which is what this study is mainly concerned with. From the above studies there does not seem to be a study on employee commitment in the packaging industry and at Allpack Industries and therefore this study then sought to establish the effect of gender on employee commitment at Allpack Industries Limited.

The studies on the association between gender and organizational dedication have not arrived at a consensus on how the variables relate to each other. Consequently, this research study seeks out to enhance and advance the insight on the connection between the two variables. This problem then translates into the following research question: what is the effect of gender on employee commitment at Allpack Industries Limited?

1.3 Research Objective

To establish the effect of gender on employee commitment at Allpack Industries Limited.

1.4 Value of the study

This study may help management of Allpack Industries Limited understand the importance of employee commitment, how to achieve it and identify if gender has an impact on staff dedication as well as motivation so as to reduce labour turnover, improve performance and productivity in the organization. As a result the study may

help managers at Allpack better understand the differences between the genders and how to help harness these differences to elicit commitment for their organization which can only be great for business in both now and in the future.

The study may also be used by researchers as a point of reference for future studies that may be related to this study. It may offer ideas to academicians who seek to further their understanding on commitment.

Other organizations may use the results, inferences as well as recommendations of this study to influence policy changes in their organizations. The research work could contribute to amendments in gender based policies in organization

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section gives the literature review on the variables of interest in this research. It consists of the theoretical foundation of employee commitment, literature on commitment and gender in the organization and finally the link that exists between gender and employee commitment.

2.2 Theoretical Foundation of the Study

This study is founded on the multidimensional theory. According to Meyer and Allen (1997) the multidimensional theory is a concept that is classified into three dimensions namely: the continuance, affective and normative dimensions. The multi-dimensional theory was advanced by Meyer and Allen (1984) and O'Reilly and Chatman (1986) all who were its greatest advocates. According to O'Reilly and Chatman (1986) dedication is the emotional connection that workers feels towards the organization they work for. It shows the level to which staff embraces the features of the company. However, not many researchers ended up adopting this theory preferring to follow the Meyer and Allen (1984) theory more when it came to studying commitment.

For over twenty years, the principle and major theory to the research of employee commitment has been the Meyer and Allen's Tri-dimensional approach. The affective devotion was the first dimension put forth. Meyer and Allen (1984) described it as feeling attached to, identifying with and feeling involved in an organization. The second was called continuance commitment was the second dimension they presented

and saw it as the extent to which someone feels dedicated to a company based on the costs they may incur if they leave the organization. These costs may include: the monetary costs associated with for example a pension fund that an employee would forfeit if they left their current company, a loss in connections established in their current organization which guarantee quick advancement if they remain with the organization or the reduced ease in doing their job which they has grown accustomed to.

Allen and Meyer (1990) later came up with third and final dimension of commitment which is known as normative commitment. It was described as a feeling of duty or obligation an individual feels to stay with the organization. The feelings of obligation may originate from the employee feeling indebted to a colleague within the organization or even feeling like you owe your superiors loyalty or the organization in general for one reason or the other. The three dimensions, put forth by Meyer and Allen have been tried and tested over the years and seem to have stood the test of time. As a result they are now used as tools for determining organizational commitment. Allen and Meyer (1990) note that employees can encounter each of the three dimensions to different degrees. The multidimensional theory is today still the prevailing theory when it comes to studying employee commitment and is the model that this study used to examine the influence of gender on commitment.

2.2.1 Affective Commitment

This is the degree to which individuals working in an organization appreciate or value being part and parcel of the organization. Rhoades (2001) argues that, people with affective dedication tend to identify with the company and feel like they are a part of it or like they fit in the organization which in turn drives them to participate more within the organization. Another consequence of this is that such workers are

far more inclined to stay in the company which reduces labour turnover and also they tend to be more invested in meeting the organizational objectives and goals. According to Beck and Wilson (2000) staff who are affectively dedicated tend to want to continue working in the organization because their objectives and beliefs are compatible with the company's. A connection exists between a positive work attitude and affective commitment. That is, if the workers have a good and positive attitude towards their company they consequently expected to feel connected or attached to that company.

Meyer and Allen (1997) state that staff who possess a high degree of affective devotion tend to be more incentivized and driven to improve their performance and productivity and add more value to the organization than those with continuance and normative commitment. This is simply because such employees are able to identify themselves with their organizations since their values and objectives more often than not align with those of the firm.

2.2.2 Continuance Commitment

Continuance commitment as stated by Meyer and Allen (1997) is the cognizance individuals have of the cost they would incur if they left the organization. What this implies is that employees are only motivated to continue working for an organization because of personal or professional investments they have made that they cannot transfer or relocate with them if they leave. For instance, when an employee stays with the organization because of their attractive salary and benefits package that they cannot or do not want to do without (Price, 2011). Another example where continuance commitment may occur is when an individual stays with an organization because they are not able to get another job.

Coetzee (2005) argues that continuance commitment is inherently deliberate and calculative because it is derived from an individual's estimation and evaluation of the potential costs that they could incur if they were to leave the organization and also the economic benefits they get if they remain in the organization. It is essentially a cost benefit analysis. Beck and Wilson (2000) on the other hand, posit that employees develop continuance commitment from financial rewards that they have attained without needing to identify with the company values and objectives. The conclusion therefore is that what entices employees with continuance commitment to continue working for an organization are the accrued investments they have acquired in the company.

2.2.3 Normative Commitment

Normative commitment as stated by Meyer and Allen (1997) is a feeling of obligation that workers have to remain in the company. Normative commitment stems from a person's feeling of responsibility towards the company and personal values. This is further reiterated by Coetzee (2005) who states that individual's with strong normative commitment usually feel like they do not have a choice and they have to stay in the organization. Muncherji and Dhar (2011) explain that this sense of obligation may arise as a result of an employee unconsciously assimilating normative pressures exerted on them before they were employed by the organization.

According to Price (2011) normative commitment may possibly emanate from rewards that organizations give employees in advance; which may as a result make them feel pressured to commit themselves to the organization. Conversely Meyer and Allen (1990) contend that this dimension of commitment is based on the moral

obligations of an individual. What this means is that employees with normative dedication will continue working in a company since they regard it the appropriate thing to undertake morally regardless of whether or not they are satisfied with their jobs. What can be inferred from this is that normative commitment is a consequence of employees feeling like they owe the organization for investing in them and can repay them by staying. This implies that such people remain in the company because they have to.

2.3 The Nature of Gender at the Workplace

Men and women differ in a number of ways including their abilities, interests, tastes and talents which results in them choosing different occupations and demonstrating working behaviours that are different. For the most part, men and women differ on various physical and psychological aspects.

Benenson (2002) suggest that on a number of indicators of direct competitiveness men rate higher than women. What this means is that for men, competition is seen as more of a positive experience than it is for women. Vugt (2007) argued that, men improve their performance and are actually more motivated if a competitive component is added to a task which does not happen for women. MacCoby (1998) posits that these disparities between males and females when it comes to competition appear in early childhood. He observes that boys will take pleasure competing with a good friend trying to determine for example who is faster than the other, who is the strongest and so on. Benenson and Schinazi (2004) on the other hand suggest that girls usually experience backlash if they beat or defeat their friends which is why girls shy away from competition which they carry over into adulthood and the workplace.

Gannon (2012) argues that women leaders are considerably more persuasive and assertive than male leaders. Women tend to assess situations and information more accurately than men and also able to consider all sides of a situation. He adds it is this desire to look at a situation from all sides that enhances their persuasiveness. Women are also better at a number of verbal tasks than men for instance grammar, verbal eloquence, spelling and verbal memory. Men are also said to be better negotiators than women. Babcock et al. (2003), in a study that focused on master's graduates from Carnegie Mellon found that the male students attained 7.6 percent better or higher salaries than their female equivalents, because of negotiation. While only 7 percent of female students negotiated for higher pay, more than 50 percent of their male counterparts negotiated for better salaries. Other studies show that fewer women would be willing to ask their employer for an increment in their salary even when they know they deserve it than men.

Males also seem to get a lot of promotions compared with females, and that may be as a result of their mingling habits in the office. According to a study on mentorship conducted by Ibarra et al. (2010), 72 percent of males got promotions by 2010 compared to 65 percent of women. This can be explained by the fact that men are guided or mentored by high-ranking executives whereas females are guided mostly by low-ranking level mentors. This difference is brought about by differences in levels of access by both genders. A study conducted by Torres and Huffman (2002) who are sociology researchers found that the social networks that men and women build are usually comprised of people of the same gender. That is to say, men mostly guide other men while women also mostly guide other women and since senior positions in the corporate world are still very much dominated by men, this then puts men in a

better position to get promotions from their mentors or due to their mentor's influence.

2.4 Gender and Employee Commitment

Oppenheimer (1992) argues that as the rate of labour participation increases among women concerns have been raised by some that women's' extensive family involvement could reduce their degree of dedication at work. Conversely, (Koretz, 1992) observes that the failure to fully exploit the potential of committed women is the reason organizational productivity suffers. Determining if disparities indeed exist in the organizational commitment levels between males and females, what these differences and why these differences exist are important research issues for study.

Family attachments or ties seem to have an effect on commitment. Naturally people who have deep ties or connections to other groups of people outside of their organizations are seen to have lower levels of organizational commitment. This means that employers and families are in direct competition for an employee's loyalty or commitment. Employees with extensive family ties such as children and marriage are likely to be less devoted to their work. According Mueller, Wallace and Price (1992), family attachments have different gender specific effect on men and women. For instance, whereas marriage and kids seem to lower the organizational commitment of women because they are traditionally supposed to maintain and nurture the family, it has the opposite effect on men whereby it increases their commitment since men are traditionally supposed to be the breadwinners. Bielby and Baron (1986) point out that these gender stereotypes are the basis for statistical discrimination or gender inequality in the workplace.

Then there other arguments that are based upon assertions that males and females have varying psychological characteristics which make them prone to degrees of dedication that are different. Giele (1988), for example argues that females possess more social attachments than males within their organizations and this could be a consequence of gender socialization practices. These differences in social attachments may be said to lead to higher levels of commitment in women than men.

Another school of thought argues that women exhibit higher commitment levels based on their restricted choices and barriers within the labour market. It is as a result of these restrictions and limited alternatives that they tend to value the jobs and positions they have much more than men in similar situations. Mathieu and Zajac (1990) came to the conclusion that women are more committed than men since they have to prevail over a lot of obstacles and restrictions to get to their positions in the organisation. Similar results were reported by Lincoln and Kalleberg (1990) conclude that women in the workplace are more committed to their jobs than men. These restrictions are for example organizational obstacles to entry in men led jobs or household attachments that stop females from seeking jobs and opportunities too far away from their homes and families.

There are two types of working women according to Hakim (1991). He posits that the first type is inclined towards a homemaker career while the second type is committed to their jobs as primary goal in life. The homemaker career type display low levels of commitment since they get in and out of the workforce depending on their circumstances considering that their main goal is nurturing and taking care of their families. The second type exhibit very high levels of commitment since their jobs are

their lives and in some cases, their only focus, is to excel at their jobs. According to Fiorentine (1988) settling down and raising a family is considered a viable substitute to professional success when it comes to women; this however does not apply to men. Gerson (1985) points out that, women usually have the choice between the domestic and non domestic paths and that the choice of whether to follow the domestic of non-domestic/occupational path is influenced by their circumstances. Since they can choose to be employed or not, women who end up choosing employment over domesticity seem to show higher degrees of dedication than their male counterparts.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section examines the procedures and methods employed to carry out the study. It is composed of the research design, target population, sample design, data collection procedure and the data analysis techniques.

3.2 Research Design

The study adopted a descriptive research design. According to Kothari (2008) a descriptive study aims at explaining how variables relate with each other. The descriptive design method gives quantitative data from a representative sample of the population under study. This type of design describes the variables of interest and in so doing gives further understanding of the research problem design provides.

3.3 Target Population

The target population is the total population, that a researcher is interested in researching and analysing. The target population of interest comprised 356 employees employed at Allpack Industries Limited. The population was comprised of factory workers, lower and middle management employees of the organization since they were the most practically accessible for this study.

3.4 Sample Design

The sample size of employees to be studied was calculated using Yamane's (1967) formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where: N = Population size take

n = sample size

e= Margin error of the study set at ±5percent

$$356/1+356(0.05)^2= \quad 356/1+ (356)0.0025= \quad 356/1+0.89 = \quad 356/1.89= 188$$

Sample Size was 188 employees.

Proportionate stratified sampling was then used to determine how many of the male and female employees were sampled. This was to ensure that the proportion of the strata in the population was the same as the proportion in the sample. The male population at Allpack Industries is about 67 percent while the female population is about 33 percent of the total population. This then means that 67 percent of the sample was comprised of the male employees while 33 percent of the sample were the female employees as demonstrated below:

$$67/100 \times 188 = 126 \text{ male employees}$$

$$33/100 \times 188 = 62 \text{ female employees}$$

3.5 Data Collection

This research study made use of primary data. The primary data was collected using questionnaires that had closed ended questions. The questionnaire employed a likert type scale which is a psychometric scale that is mostly utilized in research studies that employ the use of questionnaires. It is the most commonly used technique when it comes to scaling answers in survey research. The scale was a five- point likert scale.

The questionnaires were distributed by hand delivering them to the respondents who filled them within a day and then returned them. The questionnaire had two sections. Section one was used to capture the respondent's profile while section two was used to test the three dimensions of commitment.

3.6 Data Analysis

Once the fieldwork was complete, the questionnaires were examined for completeness and then coded. The data was then analyzed using descriptive statistics namely mean, standard deviation, frequency distributions and percentages. The effect of gender on employee commitment was tested using a T-test for independence. The data analysis was aided by the use of SPSS software.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, interpretation and presentation of the study findings.

4.2 Response Rate

The study targeted a total of 188 employees at Allpack Industries Limited. Out of these, 170 respondents could be reached and completed the questionnaires while the rest were not available to fill the questionnaires, hence the response rate of the study of 90 percent. Mugenda and Mugenda (2009) indicated that a response percentage of more than 70 percent is considered good enough for examination and reporting.

4.3 Demographic Information on the Respondents

The demographic data obtained from individual respondents and their background is examined in this segment. Doing this enabled the researcher to comprehend the respondents setting and their capability to provide useful data. The results are presented according to each specific demographic and the research questions. The general information sought from the respondents included the age, gender, level of education, length of time they had worked for the packaging manufacturer.

4.3.1 Gender of the Respondents

The researcher sought to find out the gender composition of the respondents.

Table 4.1 Distribution of the Respondents by Gender

| | Frequency | Percent |
|--------|------------------|----------------|
| Male | 113 | 66.7 |
| Female | 57 | 33.3 |
| Total | 170 | 100.0 |

The findings presented in table 4.1 indicate that 67 percent of the respondents were male while 33 percent of the respondents were female.

4.3.2 Ages of the Respondents

The researcher sought to determine the ages of the respondents.

Table 4.2 Distribution of the Respondents by Age Bracket

| Category | Frequency | Percent |
|--------------------|------------------|----------------|
| 20-30 Years | 55 | 32.4 |
| 31-40 Years | 56 | 32.9 |
| 41-50 Years | 39 | 22.9 |
| 51 Years and Above | 20 | 11.8 |
| Total | 170 | 100.0 |

The findings shown in table 4.2 indicate that 32.4 percent of the respondents were aged between 20-30 years. 32.9 percent were aged between 31-40 years while 22.9 percent of the respondents were aged 41-50 years and another 11.8 percent were aged 51 years and above. This implies that most of the respondents were neither too young nor too old and therefore represent vibrant and experienced population whose responses can be relied upon.

4.3.3 Marital Status

The researcher sought to determine the marital status of the respondents.

Table 4.3 Distribution of Respondents by Marital Status

| Category | Frequency | Percent |
|----------|-----------|---------|
| Married | 129 | 75.9 |
| Single | 41 | 24.1 |
| Total | 170 | 100.0 |

The findings in table 4.3 indicate that 75.9 percent of the respondents were married while 24.1 percent were not married. This means that a majority of the employees at Allpack Industries where family men and women who have to juggle both family life and work life. This is likely to affect their levels of commitment.

4.3.4 Years of Employment at Allpack Industries

The researcher sought to find out the length of service for each employee at Allpack Industries limited

Table 4.4 Distribution of Respondents by Years of Employment

| Category | Frequency | Percent |
|--------------------|-----------|---------|
| Less than one year | 29 | 17.1 |
| 1-5 years | 66 | 38.8 |
| 6-10 years | 48 | 28.2 |
| Over 10 years | 27 | 15.9 |
| Total | 170 | 100.0 |

The findings shown in table 4.4 indicate that 17.1 percent of the respondents had been employed at Allpack Industries Ltd for a period of Less than one year. 38.8

percent had served for a period of between 1-5 years. 28.2 percent had been with the firm for a period of between 6-10 years. Those who had served the firm for more than ten years were 15.9 percent.

4.3.5 Academic Qualifications

The Respondents were required by the study to state their highest level of education.

Table 4.5 Distribution of Respondents by Level of Education

| Category | Frequency | Percent |
|---------------------------|------------------|----------------|
| Secondary level | 15 | 8.8 |
| Polytechnic/College level | 75 | 44.1 |
| University level | 80 | 47.1 |

As shown in table 4.5, the respondents who only had secondary level education as their highest level of education were 8.8 percent. 44.1 percent of the respondents had both secondary and Polytechnic/College level of education, While 47.1 percent of the respondents had University as their highest level of education. These findings show that most of the respondents had the requisite educational qualifications to enable them understand what they were required to respond to.

4.4 Employee Commitment

The aim of this study was to determine the effect of gender on employee commitment at Allpack Industries Limited. Section two of the questionnaire contained 18 statements which constituted measures of the three dimension of commitment. Each dimension was measured using six items.

The findings from data analysis were presented for each dimension of commitment using a 5 point Likert Scale where 1 represented Less extent 2. Moderate extent 3. Great extent 4. Very great extent 5. Very very great extent.

Table 4.6: Means and standard deviations for indicators of Affective commitment

| Affective Commitment | Mean | Standard Deviation |
|--|-------------|---------------------------|
| This organization means a lot to me. | 2.65 | 1.058 |
| I like discussing my firm with people who don't work in it | 2.56 | 1.158 |
| I really feel as though this firm's problems are mine. | 2.37 | 1.248 |
| I would be more than willing to work for the remainder of my career in this firm | 2.55 | 1.452 |
| I feel an emotional attachment to my firm. | 2.29 | 1.254 |
| I feel like I'm part and parcel' of this firm. | 2.24 | 1.143 |
| Total | 2.44 | 1.219 |

Affective commitment consisted of 6 items measured using a 5 point likert scale computed for each statement. As shown in table 4.6, the mean scores and standard deviations ranged from 2.24 to 2.65 and the 1.058 to 1.452 respectively. When the respondents were asked if the organization meant a lot to them a mean of 2.65 was obtained indicating that their company did not mean a lot to them. When asked if they like discussing their firm with people who do not work in it a mean of 2.56 was obtained suggesting that they did not like talking about their company to people outside the organization. The employees did not feel that the firm's problems were

their own as indicated by a mean of 2.37. When asked if they would be willing to work for Allpack for the rest of their careers a mean of 2.55 was computed, suggesting that they would be willing to do so to a great extent. The employees did not feel an emotional attachment to the firm as demonstrated by a mean of 2.29. Further, they did not feel like 'part and parcel' at their firm as shown by a mean of 2.24.

Table 4.7: Means and standard deviations for indicators of Continuance commitment

| Continuance Commitment | Mean | Standard Deviation |
|--|-------------|---------------------------|
| A major repercussion of departing from this company would be the shortage of other options | 4.16 | 1.047 |
| I would find it extremely difficult to quit my job at this time, even if it was something I would like to do. | 4.11 | 1.464 |
| My life would be significantly upended if I resigned from this job today. | 3.97 | 1.362 |
| A major reason I stay in this firm is that quitting would involve a huge personal sacrifice on my part because a different company might not offer the overall benefits I enjoy in this one. | 3.51 | 1.288 |
| I am concerned about what could occur if I leave my job without securing another one before I leave. | 4.23 | 1.013 |
| It would cost me a lot to leave this company now. | 4.09 | 1.187 |
| Total | 4.01 | 1.227 |

Continuance commitment was measured using a 5 point likert scale. Analysis of the responses yielded the findings shown in table 4.6. The mean scores ranged from 3.51 to 4.23 and the standard deviations from 1.047 and 1.464. The respondents were asked if a serious repercussion of leaving the organization would be the shortage of other options the findings in table 4.7 indicate that they agreed with the statement as demonstrated by a mean of 4.16. When the employees were asked if they would find it very difficult to leave their jobs at this time, even if they wanted to, a mean score of 4.11 was obtained which meant that they would find it difficult to leave the organization to a very great extent. When asked if their lives would be greatly upended if they resigned from their jobs today they responded in the affirmative as indicated by the mean of 3.97. The employees were asked if a major reason they stay in the Allpack is that quitting would require a huge personal sacrifice on their part because a different company might not offer the overall benefits they enjoy at Allpack. Analysis of the responses yielded a mean of 3.51 which indicated that they agreed with the statement to a very great extent. They expressed that they were very concerned about what could occur if they left their job without securing another one first, as demonstrated by a mean of 4.23. When asked if it would cost them a lot if they left the firm, they agreed with the statement as demonstrated by the mean of 4.09.

Table 4.8: Means and standard deviations for indicators of Normative commitment

| Normative Commitment | Mean | Standard Deviation |
|---|-------------|---------------------------|
| Moving from one company to another does not seem at all wrong to me. | 3.54 | 1.199 |
| I think that a worker should always remain loyal to their firm | 2.33 | 1.137 |
| One of the main reasons I stay in this company is that I believe that loyalty is essential and thus feel morally obligated to remain. | 2.86 | 1.289 |
| I believe an employee should remain loyal to one organization. | 2.20 | 1.267 |
| I believe that people nowadays unnecessarily jump from firm to firm far too frequently. | 2.38 | 1.313 |
| If I received a better job offer from another firm, I believe it would be ok to take the new job. | 3.85 | 1.304 |
| Total | 2.86 | 1.252 |

The mean scores and standard deviations for normative commitment ranged from 2.20 to 3.85 and 1.199 to 1.313 respectively. The results as demonstrated in table 4.8 indicate jumping from one organization to the other did not seem at all wrong to the workers as indicated by a mean of 3.54. The employees did not believe that a person should forever remain devoted to their company which was shown by a mean of

2.33. When asked if one of the main reasons they remain at Allpack Industries is that they believe that loyalty is essential and thus feel morally obligated to remain, a mean of 2.86 was obtained which indicates that they did not agree with the statement. The respondents did not believe that an employee should remain loyal to one organization which was as demonstrated by a mean of 2.20. The employees also did not believe that people nowadays unnecessarily jump from organization to organization far too often. This is indicated by a mean of 2.38. The respondents were further asked if they felt it was ok to leave Allpack if they got a better job offer from a different firm. They seemed to believe it was ok to leave as demonstrated by a mean of 3.85.

4.5 Gender and Employee Commitment

T-test for independence was used to determine the significance of the difference between the commitment of male and female employees at Allpack Industries Limited. The data used for the analysis was obtained from commitment scales that comprised eighteen items and gender profiles of the employees. The findings were presented in table 4.9

Table 4.9: Results of T-test on Effect of Gender Difference on Commitment

| | Mean Difference | Df | t-value | Significance (2-tailed) |
|------------------------|--------------------|-----|---------|----------------------------|
| Affective | -.06679 | 168 | -.857 | .393 |
| Continuance | .17156 | 168 | 1.243 | .216 |
| Normative | .16488 | 168 | 1.681 | .095 |
| Employee Commitment | .08988 | 168 | 1.006 | .316 |

P value should be less than 0.05 so as to determine if the effect of gender on the three dimensions of employee commitment and overall commitment is significant. As shown in table 4.9 there was an insignificant difference between the commitment of male and female employees for each of the three dimensions of commitment (Affective: $t = -0.857$, $p \geq 0.05$, Continuance: $t = 1.243$, $p \geq 0.05$, Normative: $t = 1.6488$, $p \geq 0.05$).

This means that gender has no effect on any of the three dimensions of employee commitment. The t-test also sought to determine the significance of the difference between the overall employee commitment of male and female employees. According to table 4.9 there was an insignificant difference between the dedication of male and female employees ($t = 1.006$, $p \geq 0.05$). This means that gender has no effect on overall employee commitment at Allpack Industries Limited.

4.6 Discussion of the Findings

According to the results, it can be concluded that gender does not have any effect on employee commitment ($t = 1.006$, $p \geq 0.05$). These findings confirm the results of previous studies such as Dalgıç (2014) that was set to determine the effects of gender on organizational commitment among teachers. The results demonstrated that there was an insignificant link between male and female teachers in overall organizational commitment and the three dimensions of commitment. Another study was Meyer et al. (2002) which also established that there are no gender differences in organizational commitment. The results however contradicted findings of other studies on the effect of gender on employee dedication such as Gumbang, Suki and Suki (2010) and Farooq and Zia, (2013) who found men to have a higher level of organizational devotion than women. Conversely, other studies found women to be more committed

to their firms than men and these include; Khalili and Awmawi, (2012) and (Messner, 2017).

The results of the study demonstrated that the employees at Allpack Industries had a higher degree of continuance commitment as demonstrated by a mean of 4.01 which suggested that they had gauged the cost of leaving the company versus staying and elected to continue working in the company. These costs may include the difficulty involved in securing another job or even a better job due to the high levels of unemployment in the country. They also showed a relatively low degree of affective commitment that meant that they did not feel emotionally attached to the company. This was explained by the fact that the employees did not feel as involved by management in the making of decisions especially when it came to issues that affected them in the company. Management of the organization can improve this by including the staff in making decisions and setting of company goals. This would enable them to better achieve the goals that they were part of defining and setting. It would also make them feel involved and invested in the company's success. This would then lead to overall improved employee performance and increased profitability. The insight gained from examining the link between gender and the three dimensions of commitment of the employees may be valuable when it comes to hiring and retaining talented individuals at Allpack Industries Limited. The management at Allpack could work to institute some new policies so as to create better a better environment and better reward management strategies that further improve the commitment it employees.

The results confirm the multi dimensional theory advanced by Allen and Meyer (1990) that noted that affective devotion was feeling attached to, identifying with and feeling involved in a company. Continuance commitment is the degree to which someone feels dedicated to a company based on the costs they may incur if they leave the organization. The theory also notes that while employees will encounter all the dimensions of employee commitment, they will encounter them to varying degrees.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The study aimed at determining the influence of gender on employee commitment. The study found that Allpack industries had more male staffers than female staffers. There was a larger population of young and vibrant employees than older employees. The study also found that there were more married employees at Allpack than unmarried employees. It also found that most employees had worked for the organization for a relatively long period of time. Most employees of Allpack were academically qualified with a majority having a college and university level education. The overall mean scores for the three types of commitment were as follows: Affective commitment 2.44, Continuance commitment 4.01, and Normative commitment 2.86. The high mean score for Continuance commitment could be explained by the presence of a relatively young workforce that is ready to bear with the working conditions at Allpack. The high continuance commitment mean could also be due to lack of greener pastures elsewhere due to the high unemployment rates in Kenya hence most of the respondents feel they have very few options and as a result remain in the organization. Affective commitment had the least mean which may indicate lack of emotional connection to the company. The results of the T-test for independence the results shows an insignificant difference between the commitment of male and female employees ($t = 1.006$, $p \geq 0.05$). This means that at Allpack Industries, gender has no effect on employee commitment.

5.2 Conclusion

The study found that gender had no influence on employee commitment. This means that the male and female workers did not seem to vary in their levels of employee commitment. With a composite mean of 3.10 the employees of Allpack Industries limited were found to be devoted to a great extent, irrespective of their gender.

5.3 Recommendation

Affective commitment had the lowest mean of the three dimensions of commitment and this may indicate a low level of attachment and loyalty to the firm by the employees. Management of the organization can improve this by including the staff in making decisions and setting of company goals. This would enable them to better achieve the goals that they were part of defining and setting. It would also make them feel involved and invested in the company's success. This would then lead to improved employee performance and increased profitability.

5.4 Recommendations for Further Research

Further research needs to be done with a wider population that would include respondents from other organizations within the packaging industry. This is necessary for a better and more reliable generalization of the findings of such a study. Data collection methods that are able to capture both qualitative and quantitative aspects of the study are recommended so as to ensure that there is more comprehensive data and results and that the responses given are honest and consistent. Future studies could also examine the effect of other personal traits such level of education and job rank on employee commitment not only within the packaging industry but in the manufacturing sector in Kenya.

5.5 Limitation of the Study

The main limitation of the study was that the researcher was not granted as much access to the respondents as hoped to fully explain what the study was about and what was expected of them. It is then difficult to tell if all the respondents fully understood what they were answering or if the responses given were honest and lacking in bias.

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APPENDICES

Appendix 1: Questionnaire

QUESTIONNAIRE ON THE EFFECT OF GENDER ON EMPLOYEE COMMITMENT AT ALLPACK INDUSTRIES LIMITED

INSTRUCTIONS:

Kindly complete all the questions by ticking in the boxes.

SECTION ONE: RESPONDENT'S PROFILE

1. What is your gender?

Male []

Female []

2. What is your age bracket?

20-30 Years []

31-40 Years []

41-50 Years []

51 Years and Above []

3. What is your marital status?

Married []

Single []

Any other specify []

4. How long have you been an employee of Allpack Industries Limited?

Less than one year []

1-5 years []

6-10 years []

Over 10 years []

5. What is your educational level?

Primary level []

Secondary level []

Polytechnic/College level []

University level []

SECTION TWO: ORGANIZATIONAL COMMITMENT AT ALLPACK INDUSTRIES LIMITED.

Rate the extent to which you agree with the following statements.

1 = Less extent

2 = Moderate extent

3 = Great extent

4 = Very great extent

5 = Very very great extent

| STATEMENT | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Affective Commitment | | | | | |
| 1. This organization means a lot to me. | | | | | |
| 2. I like discussing my firm with people who don't work in it | | | | | |
| 3. I really feel as though this firm's problems are mine. | | | | | |
| 4. I would be more than willing to work for the remainder of my career in this firm | | | | | |
| 5. I feel an emotional attachment to my firm. | | | | | |
| 6. I feel like I'm part and parcel' of this firm. | | | | | |
| Continuance Commitment | | | | | |
| 1. A major repercussion of departing from this company would be the shortage of other options | | | | | |
| 2. I would find it extremely difficult to quit my job at this time, even if it was something I would like to do. | | | | | |
| 3. My life would be significantly upended if I | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| resigned from this job today. | | | | | |
| 4. A major reason I stay in this firm is that leaving would involve a huge personal sacrifice on my part because a different company might not offer the overall benefits I enjoy in this one. | | | | | |
| 5. I am concerned about what could occur if I leave my job without securing another one before I leave. | | | | | |
| 6. It would cost me that much to leave this company now. | | | | | |
| Normative Commitment | | | | | |
| 1. Moving from one company to another does not seem at all wrong to me. | | | | | |
| 2. I think that a worker should always remain loyal to their firm | | | | | |
| 3. One of the main reasons I stay in this company is that I believe that loyalty is essential and thus feel morally obligated to remain. | | | | | |
| 4. I believe an employee should remain loyal to one organization. | | | | | |
| 5. I believe that people nowadays unnecessarily jump from firm to firm far too frequently. | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| 6. If I received a better job offer from another firm, I believe it would be ok to take the new job. | | | | | |
|--|--|--|--|--|--|