ANALYSIS OF THE COMPONENTS OF COMMITMENT AND THEIR INFLUENCE ON EMPLOYEE TURNOVER: A CASE STUDY OF TEACHERS SERVICE COMMISSION OF KENYA

BY

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Declaration

This project is my original work and has not been presented for a degree in any other university.

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This project has been submitted for examination with my approval as the University Supervisor.

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Dedication

In loving memory of my father Mr. Walter J.O. Amadi, a beacon of hope and a man of wisdom.

Acknowledgements

To my supervisor Dr. James Gathungu for his tireless and relentless efforts in ensuring I complete this project, I deeply indebted to you for your guidance, wisdom and encouragement whenever I lost focus.

To my mum special thanks for your spiritual, emotional and material support.

To my wife, for your understanding and encouragement throughout this journey.

May the Almighty bless you all abundantly.

Abstract

High commitment expresses willingness to contribute to the environment as part of a belief in common values and goals. Job involvement expresses a partnership of values and organizational goals and a desire to support the organization in order to achieve the same goals. (Robinson, Porporino, and Simourd, 1992).

The Teachers Service Commission is a state corporation established by an act of parliament cap 212 in 1967 and mandated to register, recruit, remunerate, deploy, discipline teachers and maintain teaching standards in public schools and tertiary institutions. The Commission manages all the teachers in public schools estimated at 245,000. The Commission has its headquarters in Nairobi with District offices all over the Republic.

The Commission has experienced a high labour mobility in recent years and hence this research aims to establish whether this may be as a result of the various components of commitment. The components of commitment that this research analyzed are Protestant Work Ethic which is an individuals' beliefs and value system, Job involvement which is readiness to invest personal resources in the job, Career Commitment which is a wish to develop and advance one's career, Continuance commitment which is the cost and benefit analysis of the employment relationship, and Affective Commitment which is the employees emotional attachment to the organizations goals and values vis-à-vis employee turnover both internally and externally.

The study was conducted on secretariat staff at the Teachers Service Commission and adopted a stratified research technique. Data used was both primary and secondary data.

Primary data was collected using questionnaires while secondary data was used to augment, supplement and authenticate the validity of primary data collected. Data was analyzed using descriptive statistics percentages, proportions, frequency tables, standard deviation and measures of central tendency. Readiness in exerting considerable effort on behalf of the Commission, quality of supervision in the Commission, satisfaction with accomplishment in his/her career and employee desire to remain employee of the Commission were the most important variables being analyzed as found in the study, in which the Commissions' management recognized employees commitment. The study concluded that work environment (inadequate space, congestion in some offices, and noisy open offices) affects the respondent's duty performance. The study recommended that in order to enhance employee commitment at the Commission, the organization should understand what factors affect employee commitment and also how they influence the labour turnover and it should also be able to address these issues appropriately.

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CHAPTER ONE: INTRODUCTION

1.1 Background

High commitment expresses willingness to contribute to the environment as part of a belief in common values and goals. Job involvement expresses a partnership of values and organizational goals and a desire to support the organization in order to achieve the same goals. (Robinson, Porporino, and Simourd, 1992). Consequently, an organizations quality of our human resources is a highly relevant subject of inquiry. This is especially true given that the Teachers Service commission in Kenya has recently embraced an ambitious staff rationalization agenda in its Mission. The Mission is unequivocal with regard to the importance of staff in achieving our organizational objectives.

Implicit in the Mission is the notion that in order to pursue the commissions objectives regarding the provision of qualified staff to our learning institutions, we must have a highly committed and motivated secretariat staff. At the broadest level, the purpose of the proposed study is to measure the overall commitment of the Teachers Service Commission staff to the organization and to the type of work demanded in the commission. The research will also include an investigation of a number of attitude, personality, and organizational variables which may be associated with variation in levels of staff commitment with specific reference to how the various components of commitment influence turnover.

Knowledge gained from research on staff commitment will inform two primary areas of staff development: retention and turnover. In terms of retention strategies, the study should provide some direction on how we can increase the fit between person and work

environment in the retention of staff. In this way we will be in a better position to retain individuals who are well-suited to the Commission's work. This knowledge will enhance our efforts at building and sustaining a committed and well-motivated staff. The findings should also help us understand staff turnover levels and motivations in order to develop appropriate strategies to curb staff exits from the commission. In addition, a greater understanding of the dynamics of staff commitment will provide information that may positively influence the procedures we employ to supervise the large complement of staff who work with TSC.

The research that has already been conducted on staff in a variety of occupational groups is useful to this study. In particular, there is a wealth of measurement instruments available to operationalize a variety of staff variables that have been found to be related to organizational outcomes. Although the existing body of research knowledge in the field of industrial/organizational psychology is available, it is also important that we conduct new research within our own setting. Past research has shown that there are differences in personality types across different career settings (Schneider, 1985), and that findings about one career group may not necessarily generalize to another group. Since it is likely that certain types of people are attracted to different occupational settings, it is important that we generate research knowledge that is specific to TSC settings along various organizational variables such as social climate, organizational structure, job involvement, stress among others.

1.1.1 Concept of Commitment

Commitment was first highlighted by American writer Robert Walton (Armstrong, 1998). His theme was that improved performance would result if the organization moved away

from the traditional control-oriented approach to managing people. He argued that the approach should be replaced by a commitment strategy.

He suggested that people respond best and most creatively when they are given broader responsibilities, encouraged to contribute and helped to achieve satisfaction in their work. As defined by Porter et al (1974) commitment refers to attachment and loyalty. It is the relative strength of the individuals' identification with and involvement in a particular organization.

The three factors of commitment are a strong desire to remain a member of the organization, a strong belief in and acceptance of the values and goals of the organization and a readiness to exert considerable effort on behalf of the organization.

Salancik (1977) defines Commitment as "a state of being in which an individual becomes bound by his actions to beliefs that sustain his activities and his own involvement." He further suggests that commitment can be increased and harnessed to obtain support for organizational ends and interests' through such ploys as participation in decisions about actions.

The components of commitment that this research will analyze are Protestant Work Ethic which is an individuals' beliefs and value system, Job involvement which is readiness to invest personal resources in the job, Career Commitment which is a wish to develop and advance one's career, Continuance commitment which is the cost and benefit analysis of the employment relationship, and Affective Commitment which is the employees emotional attachment to the organizations goals and values. These multiple commitment forms do influence in a major way the relations between the Employee and the

Organization with regard to the Employment contract which brings the Employee and the organization together.

1.1.2 Concept of Employee Turnover

In human resource context turnover or labour turnover is the rate at which an employer gains and looses employees. This has further been described as "how long employees tend to stay" or "the rate of traffic through the revolving door."

High turnover can be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers. This study will focus on the different forms of turnover Vis-a-Vis their costs with respect to the benefits the organization might derive if the employees are committed. Turnover may be in form of Internal or external, Skilled or Unskilled, Voluntary or Involuntary Organizational commitment is recognized as a key factor in the employment relationship. Similarly it also is widely accepted that one way to reduce voluntary turnover is by strengthening employee commitment to the firm, given the detrimental effects unmanaged turnover can have on organizations.

1.1.3 Teachers Service Commission

The Teachers Service Commission (TSC) was established by an Act of Parliament, CAP 212 of the Laws of Kenya in 1967 and mandated to register, recruit, remunerate, deploy, discipline teachers, and more importantly the Commission reserves the responsibility to maintain teaching standards in public schools and tertiary institutions.

The Commission has grown tremendously since it was established, with an initial teaching force of 39,725 in 1968 to the current 245,000. The size of the teaching force accounts for about 60% of public service workforce. This makes the Commission one of the largest human resource management organizations in the country. To effectively carry out its mandate the Commission is undertaking key reform measures in line with the Government public service reform agenda, which puts emphasis on improvement of service delivery.

These reforms include – the decentralization of some of its functions such as recruitment, deployment and discipline to lower level educational structures at the districts and school levels; reorganization of the TSC administrative structure and the implementation of the Integrated Payroll and Personnel Database (IPPD) system and the formulation of a service charter with a number of core values such as professionalism, customer centeredness, Integrity, Courtesy, Respect and Honesty, Impartiality and Fairness, Loyalty and Patriotism, Team spirit, Commitment and Dedication to duty, Innovativeness and creativity, Transparency and Accountability.

Organizational commitment is often defined as the relative strength of an individual's identification with and involvement in a particular organization and if that association is positive, it is a powerful agent for both employers and employees because it generates high levels of personal and professional satisfaction and increased productivity.

1.2 Statement of the Problem

Employee commitment, productivity and retention issues are emerging as the most critical workforce management challenges of the immediate future, driven by employee loyalty concerns, corporate restructuring efforts and tight competition for key talent. For

many firms, "surprise" employee departures can have a significant effect on the execution of business plans and may eventually cause a parallel decline in productivity. This phenomenon is especially true in light of current economic uncertainty and following corporate downsizings when the impact of losing critical employees increases exponentially (Caplan and Teese, 1997; Ambrose, 1996; Noer, 1993).

Research shows that the working population can be divided into several categories: people who are engaged (loyal and productive), those who are not engaged (just putting in time), and those who are actively disengaged (unhappy and spreading their discontent). Thus, as noted by Marcus Buckingham, SVP Gallup and author of "First Break All the Rules", even in the "best of times", (i.e. the late 1990's), only 26 per cent of the working population is fully engaged in their work. The rest of the population is either "not engaged" (55 per cent) or "actively disengaged" (26 per cent. (Buckingham and Coffman, 1999).

The Teachers Service Commission Comprises of teaching and non- teaching staff who are referred to as secretariat staff. This study will focus on the commitment of the secretariat staff in achieving the organizational objectives. In the TSC commitment is a major problem in that a number of employees fall under the categories of fully engaged, not engaged and actively disengaged, and the actively disengaged employees do spread discontent among those who are striving to be committed and achieve the goals set out in the vision and mission.

The lack of commitment on the part of the employees has also made it difficult for management to implement its programmes fully as the employees perceive these programmes as having been imposed since they do not participate in decision making

hence organizational ends and interests do not obtain support. Furthermore this has resulted in backlog and pending work, truancy issues whereby employees arrive late and leave before the stipulated time and also lack of quality service.

The research questions this study will ask are, is lack of commitment a cause of labour turnover? How do the various components influence the behavior of employees? Do leadership skills influence the employee behaviors?

1.3 Objectives of the Study

The objectives of this study will include:-

a.) To establish the influence of various components of commitment on employee turnover.

b.) To establish how personal variables impact on employee commitment to stay within the Teachers service commission.

c.) To find out how superior's leadership behaviors influence employee commitment to the Teachers service commission.

1.4   Importance of the Study

The Teachers Service Commission plays a significant role in the public sector. The responsibility of managing a large teaching force places the Commission in a strategic and sensitive position both in terms of implementation of Education Sector policies and in allocation of national resources.

The shift from a process oriented to result-oriented approaches to management calls for setting of very specific performance targets that need more flexibility and autonomy in mobilization of resources. This study explores and also provides insights on the mounting challenges that organizations such as TSC are facing in recent times and identify remedy measures.

It is no doubt that any fresh information obtained in this area is valuable. The expected findings will contribute towards the construction of a management design for theory and practice for future academic research and empowerment of employee capability. It will also improve the HRM in values-driven organizations in Africa and particularly in Kenya.

As one of the core values of the commission this study aims to analyze and show the influence that Commitment has on employees of the Teachers Service Commission with regard to staying or leaving the organization.

This study will be beneficial to the top management since they will be able to establish a fit between the individual employee and the particular job since employees will be striving towards the affective, continuance or normative commitment, reduction in the costs involved in recruitment and training of new staff to replace those lost, easy and fast implementation of management objectives since staff will be willing to go the extra mile.

This study will add to the body of knowledge which researchers may use to further contribute to literature and enable more studies to be undertaken in this field. Researchers will also be able to measure the results and conclusions of this study in comparison with other industries and therefore reduce the knowledge gap that exists.

This study is useful to the Government in terms of policy making towards achieving efficient service delivery and realizing part of the vision 2030.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Recent studies have shown that the manager, whether a front-line supervisor, a project leader, team 'captain', or senior manager, actually has more power than anyone else to reduce unwanted turnover. Why? Because the factors that drive employee satisfaction and commitment are largely within the direct manager's control (Buckingham and Coffman, 1999; Kaye and Jordan-Evans, 1999). These include providing recognition and feedback, the opportunity to learn and grow, fair compensation reflecting an employee's contributions and value to the organization, a good work environment, and above all, recognition and respect for the uniqueness of each person's competencies, needs, desires and style.

In turbulent times, the role of the manager becomes more important than ever because managers play a vital and distinct role, different from anyone else in the organization. That role is as a catalyst—someone who can "reach inside each employee and release his or her unique talents and convert them into performance" (Buckingham and Coffman, 1999). To effectively motivate and retain employees, a manager needs to deal with each person one at a time asking questions of, listening to, and working together one-on-one.

In slightly more than a decade (1988-2000), the eminent issue for companies was one of attracting and retaining people with the skills necessary to do the work. The situation became even more complex during 2001 as an economic downturn forced thousands companies to cut back or downsize their employee populations.

Employee stress levels have escalated as morale and creativity plummet, while simultaneously, the cost of absenteeism and medical related expenditures have risen. Further, companies are now indicating that product quality is beginning to suffer; customer satisfaction is dropping and many organizations are beginning to experience a significant increase in turnover of key talent especially amongst those individuals considered most 'crucial' to the downsized organization (Dessler,2005).

In a sense, the manager's function is that of a "catalyst" and as with all catalysts, the manager's function is to speed up the reaction between two substances, thus creating the desired end product (Armstrong, 2001). Specifically the manger creates performance in each employee by speeding up the reaction between the employee's talents and the company's goals, and between the employee's talents and the customer's needs.

What we're faced with today, is an extremely dynamic and volatile work environment marked by continued turbulence in the economy. Managers face a difficult challenge of motivating and retaining employees in an environment of increased uncertainties (Torrington et al, 2005).

So how can managers and organizations make sense of all this chaos?

Research by Carmeli & Gefen (2005), Khainga (2006), and Oroni (2004) shows that in future, successful organizations will be those which adapt their organizational behavior to the realities of the current work environment where longevity and success depend upon innovation, creativity and flexibility. Further, the dynamics of the work environment will have to reflect a diverse population comprised of individuals whose motivations, beliefs and value structures differ vastly from the past and from one another.

The characteristics needed in today's environment are those that embody the entrepreneur: drive innovation, energy and a special commitment to seeing something through to its maturity. Abilities to work cooperatively with other people and organizations are also needed (Buckingham and Coffman, 1999). What is important for employers about these statistics is that they must now maximize the contributions and value of all employees—regardless of age, ethnicity, gender or style.

The direct implication of this is that as attracting scarce talent becomes more competitive, corporate investments are likely to shift from increasingly expensive recruiting programs, to lesser expensive retention initiatives in an effort to hold onto truly scarce and valuable talent. Even corporations traditionally sheltered from labor instability will, at a minimum, be forced to adopt a defensive retention posture in order to protect their most valued talent from departing. Bottom line, employee retention may be the "break-point issue" which finally forces organizations to invest in a rigorous study of the contemporary workforce, with the intent of gaining "insight" into the motivators of employee loyalty, commitment and productivity.

In today's turbulent workplace, a stable workforce becomes a significant competitive advantage. If an organization has unstable workforce conditions, it's forced to invest thousands of dollars in recruiting, orienting, training, overtime and supervision. Those dollars come right off the 'bottom line' (Armstrong, 2006). Without continuity, organizations don't have ongoing close relationships with customers; customer loyalty is fragile; managers are stressed; conflict is more likely; efficiency is hampered. Such challenges make it difficult for an organization to compete in the marketplace. Arguably, the most valuable (and volatile) asset is a stable workforce of competent, dedicated employees. Longevity gives a company a powerful advantage; depth of knowledge gives

organization strength. The loss of a competent employee is increasingly difficult to replace with someone of comparable competence—even with an effective succession planning process.

With a volatile labor market and competition for good people, organizations are forced to hire persons with less competence. If this scenario repeats itself enough, the aggregate competence and capacity of the organization's workforce will gradually diminish—along with the ability to meet customer expectations (Ambrose, 1996). Dissatisfied customers leave, and take the organization's cash flow and profits with them.

When dedicated workers have difficulty getting their jobs done, they quite naturally look for other employment opportunities where they can achieve the satisfaction they seek from work. Measuring the cost of employee turnover can be a real challenge and a real eye opener.

Viewed from employees' perspective, a "healthy" organization is one in which people are generally satisfied with the quality of their work life. On most days they feel good about going to work. They feel empowered to help shape decisions that affect them, they have the resources and skills to satisfy customer needs and they are generally confident in the abilities of the leadership team. From the organization's perspective, the organization is "healthy" if it is viable as measured by its profitability, competitive market position, and customer satisfaction.

Workers have been forced to take more responsibility for their own careers, going where the work is rewarding and where they can develop skills that will guarantee their employability—in whatever organization (Katzell and Thompson, 1990). This mobility and "free agency status" has created greater competition for skilled employees amongst

organizations. Talented workers have more choices than ever before, and are likely to leave if not satisfied with their employer or job content.

The 21st century employment relationship has redefined development and career opportunity. "Development' is now considered as gaining new skills and taking advantage of many different methods of learning that benefit employees and organization alike (Simonsen, 1997).

Employees benefit by experiencing greater satisfaction about their ability to achieve results on the job and by taking responsibility for their career; the organization benefits by having employees with more skills who are more productive. Employees say that the availability of skill development opportunities and career movement are "key attractors" to organizations. If an organization does not recognize the individual's need and desire to grow, then "development" becomes a primary reason for resignation (Kreisman, 2002; Dibble, 1999).

2.2 Commitment

HR policies and practices do affect company performance. Currently the focus is on commitment in mediating the impact of HR policies and practices on business performance Torrington et al (2005)

Commitment has been described as attitudinal commitment which is loyalty and support for the organization, strength of identification with the organization (porter 1985), a belief in its values and goals and a readiness to put in effort for the organization and also as behavioural commitment where an employee actually remains with the company and continues to pursue its objectives.

The concept of commitment refers to feelings of attachment and loyalty to the organization and willingness to contribute to organizational objectives. Importance of commitment was first highlighted by Walton (1985). He hypothesized that improved performance would result if the organization moved away from control-oriented approach to workforce management, which relies upon establishing order, exercising control and achieving efficiency in the application of the workforce.

He suggested that workers respond best and most creatively not when they are tightly controlled by management, placed in narrowly defined jobs and treated like an unwelcome necessity, but instead when they are given broader responsibilities, encouraged to contribute and helped to achieve satisfaction in their work.

A commitment strategy is concerned with the development of communication, education and training programmes, initiatives to increase involvement and reward management processes. In her study Khainga (2006) has indicated that the three models of commitment according to Meyer and Allen (1991) are Affective commitment where an individual strongly identifies with the goals of the organization and desires to remain part of it. She argues that the employee commits to the organization because s/he "wants to."

Continuance commitment is where the individual remains with an organization because of a perceived loss of sunk costs, including economic costs (e.g. pension accruals) and social costs (friendship ties with co- workers) that would have to be given up if he left. The individual feels "he has to" remain with the organization.

Normative commitment is where the individual remains with the organization because of feelings of obligation e.g. if the organization has sponsored the individual through their

studies, one may feel obliged to stay to "repay the debt". Thus s/he stays because he "ought to".

According to Meyer and Allen (1991), the components of commitment are not mutually exclusive thus an employee can be committed to the organization in all three ways. This led to Herscovitch and Meyer (2001) arguing that at any point in time, an employee has a 'commitment profile' that reflects levels of all three mind-sets.

In their research An empirical assessment: reconstructed model for 5 universal forms of work commitment, Anat and Carmeli (2005) examined the relationship between five work commitments namely, protestant work ethic, career commitment, job involvement, continuance commitment and affective commitment.

Based on Morrow's concept their inter-relationships were tested in regard to a population of lawyers either employed by or partners in law firms. The results presented a reconstructed model in that job involvement and career commitment appeared as mediating variables, although job involvement was found to be directly related to affective commitment. Furthermore, career commitment was shown to be directly related only to continuance commitment and not to affective commitment.

Walton (1985) notes that commitment is thought to result in better quality, lower turnover, a greater capacity for innovation and more flexible employees. Iles, Mabey and Robertson (1990) add that some of the outcomes of commitment have been identified as the industrial relations climate, absence levels, turnover levels and individual performance.

Guest (1998, p 42) suggests that the concept of organizational commitment lies at the heart of any analysis of HRM. Indeed the whole rationale of introducing HRM policies is to increase levels of commitment so that other positive outcomes can ensue.

Some authors on the other hand have also argued that high commitment could indeed reduce organizational performance. Cooper and Hartley (1991) suggest that commitment might decrease flexibility and inhibit creative problem solving. They argue that if commitment reduces staff turnover, this may result in fewer new ideas coming into the organization. Staff who would like to leave the organization but are committed to it in other ways for example through high pay and benefits, may stay, but may not produce high levels of performance.

Guest (1992) suggests that commitment is affected by personal characteristics; experiences in job role; work experiences; structural factors and personnel policies. In their article, Relationship between work commitment models and employee withdrawal intentions, Carmeli A. and Gefen D. (2005) attempted to explore how work commitment forms affect one another and how they serve together to influence work behavior and outcomes. They tested the relationship between two work commitment models and two forms of employee withdrawal intentions: from the organization and from their occupation. They did establish that both models show a good potential for explaining variance in employee withdrawal intentions from both their organization (affective commitment) and their occupation (career commitment).

In another research conducted by the institute of work psychology at Sheffield University on behalf of the IPD (Patterson, West, Lawthom and Nickell (1997)), the question of what factors mostly influence business performance was addressed. This study looked at

the impact of employee attitudes, organizational culture, HRM practices and various other managerial activities. An assessment was made of the extent to which each of these factors predicted company performance as measured by productivity and profits per employee.

They concluded that employee commitment and a positive psychological contract are fundamental to improving performance and hence retention of staff. The IPD argued that the two significant HR practices were acquisition and development of employee skills and job design

2.2.1 Significance of Commitment

There are three models that have been developed to examine the inter-relations among the universal forms of commitment, namely Morrow's (1993), Randall and Cote's (1991) and Cohen's (1999). It is agreed commonly by scholars that a highly committed employee would contribute to the performance of the organization. The rationale is that commitment to work, career, job and organization would enhance the desire to stay and develop within the organization. (Blood, 1969)

In organizations where the workers have an unmediated relationship with and influence over client's, maintaining workers' commitment and loyalty to the organization is crucial. In a number of trades, the organizations' image is determined and maintained by the workers, who, in turn are considered representatives of the organization.

It is therefore necessary for the organization to seek to eliminate undesired employee withdrawal, as it can greatly damage the organization and its image (Anat and Carmeli, 2003)

2.2.2 Components of Commitment

There are five major forms of commitment, namely:-

Protestant work ethic is considered as part of the individual belief system. Having a high protestant work ethic means that work is considered an important value in and of itself, and that other consideration systems are derived from it (Mudract, 1999). Morrow (1993) defines protestant work ethic as belief in hard work as ideology, not in order to receive a suitable reward, satisfaction or other reward.

Job Involvement is defined as the creation of a strong relationship between the worker and his/her job, and the readiness to invest personal resources in the current job. (Anat and Carmeli, 2003). This commitment form develops in the individual through a long and meaningful process.

Job Involvement is a variable used to measure a workers' belief that their current occupation is important and most meaningful, making it essential for them to invest the majority of his/her resources in the current job.

Career Commitment is defined as the extent to which the worker wishes to develop and advance in his/her career. In this case personal progress is a process unrelated to the employing organization. (Anat and Carmeli, 2003)

It is a measurement according to which, the worker is interested in promoting the professional job, with no direct relation to the organization or to the job in which he is in at a certain point in time (Blau, 1985; Anat and Carmeli, 2003).

Continuance Commitment is based on the worker's calculations of cost and benefit in the relationship with a particular organization. It is therefore considered an organizational (rather than a personal) commitment.

The perception of being properly rewarded, or even over-rewarded, for investing in the organization will create in the worker a desire to continue the current organizational

affiliation, where as a perceived imbalance between investment and reward will lead to the employees withdrawal (Anat and Carmeli, 2003).

Affective Commitment is defined as belief in the organizations values and goals, as a positive feeling toward its attitudes, and high involvement in the organization on the part of the worker.

Affective organizational commitment thus connects a worker to the organizations' goals and values (Morrow, 1993).

2.3 Employee Turnover

The analysis of number of people leaving the organization provides data for use in supply forecasting, so that calculations can be made on the number of people lost who may have to be replaced (Armstrong, 2006).

More importantly the analysis of numbers of leavers and reasons why they leave provides information that will indicate whether any action is required to improve retention rates. According to Nzuve (2007) movement of employees in to and out of an organization may be at a low or high rate. He defines labour turnover as the frequency with which employees join or leave organizations.

Employee turnover can be analyzed in three phases. First phase is the period of induction crises during which labour wastage quickly reaches the peak and then falls as the individual begins to settle down. The next phase is the period of differential transition during which staff turnover declines. The third phase is the period of settled connection when those still remaining in the organization become quasi- permanent employees (Staw, 1980)

2.3.1 Significance of Employee Turnover

Rates of labour turnover provide a graphic illustration of the turbulence within an organization. High rates of attrition can destabilize a business and demotivate those who attempt to maintain levels of service and output against a background of vacant posts, inexperienced staff and general discontent.

Turnover may be a function of negative job attitudes, low job satisfaction, combined with an ability to secure employment elsewhere. It is a normal part of organizational functioning and while excessively high turnover may be dysfunctional, a certain level of turnover is to be expected and can be beneficial to an organization (Armstrong, 2006).

Two approaches may be useful in identifying problem areas that cause labour turnover. That is exit interviews and attitude surveys. Whereas exit interviews help highlight problem areas within the organization and identify any characteristics which may be common to early leavers, attitude surveys help in finding out what workers like and dislike about their job and organization.

2.3.2 Types of Turnover

The various types of turnover include: internal versus external turnover; skilled versus unskilled and voluntary versus involuntary turnover.

Internal turnover involves employees leaving their current position and taking a new position with the same organization. This can be moderated by typical HR mechanisms such as internal recruitment policy or formal succession planning. External turnover is where employees leave their current position to take up new positions in other organizations.

Unskilled positions usually have high turnover and replacement may be done with minimal loss of performance to the organization. However high turnover rates of skilled employees pose a risk to the organization due to human capital lost. There is also the risk of the professional being re-employed in the same industry by a competitor, thus a company incurs both replacement costs as well as resulting in competitive disadvantage to the business.

This is turnover initiated at the choice of employee and those instances where the employee has no choice in their termination such as long term sickness, death, moving overseas or employer- initiated termination.

2.4   Conceptual Framework

The Protestant work ethic being a part of an individual employee's belief system enables the employee to consider his work as important and valuable and will exert considerable effort and work hard but not in order to receive a suitable reward.   This ideological belief will determine how long an employee would be engaged with a particular organization.

According to the Two Factor theory of Fredrick Herzberg people are influenced by two factors. Hygiene factors are based on a need for a business to avoid unpleasantness at work and include company policy and administration; wages, salaries and other remuneration; quality of supervision; quality of inter – personal relations; working conditions and feelings of job security. In our study we can relate the hygiene factors with the continuance commitment whereby the employee is able to carry out a cost – benefit comparison of either remaining on the job or quitting.

Motivator factors are based on an individual's need for personal growth and their existence actively creates Job satisfaction. These factors are status; gaining recognition; responsibility; Challenging work and a sense of personal achievement and growth in a job. These motivator factors can be likened to job involvement and career commitment. The employee will therefore develop a strong relationship with his/ her job (job involvement) and is able to invest personal resources in order to advance him/ herself in the particular career chosen (career commitment).

Herzberg concludes that management should focus on re-arranging work so that motivator factors take effect and suggested three ways of achieving this namely: job enlargement, job rotation and job enrichment.

In his research on assessment of the impact of HRM on business performance (Arthur, 1990; 1992) compared a control strategy (enforced employee compliance through rules and procedures, little employee participation) with a commitment strategy (shaping employees behaviour by creating psychological links between organizational and employee goals, moderate employee participation) which is the affective commitment, that is a belief in and connects the employee to the organizations' values and goals Comparing steel mills with a high- commitment strategy with those having a low- commitment strategy, Arthur found that the former had significantly higher levels of both productivity and quality. The average turnover rate in high- commitment mills was less than half of that in firms with a low- commitment strategy (Armstrong, 2001).

The components of commitment thus do have a significant effect on the turnover that an organization may experience and the problems that come with ignoring this significant component of management. It is therefore evident that an organization looses a lot when

its skilled employees quit because of lack of commitment after having incurred costs in their acquisition and development.

Figure 2.1: Conceptual Model.

Independent Variable   Dependent Variable
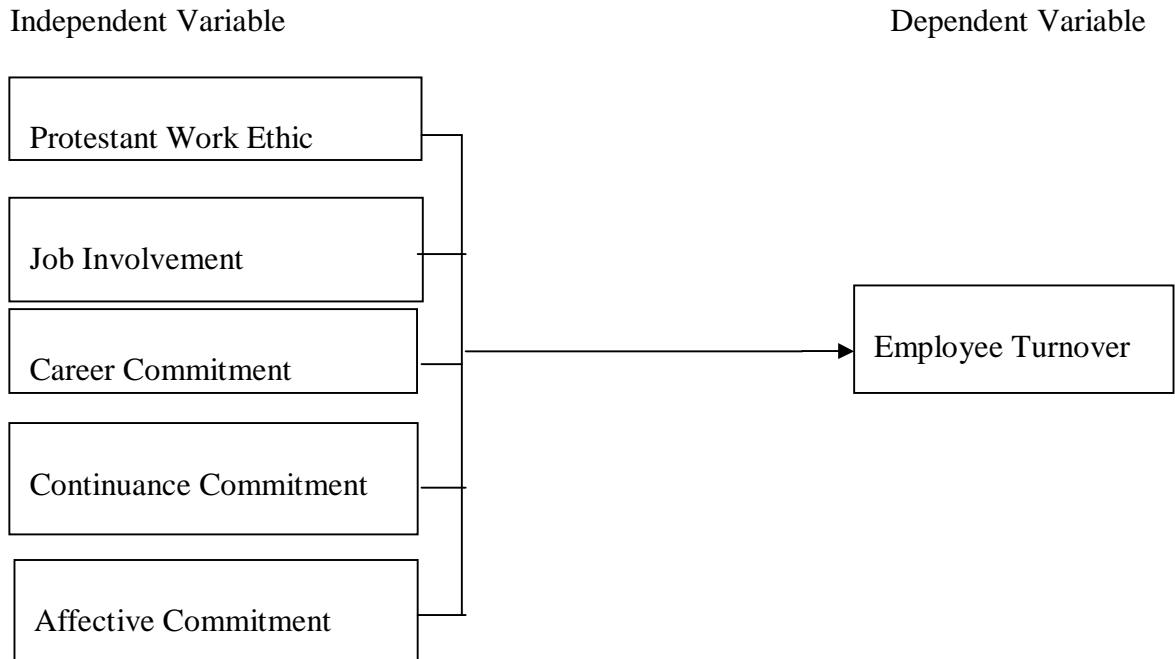
Source: Researcher 2010

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that was used to carry out the study. This includes the research design, population and sample design, data collection methods, research procedures, data analysis and presentation methods.

3.2 Research Design

The research design for the study was a case study method. A case study was preferred because it would enable the researcher to have an in-depth understanding, since it was appropriate for identifying the complex and finer details of the Employees and the T.S.C as an organization. In addition, the design would enable the researcher to be more focused and hence giving recommendations that are specific and relevant.

3.3 Population of study

The population of interest in this study consisted of the 540 secretariat staff at the T.S.C headquarters and was spread to all cadres within the organization. The population was narrowed to the headquarters because of the cost involved and for ease of accessing the respondents in this study.

3.4 Sample Design and Sample size

The above population formed the sampling frame from which the sample size was drawn. A sample of 60 employees was drawn from the population using random sampling. The sample consisted of four (4) strata. The first stratum consisted of 8 senior managers in

job groups M and above, the second consisted of 25 middle level managers in job groups J to L, the third stratum consisted of 15 clerical officers in job groups F to H and the fourth stratum consisted of 12 support staff in job groups D and E as per figure 3.1 below.

Figure 3.1: Sample size

STRATA	POPULATION	SAMPLE
Senior Managers	40	8
Middle level Managers	180	25
Clerical officers	170	15
Support staff	150	12
Total	540	60

3.5   Data Collection Procedure

The study used primary data which was mainly collected by way of semi-structured questionnaire comprising of both open- ended and closed- ended questions. The questionnaire was divided in to three (3) sections. Section A focused on the organization structure and respondent's bio-data and demographics. Section B aimed at soliciting data on work commitment models as outlined in the conceptual model. Section C focused on data on employee turnover and the loyalty of management to the employee.

The questionnaires were administered through drop and pick later method.

There was also the use of secondary data to supplement and authenticate the validity of primary data collected.

3.6 Data Analysis

Data collected was quantitative. On receiving the questionnaires, the data collected was checked and edited to ensure completeness, consistency, accuracy and uniformity. Data analysis was conducted using descriptive statistics, which usually includes measures of central tendency, measures of variability, measures of reliability and frequency among others. According to Mugenda and Mugenda (2003) descriptive statistics enable meaningful description of a distribution of scores or measurements using a few indices or statistics. Measures of central tendency usually give the expected score or measure from a group of scores in a study. Measures of variability, such as standard deviation, inform the analyst about the distribution of scores around the mean of the distribution. Frequency distribution shows a record of the number of times a score or record appears

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data findings and analysis from the field, the study also used primary data to augment the data collected from the secondary sources. The general objective of the study was to analyze the components of commitment and their influence on employee turnover a case study of Teachers Service Commission (TSC). Data was collected from five different cadres of management that consisted of a total sample of 60 respondents out of the target population of 540 and only 38 questionnaires from the respondents were collected. The response rate of 66.6% for the questionnaires collected was fair and representative and conforms to Mugenda and Mugenda (1999) who stipulates that a response rate of response rate of 50% is adequate for analysis and reporting, of 60% and over is good and a response rate of 70% excellent

4.2 Demographic Characteristics of Respondents

Table 4.1 presents respondents distribution by gender.

Table 4.1: Distribution by Gender

Gender	Frequency	Percentage
Male	17	44.7
Female	21	55.3
Total	38	100.0

The respondents were asked to indicate their gender. Out of the 38 respondents who were sampled 44.7% were male while 55.3% were female. This indicated that there was a relatively fair distribution in the gender population of the respondents.

Figure 4.1 presents the respondents distribution by age.

Figure 4.1: Distribution of the Respondents by Age Levels.
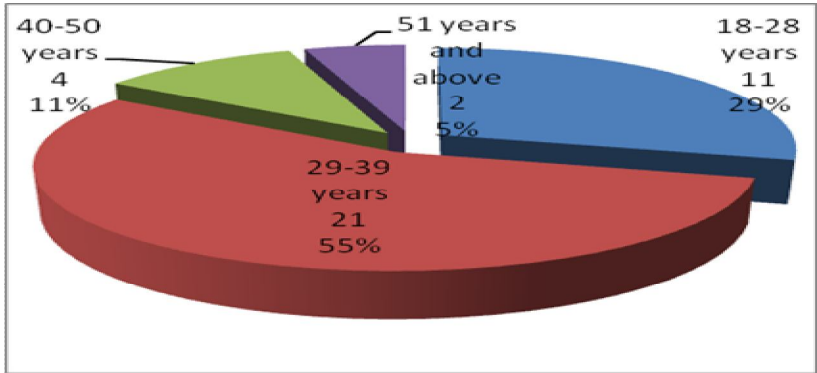
Age is a very important component in determining employee's commitment, since it is a major factor in influencing labor turnover. It is also used in laying off the unproductive staff in an organization. Of the 40 respondents 55.3% were aged between 29 - 39, followed by 28.9% of middle aged employees. Only a handful of employees were aged above 51years and above with those below 50 years respectively.

Figure 4.2 presents respondents distribution by department.

Figure 4.2: Distribution of Respondents by Departments
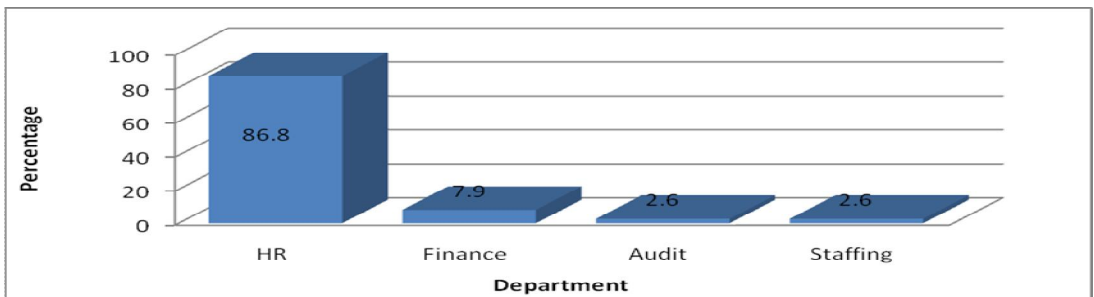
Results in figure 4.2 above indicate that majority with a frequency of 33 TSC respondents working in Human Resource Department followed with 7. 9 percent form Finance department. Audit and staffing department reported the least number of respondents with 2.6 percent of their staff.

Table 4.2 presents duration served by respondents in the current position

Table 4.2: Duration Served in the Current Position

Duration in the Current Position	Frequency	Percentage
Below 5 Years	23	60.5
5-10 Years	5	13.2
10-15 Years	8	21.1
Above 15 Years	2	5.3
Total	38	100.0

On the number of years the respondents had served in their current positions, 60.5% have at least served for less than 5 years, with a frequency of 23 respondents and 21.1% had stagnated for more than ten years in their current position without the change of grade while 5.3% have served for more than 15 years without change of position. The table indicates that the rate of labour turnover among the employees at the commission was highly dependent on respondent's loyalty and committed to their jobs in their current positions as majority worked for less than 5 years.

Table 4.3 presents respondents distribution by length of service

Table 4.3: Distribution of Respondents According to Length of Service

	Frequency	Percentage
4-7 years	18	47.4
8-11 years	16	42.1
12 years and above	4	10.5
Total	38	100.0

Most of the respondents (35%) had serve at the TSC for a period of 15years, followed by those (20%) who have at least worked between 16- 20 years respectively. The study seems to indicate that very few employee's have stayed longer than 20 years at the commission an indicative of employee's dissatisfaction resulting to frequent labour turnover.

4.3 Distribution of Respondents Level of Education

Figure 4.3 presents respondents distribution by level of education.

Figure 4.3: Distribution of Respondents Level of Education
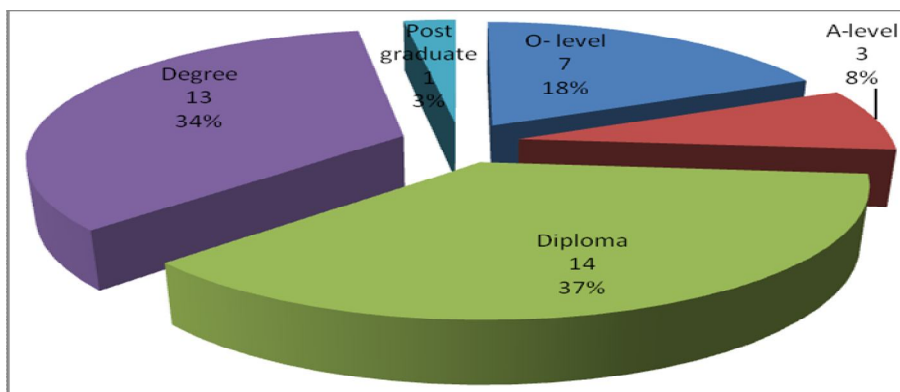
The level of education has a direct impact on performance and subsequently motivates employees. Majority of the middle aged employee's have at-least a degree with few

Masters Degrees with a frequency of 7.5%. The research indicated that out of the 40 sampled respondents 27.5% had at least a diploma and a degree respectively. Meanwhile 22.5% had high school certificate with other certificates constituting an average rate of 15% as indicated in the figure above.

4.4 Employer's Commitment

The respondents were required to rate the attributes given below, the extent to which the management recognized employees commitment, its willingness to involve them in decision making, whether there was effectiveness in communication, and if the management was committed to career development, and to establish if the compensation was given in regards to respondents participation and contribution, the quality of supervision, desire to remain an employee, and the level of climate of trust and cooperation found within the organization.

Table 4.4 presents level of employer's commitment to the employees.

Table 4.4: Employer's Commitment to Employees

		Low	Moderate	High	Very High	Mean	STDEV
a	TSC recognizes employee commitment	39	45	16	0	1.76	.714
b	TSC is willing to involve employees in decisions making	55	42	3	0	1.47	.557
c	Effectiveness of communication	50	47	3	0	1.53	.557
d	Management's commitment to career development	45	37	16	3	1.76	.820
e	Satisfaction with accomplishment in his/her career	29	53	13	5	1.95	.804
f	Level of compensation with regard to employees participation and contribution	52	45	3	0	1.50	.558
g	Quality of supervision	26	42	32	0	2.05	.769
h	Employees desire to remain an employee	32	55	13	0	1.82	.652
i	Readiness in exerting considerable effort on behalf of organization	13	50	32	5	2.29	.768
j	Level of climate of trust and cooperation	39	55	3	3	1.68	.662

The study computed the weighted means and standard deviation as indicated in table 4.4. The mean score showed that, the quality of supervision moderately affected the performance of employees at the TSC with a mean of 2.05 and with a Standard Deviation of 0.769. This was strongly followed by the readiness by respondents in exerting considerable effort on behalf of the organization with a mean of 2.29 and a Standard Deviation of 0.768. The statements which scored the lowest average mean score tested the respondents' level of compensation with regards to participation and contribution, with average mean of 1.50 and a Standard Deviation of 0.558 resulting from the failure

by management to involve employees in decision making. This was also rated lowest with a mean of 1.47 and a Standard Deviation of 0.557. The diagramatic representation is as shown on figure 4.4 below.

Figure 4.4 presents level of employer's commitment to employees.

Figure 4.4: Employer's Commitment to Employees
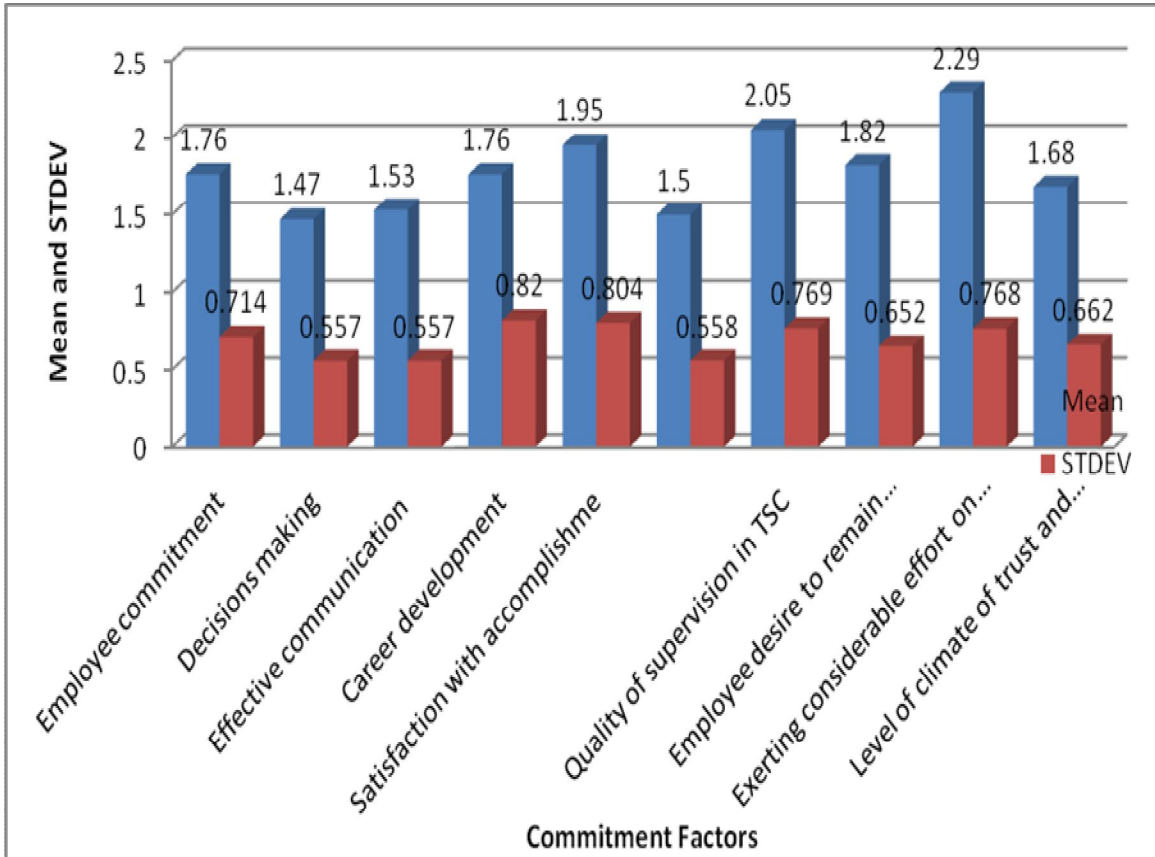
Whereas the statements (a,b,f,g and h) expressed views that are in favour of working with the organisation by showing commitment on their career developments and providing effective communication with minimun supervison. To each of these statements the respondents very highly disagreed with the statements with each scoring zero(0). This is indicative that even though a good number of respondents are happy with the level of

climate of trust and co-operation at the TSC, they are generally not happy working for the organisation. The organisation falls short of meeting the employees expectations, like compensation that is equitable to ones contribution, ensuring employees are recognised and clear career paths.

Table 4.5 presents how work environment affects the employees level of performance.

Table 4.5: Work Environment and Duty Performance

	Frequency	Percentage
No	6	15.8
Yes	32	84.2
Total	38	100

To the question on whether work environment affects the respondent's duty performance, 84.2% of the respondents were in agreement with the respondents while 15.8% disagreed. Some of the views aired by the respondents who concurred with the statements included that the working space was inadequate, lacked sufficient ventilation, and a lot of congestion in some offices, and criticized the open offices as well as being too noisy. The new location of the TSC offices featured out prominently most respondents decried as being too far posing great challenges to the respondents in terms of transport accessibility and connection. In contrast very few respondents thought the working environment as favorable indicating that the new site of the TSC offices offered new life to them by eliminating the congestion they earlier faced with style with provision of good infrastructure.

Figure 4.5 presents level of desire to remain an employee of TSC.

Figure 4.5: Desire to Remain an Employee of TSC
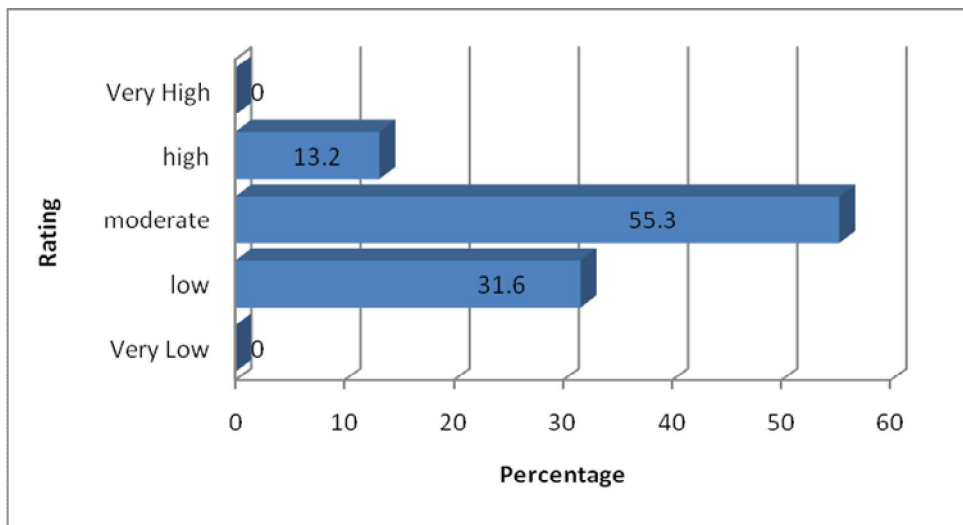
The study sought to establish the respondents desire to remain at the TSC. According to the table, 55.3% scored moderate while 31.6% scored low. This is indicative that even though 13.2% of the respondents are highly motivated to remain at the commission, majority of the respondents are generally not happy working for the organization. The organization falls short in mitigating their respondent's expectations and majority of the respondents have said that it would take very little effort to move to another organization once a better opportunity occurs. It was further noted that retention required commitment, a cost and benefit analysis of the employment relationship.

Table 4.6 presents employees level of belief and acceptance of values and goals of TSC.

Table 4.6: Belief and Acceptance of the Values and Goals of TSC

	Frequency	Percentage
No	12	31.6
Yes	26	68.4
Total	38	100.0

The respondents further asserted their beliefs in accepting the values and goals of the Commission. At least 68.4% accept the values and goals of the TSC, while 31.6% of the respondents feel discontented by the way decisions and goals a set by the management.

Table 4.7 presents whether commitment improves the level of organization's performance.

Table 4.7: Commitment and Improvement in Organizational Performance

	Frequency	Percentage
No	10	26.3
Yes	28	73.7
Total	38	100.0

The respondents were required to state whether their commitment resulted to improved organization performance. Table 4.7 indicates that 73.7% were of the opinion that their commitment had resulted in improved performance while 26.3% thought otherwise. This illustrates that employees' commitment positively relates with performance.

Figure 4.6 presents whether the relationship with the supervisor hinders performance.

Figure 4.6: Relationship between the Employees, Supervision and Performance of Duty
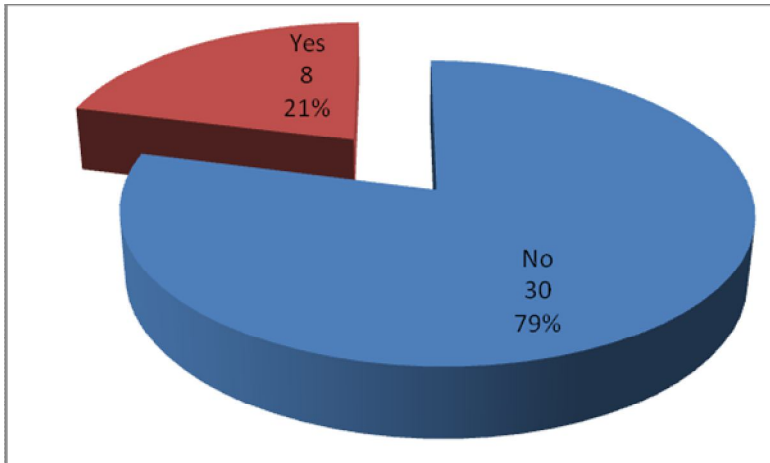
On whether the nature of supervision hinders organizational performance, the respondent's views were sought in establishing whether the relationship with their immediate supervisors hinders performance of duty. Out of the total 38 respondents, 78.9 % disagreed while 21.1% were in agreement. This indicated that most respondents were fully committed to their work with minimum supervision.

Table 4.8 presents employee's level of work life balance in current employment.

Table 4.8: Achievement of Work Life Balance in Current Employment with TSC

	Frequency	Percent
No	22	57.9
YES	16	42.1
Total	38	100.0

As to whether the respondents achieve work life balance with their current employment at the commission, 57.9 were in disagreement with a frequency of 22 respondents while 42.1% were affirmative with a frequency of 16 respondents. The data is indicative of the magnitude of discontentment and failure to strengthen employee's commitment by the management of TSC.

4.5 Employee Labour Turnover.

Table 4.9 presents the level of labour turnover within the last five years.

Table 4.9: Level of Labour Turnover in the Organization within the Last Five Years

	Frequency	Percentage
Low	2	5.3
Moderate	9	23.7
High	20	52.6
Very High	7	18.4
Total	38	100.0

The respondents were also asked to rate the level of labour turnover in the organization within the last five years. According to the findings, the respondents who indicted that there were high labour turnover in the last five years had ratings of 52.6%, followed by moderate with 23.7% and very high score of 18.4% respectively. Only a handful of 5.3% with a frequency of 2 respondents were in disagreement. From the result above it is possible that there could be a casual relationship between job dissatisfaction and labour turnover, just by looking at the rate at which the employees are exiting out, indeed is very high.

Table 4.10 presents the level of opportunities for advancement and development.

Table 4.10: Opportunities for Advancement and Development in TSC

	Frequency	Percent
No	22	57.9
Yes	16	42.1
Total	38	100.0

The respondents were also requested to state whether there are opportunities for advancement and development, 42.1% agreed that indeed the Commission is keen in offering opportunities for advancement and development while 57.9% disagreed any chances of advancement to their future career progressions. This had strong detrimental implications especially to those staff that are keen in developing their careers. The results may be compared to what is indicated in the literature review as being strong indicators in determining commitment by employees and labour turnovers.

Figure 4.7 presents rating of Management's loyalty to its employees.

Figure 4.7: Ratings of the Management's Loyalty to its Employees
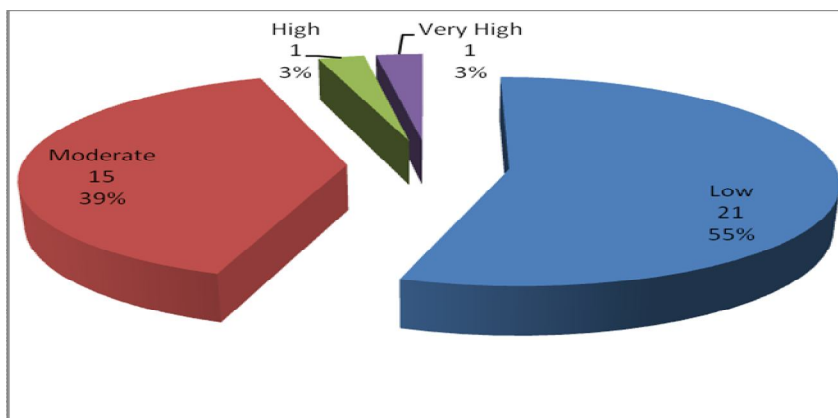
The respondents were asked to rate the management loyality to its employees, 55.3% scored low rating, 39.5% scored modarate while high and very high scored 2.6%. The above table clearly depicted how the TSC staff rated the managements loyalty towoards them. This shows a major shift in terms of lack of confidence and discontentment between the workers and the management that is likely to escalate to labour turnovers.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study presents the summary of findings, conclusions and recommendations based results in chapter four. Other recommendations will revolve around future areas of research and study topics.

5.2 Summary

The objective of the study was to analyze the components of commitment and their influence on employee turnover a case study of Teachers Service Commission (TSC.

The results indicates that majority of the respondents were female, represented by 55.3% this indicates that the findings of the study can be, to a larger extent as indicated below, be attributed to the female respondents, the male respondents were 44.7% of the respondent. Majority of the respondents were aged between 29 – 39 and majority as the findings indicated were working in Human Resource Department.

The findings further indicated that the rate of labour turnover among the employees at the commission was highly dependent on respondent's loyalty and committed to their jobs in their current positions as majority worked for less than 5 years. The findings indicate that very few employee's have stayed longer than 15 years at the commission an indicative of employee's dissatisfaction resulting to frequent labour turnovers. Further in regard to the education levels the findings showed that an almost equal number of the TSC staff had pursued degree and diploma.

Readiness in exerting considerable effort on behalf of TSC, quality of supervision in TSC, satisfaction with accomplishment in their career and employee desire to remain employee of TSC were the most important ways as the study found, in which the TSC management recognised employees commitment.

The study also established that work environment affects the respondent's duty performance. Some of the views aired by the respondents who concurred with the statements included that the working space was inadequate, lacked sufficient ventilation, and a lot of congestion in some offices, and criticized the open offices as well as being too noisy. The new location of the TSC offices featured out prominently most respondents decried as being too far posing great challenges to the respondents in terms of transport accessibility and connection.

The findings indicated that majority of the TSC staff would take up a better opportunity elsewhere hence they were uncertain about their future with the commission. It was further noted that retention required commitment, a cost and benefit analysis of the employment relationship. However the findings established that majority of the staff accept the values and goals of the TSC. The findings illustrated that employees' commitment, positively related with performance and hence most were fully committed to their work with minimum supervision.

From the findings it is noted that the magnitude of discontentment and failure to strengthen employee's commitment by the management of TSC was high as majority disagreed with the achievement of work life balance with their current employment at the commission However the findings indicated that there could be a casual relationship between job dissatisfaction and labour turnover, as the rate of employees exiting is very

high. It is noted from the findings that, majority of the staff disagreed as to whether there were career opportunities for advancement and development. The findings depicted that there was low management loyality to its employees indicating that a major shift in terms of lack of confidence and discontentment between the workers and the management was likely to be the cause

5.3 Conclusion

From the findings, the study concludes that the rate of labour turnover among the employees at the commission is highly dependent on respondent's loyalty and committed to their jobs in their current positions as majority worked for less than 5 years. The study further concludes that low duration of service in the TSC due to employee's dissatisfaction results to frequent labour turnovers.

The study conclude that TSC management recognise employees commitment through readiness in exerting considerable effort on behalf of TSC, quality of supervision in TSC, satisfaction with accomplishment in his/her career and employee desire to remain employees of TSC. In conclusion, work environment (inadequate space, congestion in some offices, and noisy open offices) affects the respondent's duty performance. This greatly impacts uncertainty to the TSC staff. However, the study conclude that employees' commitment, positively relate with performance

Further the study conclude there are no opportunities for advancement and development, low management loyality to its employees, and hence casual relationship between job dissatisfaction and labour turnover exist, as the rate of employees exiting was very high.

5.4 Recommendations

From the findings and conclusions, the study recommends that in order to enhance employee commitment at TSC, the organization should understand what factors affect employee commitment and also how they influence the labour turnover and it should also be able to address these issues appropriately.

The study also recommends that the organization should be able to reward its employees fairly; job enrichment and career development should also be enhanced in order to improve the employees' motivation and hence improved organizational productivity.

5.5 Areas for Further Research

The researcher suggests that further research needs to be done in state corporations to establish whether the components of commitment at TSC are the ones that influence employees' turnover in the state corporations.

5.6 Limitations

The researcher faced a number of limitations including unwillingness of respondents to provide data for fear of victimization and also having a feeling that a number of studies have been carried out which have not borne any fruits.

The researcher narrowed the study to a case study due to lack of funds, but it would be prudent if a wider survey of similar organizations can be carried out in order to establish whether these factors are generic or apply to particular institutions.

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APPENDICES

Appendix I: Introductory Letter

<div align="right">
SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

P.O. BOX30197

NAIROBI
</div>

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: RESEARCH ON RELATIONSHIP BETWEEN COMPONENTS OF COMMITMENT AND EMPLOYEE TURNOVER

I am a student at the University of Nairobi pursuing a Master of Business of Administration (MBA) degree. As part of the requirement for the fulfillment of the stated degree, I am required to carry out a study for a research project.

You have been selected to participate in this study by providing the required information. Kindly spare some time to fill this questionnaire as accurately as possible.

The information you provide will be strictly used for academic purposes and will be treated as confidential.

Thank you for your co-operation.

Yours faithfully,

BERNARD H. IRO   DR. JAMES GATHUNGU

MBA STUDENT, U.O.N   SUPERVISOR, U.O.N

Appendix II: Questionnaire

This questionnaire has been designed to collect information from secretariat staff of T.S.C and is meant purely for academic purposes only. The questionnaire is divided into 3 sections. Please complete each section as instructed. All the information provided in this questionnaire will be treated with utmost confidence.

SECTION A

Background information (please tick as appropriate)

1. What is your gender? Male ☐   Female ☐
2. How old are you? 18-28 years   29-39 years
                         40-50 years   51 years and above
3. What is your department? HR ☐   Finance ☐
                         Audit ☐   Administration ☐
                         Staffing ☐
4. What is your current position? _____
5. How long have you served in your current position?
   0-5 years ☐   5-10 years ☐   10-15years ☐   15years an d above ☐
6. How long have you been working with TSC?
   0-3years ☐   4-7years ☐   8-11years ☐   12years and above ☐
7. What is your highest academic qualification?
   O level ☐   A level ☐   Diploma ☐   Degree ☐   Post graduate ☐

SECTION B

Commitment (Please tick as appropriate)

1. To what extent does TSC management recognize Employee Commitment?
   Low ☐   Moderate ☐   High ☐   Very high ☐
2. How would you rate TSC management willingness to involve employees in decision making?
   Low ☐   Moderate ☐   High ☐   Very high ☐
3. How would you rate the effectiveness of communication in TSC?
   Low ☐   Moderate ☐   High ☐   Very high ☐

4. How would you rate the commitment of TSC management to career development?

Low ☐   Moderate ☐   High ☐   Very high ☐

5. How would you rate your feelings of Satisfaction and accomplishment in your career?

Low ☐   Moderate ☐   High ☐   Very high ☐

6. How would you rate the level of compensation with regard to your participation and contribution to the TSC?

Low ☐   Moderate ☐   High ☐   Very high ☐

7. How would you rate the quality of Supervision in TSC?

Low ☐   Moderate ☐   High ☐   Very high ☐

8. Does your work environment affect your duty performance? Yes ☐   No ☐

How?

_____

_____

9. How would you rate your desire to remain a member/ employee of TSC?

Low ☐   Moderate ☐   High ☐   Very high ☐

10. Do you believe in and accept the values and goals of TSC? Yes ☐   No ☐

If No,   why?

_____

11. How readily do you exert considerable effort on behalf of the TSC?

Low ☐   Moderate ☐   High ☐   Very high ☐

12. Do you think your commitment does result in improved organizational performance?

Yes ☐   No ☐

Explain_____

13. How would you rate the level of climate of trust and cooperation in TSC?

Low ☐   Moderate ☐   High ☐   Very high ☐

14. Does the relationship between you and your immediate supervisor hinder your performance of duty?

Yes ☐   No ☐

15. Do you achieve work-life balance in your current employment with TSC?

Yes ☐   No ☐

SECTION C

Employee Turnover (please tick as appropriate)

1. How would you rate the level of labour turnover in the organization within the last 5 years?

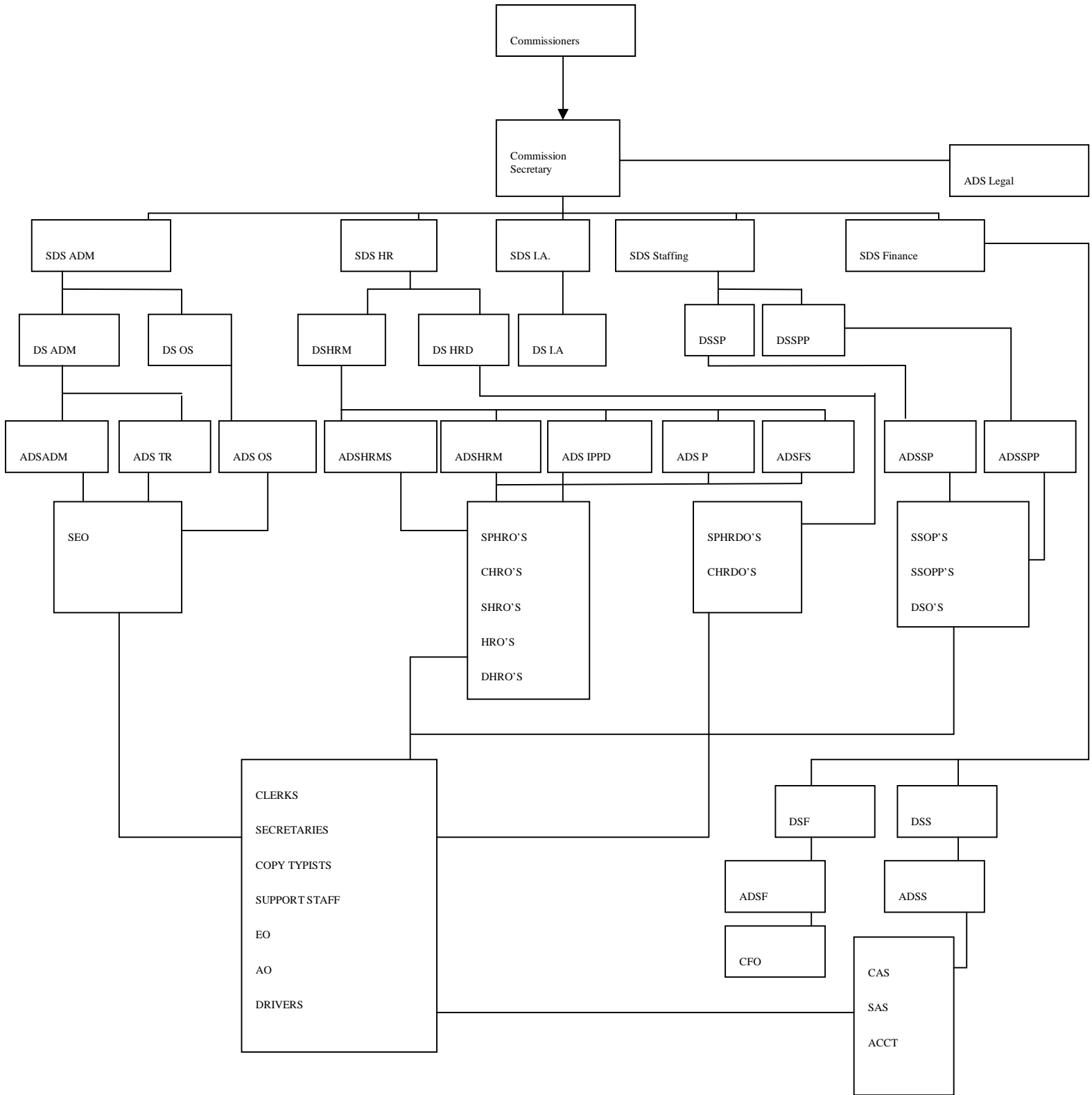   Low ☐   Moderate ☐   High ☐   Very High ☐

2. Are there opportunities for advancement and development in your organization?

    Yes ☐   No ☐

3. How would you rate the Managements loyalty to its employees?

    Low ☐   Moderate ☐   High ☐   Very High ☐

Appendix IV: Organizational Chart

Appendix IV: Letter of Authority

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAM – LOWER KABETE CAMPUS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE....21ST JULY 2010.....

TO WHOM IT MAY CONCERN

The bearer of this letter ....BERNARD HUMPHREY IRO....

Registration No: ....D61/P/7046/04....

is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist him/her by allowing him/her to collect data in your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

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DR. W.N. IRAKI
CO-ORDINATOR, MBA PROGRAM