RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND COMMITMENT IN BARCLAYS BANK OF KENYA

BY

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DECLARATION

I, the undersigned, declare that this project is my original work and that it has not been presented in any other university or institution for academic credit.

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

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ACKNOWLEDGEMENTS

I would like to take this opportunity to thank God for without him, I would not be where I am today. I would also like to thank my husband Sailepu, whose consistent encouragement, tolerance and support enabled me complete the project within the set time frame.
DEDICATION

I dedicate my project to all human resource practitioners. May the findings of this research be of use to current and future practice.
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ABSTRACT

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover. This research investigated the relationship between employee engagement and employee commitment to the organization. The objective of the study was to establish the relationship between employee engagement and employee commitment at Barclays Bank of Kenya. This study adopted a descriptive survey design in the investigation of the relationship between employee engagement and employee commitment at Barclays Bank of Kenya. Stratified sampling technique was used to select the sample after which simple random sampling was used to select 175 respondents from the organisation. The study used both primary and secondary data. From the study it is evident that reward, adequate remuneration by the employer and recognition would work towards building of trust between employees and management. The organization encouraged sharing of information, knowledge and resources; and provided opportunities for employees to learn and grow thus influencing employee engagement and overall engagement policy framework to a great extent. Employee commitment is evidenced by good reward and salary programs, approaches that show interest in employee career development. It can be concluded that the allowing people to make their own decisions about work, to control their work, and to achieve their goals may help employees become more engaged in their jobs. Further to this it is recommended that managers within organizations involve employees more in setting goals. Organizations also need to formulate ways of recognition of contribution by employees that would help define what determines employee engagement in order to enhance commitment levels.
CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Given the economic volatility we anticipated in 2012, employee engagement is critical arguably more so than in more normal conditions. For large multinational employers operating in multiple regions, this means a one-size-fits-all strategy for engagement across the globe will not work. The employee engagement dynamics and resultant human capital interventions and outcomes may vary significantly depending on the industry or region of the model in which you operate. Regardless, one thing is certain: employees and their behavior is at the center of business success (or failure). Ensuring that employees invest discretionary effort in the right behaviors will be critical in delivering the business results needed in conditions of recession, stagnation, or rapid growth (Bockerman and Ilmakunnas, 2012).

Organizations with an inculcated employee engagement philosophy within their work environment naturally become counted as best companies to work for since people are put at the heart of the corporate purpose (Gratton, 2000). It is for this reason that organizations spend, or should spend, a considerable amount of time in building the capacity and capability of their employees. Such investment would then contribute to the overall performance of the organization. It has been well documented through various theories (Maslow’s, Hertzberg, etc) that motivation is a key driver to the performance of an employee. Both these theories contend that human beings have needs, and the more those needs are satisfied, the better an employee would perform. Such performance would also be affected by training and development, job security, organizational structure and compensation (Gratton, 2000).
Commitment manifests itself in distinct behavior. Commitment also has an emotional component. People usually experience and express positive feelings toward an entity or individual to whom they have made a commitment. Commitment also has a rational element. Most people consciously decide to make commitments, then they thoughtfully plan and carry out the actions required to fulfill them. As commitments require an investment of time as well as mental and emotional energy, most people make them with the expectation of reciprocation. Employees and employers have traditionally made a tacit agreement. In exchange for workers’ commitment, organizations would provide forms of value for employees, such as secure jobs and fair compensation. Reciprocity affects the intensity of a commitment. When an entity or individual to whom someone has made a commitment fails to come through with the expected exchange, the commitment erodes (Cohen, 2003).

Nevertheless, some organizations have year after year made a concerted effort to address employee commitment and engagement issues and as always, successes have varied from organization to organization (Wellins, Bernthal and Phelps, 2005). It takes little persuasion on a theoretical level to convince a business leader, that employees who are more committed or engaged, work harder and smarter, and will be better for the company than those who turn up and do merely what they are obliged to do (Gallup Research Report, 2003).

1.1.1 Employee Engagement

Employee engagement is the positive attitude held by the employee toward the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization (Robinson, Perryman, and Hayday, 2004). Maslach et al (2001) view
employee engagement as a concept with a sparse and diverse theoretical and empirical demonstrated relevance to the relationship among potential antecedents and consequence of engagement as well as the components of engagement have of engagement have not been rigorously conceptualize, much less studied. Macey and Schneider (2010) state that engagement is the illusive force that motivates employees to higher (or lower) levels of performance. They contend that employee engagement is a desirable condition that has an organization purpose and connotes involvement. It is the commitment passion, enthusiasm, focused effort and energy so that it has both attitudinal and behavioral component.

Doherty (2010) states that engagement is about respect going up, down and across a business. It also relates to alignment of HR and management policies to business culture and objectives. Simpson (2009), who is the researcher about engagement in USA hospitals, said employee engagement, is about employee performance (related with nurse performance, patient outcomes and other core healthcare organizational outcomes) at work within organizational performance based.

Melcrum (2005) defines employee engagement as composing of three areas which are think, act, feel. Think which is cognitive commitment describes an employee’s intellectual connection with the company, including their support and belief in the company’s objectives. Feel, on the other hand is affective commitment describing a strong emotional connection to the company. The employees feel loyal, devoted and have a sense of belonging and are proud to work for the company. Lastly, act relates to behavioral commitment. Employees act in ways that support the success of the organization. They are willing to stay with the company despite other opportunities
and frequently go above and beyond normal expectations to help the company succeed.

1.1.2 Employee Commitment

Employee commitment is an important factor in organizational effectiveness, especially at the time when competition is so intense. Saks (2006, p. 70) argues that “Commitment is a state of being in which an individual becomes bound by his actions and beliefs that sustain his activities and his own involvement.” Three features of behaviour are important in binding individuals to acts: the visibility of the acts (visibility), the extent to which the outcomes are irrevocable (irrevocability), and the degree to which the person undertakes action voluntarily (volitionality). He also notes that, “the power of commitment in shaping attitudes stems from the fact that individuals adjust their attitudes to fit the situations to which they are committed”. According to him, commitment can be increased and harnessed “to obtain support for organizational ends and interests” through such ploys as participation in decisions about actions.

Mowday et al defined commitment as “the relative strength of an individual’s identification with and involvement in a particular organization. Conceptually, it can be characterized by at least three factors: a) a strong belief in and acceptance of the organization’s goals and values; b) a willingness to exert considerable effort on behalf of the organization; and c) a strong desire to maintain membership in the organization (Mowday, Porter & Steers; 1982: 27). Hence the definition suggests that i) commitment is a multidimensional construct consisting of what are commonly described as affective commitment, effort commitment and continuance commitment. Mowday et al (1982) also defined commitment as consisting of three components
namely; identification with the goals and values of the organization; a desire to belong to the organization; and a willingness to display effort on behalf of the organization.

Employee commitment is critical to the success of any organization. Meyer and Allen (1997) stated that a committed employee is one who will stay with the organization through thick and thin, attend work regularly, put in a full day and may be more, protect company assets and who shares company goals. When an employee is enthused such that he or she finds herself or himself working effortlessly, loyally, consistently and harder for the ideals of the organization, then such an employee can be said to be committed. Theories on commitment by Beer, Spector, Lawrence, Quinn and Walton (1984) see high organizational commitment as an aspect that is realised through career paths that lay emphasis on training and commitment as the most desirable attributes of employees at every tier of the organization. The cost implications of employee loyalty can never be under estimated, thereby pointing to organizations to take judicious interventions to manage and enhance staff cohesion and commitment.

1.1.3 Barclays Bank of Kenya

Barclays Bank of Kenya Limited is one of the leading commercial banks in Kenya having opened its doors in 1916. Barclays is the leading bank in Kenya with the largest asset base and the largest market share in Kenya in terms of customer loans and customer deposits. Key services offered are Corporate Banking, Retail Banking, Credit Card Business and Treasury Services. The extensive network is supported by a staff complement of over 3,500 and a variety of newly developed tailor-made products and services, has ensured a solid and growing customer base spread across the country. Barclay’s impressive financial performance over the years has built
confidence among the 58,946 shareholders, attaining the reputation of being one of the leading blue chip companies on the Nairobi Stock Exchange. Being a large diverse organization, it is split up into a number of customer-facing and support functions. Each of these functions is well positioned for growth and caters for dynamic customer needs (Barclays, 2013).

The success of Barclays Bank of Kenya could only be achieved by attracting the right people to the right roles. The unprecedented business growth has been supported by recruitment of high calibre staff at all levels in 2007. The bank further increased training and development activities to ensure that it had well grounded staff to support the growth agenda. As a result, many of employees got opportunities to take on higher responsibilities which saw over 500 staff being promoted. Barclays remains committed to enabling its employees to be the best they can be in all areas of their professional and personal lives. Barclays Bank has always boosted of having a high level of employee engagement and employee commitment. Recent employee staff restructuring and high numbers of staff applying for voluntary retirement make Barclays Bank of Kenya an ideal case for the study.

1.2 Research Problem

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover. Thus, according to Vance (2006) it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. Though different organizations define engagement differently, some common themes emerge. These themes include employees’ satisfaction with their work and pride in their
employer, the extent to which people enjoy and believe in what they do for work and
the perception that their employer values what they bring to the table. The greater an
employee’s engagement, the more likely he or she is to “go the extra mile” and
deliver excellent on-the-job performance. In addition, engaged employees may be
more likely to commit to staying with their current organization. Clearly, engagement
and commitment can potentially translate into valuable business results for an
organization (Vance, 2006).

Barclays Bank of Kenya like other companies is faced with issues concerning
employee engagement and employee commitment. Barclays Bank of Kenya recently
announced a staff restructuring exercise in order to ameliorate the existing revenue
pressures in the face of intense competition and shareholder pressure for high returns.
It retrenched 200 managers in December 2010. Early in 2013, the bank announced
plans to shed of 50 more employees. The management recently requested for 200
applicants for early voluntary retirement and it received over 700 applications. This
indicates the employees were eager to leave the bank which questions the level of
employee engagement and employee commitment at Barclays Bank. There have also
been more than 200 employees who have left the company over the last year, with
most of them going to competitors which, to an extent, is not a bad thing, but is not it
a concern when a blue chip organisation like Barclays is losing its best employees
frequently (Barclays, 2013).

Mutunga, (2009) did a research on the factors that contribute to the level of employee
engagement in the telecommunication industry in Kenya at Zain Kenya. It was
concluded that several factors contribute to engagement but, salary and benefits was
the largest contributor. Wambugu (2010) conducted a study on the relationship
between employee commitment and job performance at the Kenya Institute of Surveying and Mapping. Mwangi (2011) carried out a research on the utilization of emotional intelligence and transformational leadership for employee engagement in public universities in Kenya. The results established that emotional intelligence impacts employee engagement significantly through the competencies in self awareness, social awareness, self management and social management. Maluti, Warentho, and Shiundu, (2011) carried out a study on the impact of employee commitment on retention in state financial corporations in Kenya. The results indicated that there was no significant impact of employee commitment on employee retention. Kamau (2012) carried out a research on the factors that influence organizational commitment of employees at Kenya plant health inspectorate Service Corporation. From the findings, the significant factors influencing organizational commitment in Kenya Plant Health Inspectorate service were education, duration of service and job category.

Given the critical role that employees play in an organization, it is important to identify the relationship between employee engagement and employee commitment to the organization. None of the previous researchers has studied employee engagement and employee commitment at Barclays Bank of Kenya. This gap in knowledge thus necessitated the proposed study. This research therefore sought to answer the following research question: what is the relationship between employee engagement and employee commitment at Barclays Bank of Kenya?

1.3 Objective of the Study

The objective of this study was to establish the relationship between employee engagement and employee commitment at Barclays Bank of Kenya.
1.4 Value of the Study

The study will aim at establishing employee engagement and commitment at Barclays Bank of Kenya and other banks alike in a bid to finding out the relationship between employee engagement and commitment in large corporate organizations in Kenya. This will enable them respond to employee issues and challenges and strategies to mitigate them.

Banks will be able to understand the challenges of employee engagement and enable them strategize on how to solve engagement and commitment problems to guarantee continued existence in this competitive environment. It will also aid investment in Human resource and Information technology with the aim of improving performance.

The study will be important to the management of the bank since the management is responsible for the day to day running of the company. The issues identified will affect the actions of managing either positively or negatively. The management of the various companies in existence in Kenya will also use this information when making decisions towards improving the performance of their companies. Human resources department may use the study findings to better understand the relationship between engagement and commitment.

Additionally, the study is important as a catalyst to explore the area further. This is particularly so because the study is suitable for further research. Results of this study will also facilitate in conducting other studies by providing a base for collecting information. Students and academicians who wish to carry out further research in this area may review the study literature and establish gaps for further studies.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature that was reviewed to provide a theoretical ground for the study. It also identifies the research issues that will be addressed and a detailed discussion of the underlying concepts and variables.

2.2 Employee Engagement

Employee engagement has its roots in classic work done in employee motivation, in the form of intrinsic motivation. Bateman and Grant (2003) argue that intrinsic motivation is said to exist when behavior is performed for its own sake rather than to obtain material or social reinforcers. Although Deming (1993) placed great weight on the value system, he also acknowledged the vital role of intrinsic motivation and the need to engage workers in their work. It would appear that employee engagement is strongly linked to the work of classic motivation theorists and researchers.

Konrad (2006) in his work of conceptualization of engagement stated that self and role exist in some dynamic, negotiable relation in which a person both drives personal energies into role behaviours and displays the self within the role. He further said that such engagement serves to fulfill the human spirit at work. Alternatively, disengagement is viewed as the defending themselves during role performances. Hulme (2006) put forth that such unemployment of the self in one’s role is considered as robotic or apathetic behaviour. Employee engagement focuses on how the psychological experiences of work and work contexts shape the process of people presenting and absenting themselves during task performances.
Konrad (2006) goes on to suggest that employees experience dimensions of personal engagement (or disengagement) during daily task performances. Engagement occurs when one is cognitively vigilant and/or emotionally connected to others. In other words, employees who know what is expected of them, who form strong relationships with co-workers and managers, or how in other ways experience meaning in their work, are engaged. Disengaged employees, on the other hand, disconnect themselves from work roles and withdraw cognitively and emotionally. Disengaged employees display incomplete role performances and task behaviours become effortless, automatic or robotic (Hochschild, 1983).

Many employees feel that their working experiences are not recognized by company fairly. Moreover they will really be disappointed when the company treats them discriminately in equality of growth, training and development and performance appraisal. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. “But for the most part employees want to commit to companies because doing so satisfies a powerful and a basic need in connect with and contribute to something significant” (Febriansyah, 2010). Benthal (2007) in Development Dimensions International (DDI) report said that engagement is “to give it their all” and as “the extent to which people enjoy and believe in that they do and feel valued for doing it”. DDI concludes that employee engagement constructed by individual value, focused work, and interpersonal support. DDI’s research concludes that engagement comprises individual value, focused work, and interpersonal support (Febriansyah, 2010).
2.2.1 Factors That Promote Employee Engagement

The importance of the company designing and communicating its engagement strategy is of essence to the success of this key intervention. Engagement strategy would define the company’s business rationale and what it hopes to achieve. Melcrum (2005) states that to fully embed employee engagement as a real business issue, requires commitment to building an integrated, multi-faceted strategy. In addition, a company built employee engagement strategy which takes into consideration company culture, leadership and other company facets improves the likelihood of success as opposed to off-the-shelf products or copying from other companies.

Masarech (2004) states that employee engagement requires more than committed employees doing the work they like to do, satisfying their personal motivators at work, and enjoying their colleagues’ company. If the workforce is disconnected from the organization’s strategy, not feeling part of a whole and not seeing how their day-to-day tasks drive the company forward, employee engagement will be almost impossible to sustain. Employees need clarity of discretion so that they can best apply their unique talents to drive business priorities.

Employee clarity of job expectations which state that if expectations are not clear and basic materials and equipment are not provided, negative emotions such as boredom or resentment may result, and the employee may then become focused on surviving more than thinking about how he can help the organization succeed (Konrad, 2006). As regards career advancement/improvement opportunities, plant supervisors and managers indicated that many plant improvements were being made outside the suggestion system, where employees initiated changes in order to reap the bonuses generated by the subsequent cost savings (Hulme, 2006). Regular feedback and
Dialogue with superiors is the key to giving employees a sense of where they’re going, but many organizations are remarkably bad at giving it. (Crim and Gerard, 2006).

Quality of working relationships with peers, superiors, and subordinates dictates that if employees’ relationship with their managers is fractured, then no amount of perks will persuade the employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss (Ryan, and Edward, 2000). Perceptions of the ethos and values of the organization state that inspiration and values is the most important of the six drivers in the Engaged Performance model. Inspirational leadership is the ultimate perk. In its absence, it is unlikely to engage employees. Effective Internal Employee Communications which convey a clear description of "what's going on". "'If you accept that employees want to be involved in what they are doing then this trend is clear (from small businesses to large global organisations) (Bockerman, and Ilmakunnas, 2012).

2.2.2 Engagement levels

Employee engagement, as a work-related state of mind, can be characterized by vigor, dedication and absorption. Vigor means high levels of energy and mental resilience on the job, persistence in the face of difficulties and a willingness to invest effort in one’s work. Dedication refers to a sense of inspiration, pride, significance, enthusiasm and challenge at work. Absorption is being happy, fully concentrated and deeply engrossed in one’s work so that time passes quickly, with difficulty detaching from work (Corporate Leadership Council, 2004). Certain levers drive employee engagement and reflect factors that promote vigor, dedication and absorption. Engagement is also strongly influenced by organizational characteristics, such as a
reputation for integrity, good internal communication and a culture of innovation (Corporate Leadership Council, 2004).

The employee’s commitment to the job and company is a key lever for engagement. Literally, the degree and quality of performance depend on heart over mind. The level of commitment the extent to which the employee derives enjoyment, meaning, pride or inspiration from something or someone in the organization is a significant variable in engagement and thus in performance. Commitment to the job, organization, team and manager has been found to determine stronger performance than rational commitment (the extent to which an employee feels that someone or something within the company provides developmental, financial or professional rewards in employee’s best interests) (Corporate Leadership Council, 2004).

Organisations that believe in increasing employee engagement levels concentrate on different levels. Firstly, culture which consists of a foundation of leadership, vision, values, effective communication, a strategic plan and HR policies that are focussed on the employee. Commitment - It is the foundation of engagement. Employees with high level of organisational commitment are willing to exert considerable effort for the organisation and make discretionary contributions. Secondly, Cooperation encompasses positive relationship among employees within a group. It is the inherent willingness of individuals working in a team to pull in the same direction and achieve organisational goals (McKay, Avery, and Morris, 2008).

Lastly, taking responsibility by taking initiative and responsibility to become a part of the solutions is an important ingredient of engagement. For an employee to display loyalty towards his organisation, the first thing he needs to do is to take responsibility. “Taking responsibility” refer to feeling empowered. Employees who feel empowered
have a sense of belonging and excitement about their jobs, they feel engaged at an emotional level and are willing to give their best all the time (McKay, Avery, and Morris, 2008).

2.3 Employee Commitment

Commitment is an employee’s personal attachment to, identification with, and involvement in the employing organization, resulting in a strong belief in the organization’s goals and values and in extra effort on behalf of the organization (Meyer and Allen, 1997). High-performing companies recognize that employee commitment is a major contributing factor toward sustaining long-term success and creating value. An engaged employee is involved and excited about their work and acts in a manner that will forward the organization’s interest. An engaged workforce helps optimize and retain talent for the long-term because the employees choose to stay, even when other employment alternatives exist.

According to Walker Information, the top three drivers of employee commitment are Satisfaction, Fairness & Care and Concern for employees. Put simply, committed employees want to enjoy their work, feel they are appreciated, and know they are making a contribution to their company’s strategic objectives. Additionally, employees who have trust in their leadership, and are trusted by their leadership, have a greater dedication and are ultimately more productive on the job (Vance, 2006). People are simultaneously committed to multiple entities, such as economic, educational, familial, political and religious institutions (Cohen, 2003). They also commit themselves to specific individuals, including their spouses, children, parents and siblings, as well as to their employers, co-workers, supervisors and customers.
Commitment manifests itself in distinct behavior such as people devoting time and energy to fulfill their on-the-job responsibilities as well as their family, personal, community and spiritual obligations. Commitment also has an emotional component: People usually experience and express positive feelings toward an entity or individual to whom they have made a commitment (Meyer, and Allen, 1997). Finally, commitment has a rational element: Most people consciously decide to make commitments, then they thoughtfully plan and carry out the actions required to fulfill them (Meyer, Becker and Vandenberghe, 2004).

Because commitments require an investment of time as well as mental and emotional energy, most people make them with the expectation of reciprocation. That is, people assume that in exchange for their commitment, they will get something of value in return such as favors, affection, gifts, attention, goods, money and property. In the world of work, employees and employers have traditionally made a tacit agreement: In exchange for workers’ commitment, organizations would provide forms of value for employees, such as secure jobs and fair compensation. Reciprocity affects the intensity of a commitment. When an entity or individual to whom someone has made a commitment fails to come through with the expected exchange, the commitment erodes.

Employee commitment is considered as an underlying factor for organizational success. Shepherd and Mathews (2000) suggest that employers view employee commitment with increasing interest and importance. Research into employee commitment has focused upon exploring the relationships between various antecedents and the components of employee commitment. The primary antecedents
to employee commitment are like age; gender; education level; marital status; position and organization tenure; personality; and role states (Camilleri, 2002).

According to meta-analysis by Mathieu and Zajac (1990), age and organizational commitment yielded a medium positive correlation. Older employees tend to have a higher degree of commitment because they view their past years of service to the organization as an investment (Camilleri, 2002). Therefore they would tend to be more committed to the organization. Various studies show a weak positive relationship between tenure and employee commitment. In these studies, job tenure has been shown to be more positively related to attitudinal commitment, while organizational tenure was more positively related to calculative commitment (Clayton, Petzall, Lynch and Margret, 2007). The given explanation is that years spent in a particular position tend to increase an employee’s psychological attachment to an organization, while extended tenure also increases their stake in terms of benefits such as pension plans (Mathieu and Zajac, 1990, p.8).

An employee, who is affectively committed, strongly identifies with the goals of the organization and desires to remain in the organization. While extroverts exhibit positive emotionality (Watson and Clark, 1997) and it is reasonable to assume that those high in Extraversion experience higher affective commitment than those who are less extraverted. Other studies have also found significant bivariate correlations between positive emotionality and affective commitment (Williams, Gavin, and Williams, 1996).
2.4 Relationship between Employee Engagement and Employee Commitment

Employee engagement is a business management concept where an engaged employee is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. According to Scarlett Surveys (2001) employee engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform is at work. Employee engagement is a part of employee retention. This integrates the classic constructs of job satisfaction (Harter et al., 2002), and organizational commitment (Meyer and Allen, 1991).

Though different organizations define engagement differently, some common themes emerge. These themes tend to demonstrate employee commitment by evaluating employees’ satisfaction with their work and pride in their employer, the extent to which people enjoy and believe in what they do for work and the perception that their employer values what they bring to the table. The greater an employee’s engagement, the more likely he or she is to “go the extra mile” and deliver excellent on-the-job performance. In addition, engaged employees may be more likely to commit to staying with their current organization. Software giant Intuit, for example, found that highly engaged employees are 1.3 times more likely to be high performers than less engaged employees. They are also 5 times less likely to voluntarily leave the company (Ramsay and Finney, 2006).

More recently employee engagement has become an area of focus within organizations for the purpose of retention as a means of avoiding expensive employee
replacement costs resulting from staff who voluntarily quit their jobs. Hewitt (2005) describes engagement as the measure of an employee’s emotional and intellectual commitment to their organization and its success. Hewitt (2005) views engagement as an outcome of employees’ organizational experiences that are characterized by behaviors that are grouped in to three categories: say, stay and strive.

Clearly, engagement and commitment can potentially translate into valuable business results for an organization. To help reap the benefits of an engaged, committed workforce at any organization, there is need to provide guidelines for understanding and measuring employee engagement, and for designing and implementing effective engagement initiatives. As observed, everyday human resource practices such as recruitment, training, performance management and workforce surveys can provide powerful levers for enhancing engagement (Vance, 2006).

The number one factor that influences employee commitment is the manager-employee relationship. The manager creates the connection between the employee and the organization, and as a result, the manager-employee relationship is often the “deal breaker” in relation to retention (Lockwood, 2007). A recent Study by BlessingWhite (2006) shows that employees who trust their managers appear to have more pride in the organization and are more likely to feel they are applying their individual talents for their own success and that of the organization. However, the findings show only 56% of employees feel their manager has good knowledge of what they do and promotes the use of their unique talents (BlessingWhite, 2006).

Managers who demonstrate the following characteristics promote employee engagement: 1) show strong commitment to diversity; 2) take responsibility for successes and failures; 3) demonstrate honesty and integrity; 4) help find solutions to
problems; 5) respect and care for employees as individuals; 6) set realistic performance expectations; 7) demonstrate passion for success; and 8) defend direct reports (Corporate Leadership Council, 2004). The organization will want to rethink keeping managers who foster disengaged employees and therefore lose valuable talent to other organizations.

In other words, although employees might leave one job for another with better pay, their cause for leaving might not be salary at all but a myriad of other reasons - often more than likely having to do with mistrust of the company, feeling unappreciated, not respected or not recognized for the time and effort they have put into their work. The strongest organizations are able to successfully develop the ideal combination of (1) quality products and/or services, (2) economic viability and (3) a positive work environment based on fairness, recognition of employee needs and adherence to the organization's values. Such combinations are not easily created and need to be carefully nurtured if the organization is to continue to thrive (Simpson, 2009).

Adopting a deliberate focus on Commitment requires organizations to recognize the fundamental role that employees play in the success of the organization. This means thinking beyond the traditional emphasis on physical and investment capital and incorporating the value of "human capital" into the calculation of success, especially with the development of the knowledge economy. Commitment is one of the factors that can help inoculate an organization against turnover, at a time when there is an increasing need for companies to find and hold onto their most talented employees. These days, the success of an organization is even more dependent on having a stable and committed workforce whose contributions coalesce into productive group actions (Ramsay, and Finney, 2006).
Although six-in-ten employees see themselves as being generally committed to their organizations, almost the same proportion do not believe that their organization is committed to them. Although external factors, such as the health of the economy and the availability of work, influence the level of turnover, many organizations fail to recognize that employer/employee relationships are often weak and that it is up to organizations to demonstrate, in a very real way, that they are serious and committed to their employees. It is very well established that, if an organization treats employees well, they will give back as much or more in terms of both physical and emotional commitment. Corporate respect for employees is manifested in a wide variety of ways, including fairness in the application of company policies, opportunities for growth and development, recognition of employee needs and a clean, safe working environment. A good relationship is exciting and it develops and grows. There is camaraderie around shared values and interests and the enduring sense that each will be there for the other when needed (Vance, 2006).

Organizations that are able to create commitment among their employees realize that commitment is ultimately personal. This is the hard part of commitment that has profound implications for corporate conduct. It requires consistency in action at the same time as recognizing the need for flexibility and requires making decisions about what employees are prepared and not prepared to do. It requires the patient and concerted attention of the whole organization. Some of the essentials for building commitment include communicating with employees in an honest and open way, realistically assessing their capacity to engage in various initiatives, giving worthwhile feedback, making effective decisions and taking chances. Every organization needs to enhance the capabilities of its workforce over time, which is why many organizations offer both formal and informal training. However,
employees themselves also have to be willing to make the effort needed to improve their skills to help them better meet organizational goals (Vance, 2006).

However, the organization must foster the type of environment that encourages and facilitates the "natural" desire on the part of employees to continually refine and develop their skills and knowledge. Importantly, this should include having clear career development plans for employees, since lack of such opportunities is an important contributor to employee turnover (Vance, 2006).
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter is concerned with the various steps that facilitated execution of the study to satisfy the study objectives. These steps included: research design, population of interest, sample data collection instruments and procedures and data analysis.

3.2 Research Design

According to Mugenda and Mugenda (2003), descriptive survey is used to obtain information concerning the current status of the phenomena to describe what exists with respect to variables in a situation, by asking individuals about their perceptions, attitudes, behavior or values. The researcher, to systematically and accurately describe the relationship between employee engagement and commitment at Barclays Bank of Kenya Limited used a descriptive approach.

3.3 Population

The population of the study comprised of all the 3,500 employees of Barclays Bank of Kenya (Barclays, June 2013).

3.4 Sampling Design

Mugenda and Mugenda (2003) propose that a size of 30 to 500 is appropriate for most academic researches. Stratified sampling technique was used to select the sample. The technique produced estimates of overall population parameters with greater precision. The population was stratified into three strata i.e. Senior Management, Middle Management and Juniors. Random sampling was then used to select 175 respondents from the organisation.
Table 3.1: Sample Size

<table>
<thead>
<tr>
<th></th>
<th>Population</th>
<th>Sample (5%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management</td>
<td>100</td>
<td>5</td>
</tr>
<tr>
<td>Middle Management</td>
<td>1,100</td>
<td>55</td>
</tr>
<tr>
<td>Juniors</td>
<td>2,300</td>
<td>115</td>
</tr>
<tr>
<td>TOTAL</td>
<td>3,500</td>
<td>175</td>
</tr>
</tbody>
</table>

The sample size of 5% was large enough to detect a clinically important difference in the primary outcomes with the desired probability. This was due to the fact that the respondents were in the same location and could be deemed to be heterogeneous in the respective strata.

3.5 Data Collection

The study used primary data. Primary data was obtained through a semi-structured questionnaire (see appendix I). The questionnaire was administered to the selected employees on a drop and pick later method. The questionnaire was divided into three sections. Section one was concerned with the general information about the selected employees. Section two dealt with employee engagement and section three dealt with employee commitment.

3.6 Data Analysis

Descriptive statistics such as mean, standard deviation and frequency distribution was used to analyze the data. Data presentation was done by the use of charts, graphs, percentages and frequency tables. Inferential statistics were used in drawing conclusions. Data in section one of the questionnaire was analyzed using frequency distributions and percentages to determine the profile of respondents. Data in section
two and three of the questionnaire was analyzed using mean scores and standard deviations. Pearson's Product Moment Correlation statistic was used to establish the significance of the correlation between employee engagement and employee commitment at Barclays Bank of Kenya Limited. Data from the completed questionnaires was summarized, coded and tabulated.
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents a detailed discussion of the research findings in an attempt to achieve the research objective. The objective of the study is to establish the relationship between employee engagement and employee commitment at Barclays Bank of Kenya.

4.2 Response Rate

From the study population target sample of 175 respondents, 140 respondents filled and returned their questionnaires, constituting an 80.00% response rate. This kind of response is good enough for such a study considering the nature of the research and the difficulties involved in making a follow up of questionnaires.

4.3 General Information

The study sought to find out the description of the respondents. It captured their general characteristics in a bid to establish if they were well suited for the study. This captured the general characteristics of the respondent’s gender, position of the in the organization, length the respondent had worked with at the bank, department in which they worked, and their education qualifications.

4.3.1 Gender of the Respondents

The study sought to find out the gender of the respondents. It captured the gender of the respondents. Table 4.1 and figure 4.1 shows their response.
Table 4.1: Gender of the Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>72</td>
<td>51.43</td>
</tr>
<tr>
<td>Female</td>
<td>68</td>
<td>48.57</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author, 2013

Table 4.1 and figure 4.1 show that 51.43% of the respondents were male with 48.57% the respondents being female. These findings indicate that there were slightly more male respondents as compared to the females. This figure indicates that there is no significant variation of responses and that Barclays is an equal opportunity employer.

4.3.2 Position in the Organization

The study sought to find out the position of the respondent in the organization which is captured in Table 4.2.

Table 4.2: Position in the organization

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Juniors</td>
<td>90</td>
<td>64.29</td>
</tr>
<tr>
<td>Middle Management</td>
<td>47</td>
<td>33.57</td>
</tr>
<tr>
<td>Senior Management</td>
<td>3</td>
<td>2.14</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author, 2013

From the Table 4.2 it is evident that most of the respondents held junior positions in the bank. 64.29% of the respondents were juniors, 33.57% were in the middle management and the rest, 2.14% held senior management. Majority (65.71%) of the respondents were expected to be the juniors, 31.43% in the middle management and
the rest, 2.86% senior management respondents. The results show that the study was able to collect responses Junior, middle and senior management in the organisation.

4.3.3 Length of Service

The study sought to find out how long the respondent had worked with at the bank which is captured in table 4.3.

Table 4.3: Length of Service

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-7 years</td>
<td>60</td>
<td>42.86</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>36</td>
<td>25.71</td>
</tr>
<tr>
<td>8-10 years</td>
<td>23</td>
<td>16.43</td>
</tr>
<tr>
<td>Below 3 years</td>
<td>21</td>
<td>15.00</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author, 2013

From the Table 4.3 it is evident that most of the respondents had worked at the bank for 4 to 7 years. 42.86% of the respondents had worked for the bank for 4 to 7 years, 25.71% had worked for the bank for above 10 years, 16.43% for 8 to 10 years and the rest 15.00% for less than 3 years. The respondent’s working duration at the bank confirms that the respondents are knowledgeable with the bank’s operations and as such will give responses relevant to the study.

4.3.4 Respondent’s Department

The study sought to find out the department in which the respondent worked in at the bank which is captured in Table 4.4.
Table 4.4: Respondent’s Department

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Banking</td>
<td>75</td>
<td>53.57</td>
</tr>
<tr>
<td>Consumer Banking</td>
<td>36</td>
<td>25.71</td>
</tr>
<tr>
<td>Support Function</td>
<td>16</td>
<td>11.43</td>
</tr>
<tr>
<td>Treasury</td>
<td>13</td>
<td>9.29</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author, 2013

From Table 4.4 it is evident that most of the respondents had worked in the bank’s corporate banking division. 53.57% of the respondents had worked in corporate banking, 25.71% worked in consumer banking, 11.43% worked in support functions, while the rest, 9.29% worked in the bank’s treasury. The findings indicate that the study included and collected responses from all the bank’s departments and was important to get responses across the organisation so that the study findings can be applied to the whole organisation.

4.3.5 Respondent’s Educational Qualifications

The study sought to find out the respondent’s education qualifications which are captured in Table 4.5.

Table 4.5: Respondent’s Educational Qualifications

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Degree</td>
<td>62</td>
<td>44.29</td>
</tr>
<tr>
<td>Postgraduate/Masters Degree</td>
<td>57</td>
<td>40.71</td>
</tr>
<tr>
<td>Diploma</td>
<td>18</td>
<td>12.86</td>
</tr>
<tr>
<td>Certificate</td>
<td>3</td>
<td>2.14</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100.0</td>
</tr>
</tbody>
</table>
From Table 4.5 it is evident that most of the respondents held undergraduate degrees. 44.29% of the respondents had undergraduate degree qualifications, 40.71% held postgraduate or master's degrees, 12.86% held diplomas and the rest, 2.14% had certificate qualifications. The level of qualification was important in this study. This evaluated whether the respondents had the prerequisite knowledge to understand the concept under research. The fact that most respondents had university level of education and above, means that they were able to understand the concept of employee engagement and commitment.

4.4 Employee Engagement

The general objective of the study was to establish the relationship between employee engagement and employee commitment at Barclays Bank of Kenya. This section therefore deals with the factors of employee engagement at Barclays Bank of Kenya. The respondents were asked to rate the factors on a scale of 1 to 5; (1: To no extent 2: To a little extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent) the extent to which the organization had engaged and emphasized activities relating to employee engagement. Means for the factors were established in order to provide a generalized feeling of all the respondents.

Means greater than 1 and less than 1.5 implied that the factor influenced employee engagement to no extent. Means greater than 1.5 and less than 2.5 implied that the activity influenced employee engagement to a little extent. Means greater than 2.5 and less than 3.5 implied that the activity influenced employee engagement to a moderate extent. Means greater than 3.5 and less than 4.5 implied that the activity influenced
employee engagement to a great extent while means greater than 4.5 implied that the activity influenced employee engagement to a very great extent.

The standard deviation on the other hand describes the distribution of the responses in relation to the mean. It provides an indication of how far the individual responses to each factor vary from the mean. A standard deviation of more than 1 indicates that there is no consensus, greater than 0.5 and less than 1, indicates that the responses are moderately distributed, while less than 0.5 indicates that they are concentrated around the mean. A standard deviation of more than 1 indicates that there is no consensus on the responses obtained. The results are indicated in the table 4.6 below.

**Table 4.6: The Extent of Employee Engagement**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our employee engagement strategy is supportive of the business strategy</td>
<td>3.16</td>
<td>0.94</td>
</tr>
<tr>
<td>Leadership and management enjoy a high level of trust from employees.</td>
<td>3.20</td>
<td>0.76</td>
</tr>
<tr>
<td>Strategic HR policies and initiatives promote employee engagement at all levels of the organization.</td>
<td>2.72</td>
<td>0.98</td>
</tr>
<tr>
<td>The organization encourages the sharing of information, knowledge and resources</td>
<td>3.64</td>
<td>0.76</td>
</tr>
<tr>
<td>I know what is expected of me at work</td>
<td>4.00</td>
<td>0.65</td>
</tr>
<tr>
<td>Someone at work encourages my career development</td>
<td>3.20</td>
<td>1.04</td>
</tr>
<tr>
<td>In the past year, I have had opportunities to learn and grow at work</td>
<td>3.52</td>
<td>0.87</td>
</tr>
</tbody>
</table>
Therefore at BBK employees agree to a great extent that they know what is expected of them, they age to a moderate extent that was ranked first with a mean of 4.00. It can be concluded that sharing of information, knowledge and resources; having had opportunities to learn and grow in the past year, influence employee engagement to a great extent with means of 3.64 and 3.52 respectively.

The respondents agreed that the rest of the factors affected employee engagement to a moderate extent. In conclusion job fulfilment and motivation influence employees to a moderate extent with means of 3.36 and 3.32. Leadership and management enjoying a high level of trust from employees and someone at work encouraging career development influence employees to a moderate extent with means of 3.20 each. However, there was no consensus attributed to the fact someone at work encouraged career development as the standard deviation of 1.04, indicates a significant variation from the mean.

In conclusion, employee engagement strategy being supportive of the business strategy and strategic HR policies and initiatives promoting employee engagement at all levels of the organization with influence employees to a moderate extent with means of 3.16 and 2.72 respectively.

The respondents were further asked to give the factors that would drive or promote employee engagement within an organization. Majority, 27.14% responded by saying that Barclays should ensure empowerment and a clear career path. 10% stated that

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel motivated to do my job at Barclays</td>
<td>3.32</td>
<td>0.86</td>
</tr>
<tr>
<td>My Job gives me fulfilment</td>
<td>3.36</td>
<td>0.86</td>
</tr>
</tbody>
</table>

Source: Author, 2013
there should be ability to grow based on performance as well as doing away with hierarchical approach to decision making. This would give more room for decision making within given parameters especially for the management staff. 7.14% employees cited that proper communication would also go a long way by opening communication channels leading to timely and objective feedback, efficient flow of circulars and information cascading. 5.00% employees also stated that employee engagement would also be ensured by freedom of expression, encouragement of interaction and a culture of openess, encouraging information sharing, knowledge and resources; allowing job rotation to allow growth and avoid burn out and treating everyone with respect and openess irrespective of background, gender or religion (Equal opportunities for all). A Conducive environment should be ensured so that the employee’s personal values are in sync with the organization as well as transparency and integrity.

45.71% of the respondents also stated that reward, adequate remuneration by the employer and recognition would work towards building of trust between employees and management. 15.71% stated that involvement in strategy formulation and early communication of the bank’s strategic plan, efforts within the bank to create more cohesiveness within the various departments, level of openess at senior management and more engagement and follow through on ones career plans by the organisation as factors that greatly influence employee engagement. 40.00% employees agreed that there was need for open door policy with senior management, 12.14% felt that availing opportunities on the network and sharing with other colleagues, 5.71% felt trust between junior and senior management, and employee involvement in strategy development i.e. bottom up approach to enable all employees own the organizations strategy.
4.5 Employee Commitment

The general objective of the study was to establish the relationship between employee engagement and employee commitment at Barclays Bank of Kenya. This section therefore deals with the factors of employee commitment at Barclays Bank of Kenya. The respondents were asked to rate the factors on a scale of 1 to 5; (1: To no extent 2. To a little extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent) the extent to which they agreed or disagreed with statements relating to employee commitment at Barclays Bank of Kenya. Means for the factors were established in order to provide a generalized feeling of all the respondents.

Means greater than 1.5 and less than 2.5 implied that the activity influenced employee commitment to a little extent. Means greater than 2.5 and less than 3.5 implied that the activity influenced employee commitment to a moderate extent. Means greater than 3.5 and less than 4.5 implied that the activity influenced employee commitment to a great extent while means greater than 4.5 implied that the activity influenced employee commitment to a very great extent.

The standard deviation on the other hand describes the distribution of the responses in relation to the mean. It provides an indication of how far the individual responses to each factor vary from the mean. A standard deviation of 1 indicates that the responses are further spread out, greater than 0.5 and less than 1, indicates that the responses are moderately distributed, while less than 0.5 indicates that they are concentrated around the mean. A standard deviation of more than 1 indicates that there is no consensus on the responses obtained. The results are indicated in the table 4.7 below.
<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am not keen to leave my organization right now</td>
<td>3.04</td>
<td>1.00</td>
</tr>
<tr>
<td>I feel obliged to remain with my current employer</td>
<td>2.50</td>
<td>0.98</td>
</tr>
<tr>
<td>I would be very happy to spend the rest of my career with this organization</td>
<td>2.46</td>
<td>1.06</td>
</tr>
<tr>
<td>I really feel that this organization’s problems are my own</td>
<td>2.71</td>
<td>1.12</td>
</tr>
<tr>
<td>Right now, staying with my organization is a matter of necessity as much as desire</td>
<td>2.75</td>
<td>1.19</td>
</tr>
<tr>
<td>I feel a strong sense of “belonging” to my organization</td>
<td>2.88</td>
<td>1.03</td>
</tr>
<tr>
<td>I feel “emotionally attached” to this organization</td>
<td>2.63</td>
<td>0.97</td>
</tr>
<tr>
<td>I feel like “part of the family” at my organization</td>
<td>2.71</td>
<td>1.04</td>
</tr>
<tr>
<td>This organization deserves my loyalty</td>
<td>2.88</td>
<td>1.12</td>
</tr>
<tr>
<td>I would not leave my organization right now because I have a sense of obligation to the people in it</td>
<td>2.21</td>
<td>0.88</td>
</tr>
<tr>
<td>This organization has a great deal of personal meaning for me</td>
<td>2.63</td>
<td>1.06</td>
</tr>
<tr>
<td>I owe a great deal to my organization</td>
<td>3.17</td>
<td>0.92</td>
</tr>
<tr>
<td>I have turned down better offers</td>
<td>2.46</td>
<td>1.32</td>
</tr>
<tr>
<td>I report absent from my work for no good reason</td>
<td>1.43</td>
<td>0.99</td>
</tr>
<tr>
<td>I observe punctuality</td>
<td>4.00</td>
<td>1.02</td>
</tr>
<tr>
<td>There is a work-life balance in the organization</td>
<td>3.21</td>
<td>0.72</td>
</tr>
</tbody>
</table>

**Source:** Author, 2013
The respondents agreed that they observed punctuality to a great extent which was ranked first with a mean of 4.00. Most of the other factors were influenced employee commitment to a moderate extent as evidenced by their means. There being a work-life balance in the organization and owing a great deal to the organization influenced employee commitment to a moderate extent with means of 3.21, and 3.17 respectively. Not being keen on leaving the organization with a mean of 3.04, feeling a strong sense of “belonging” to the organization and the organization deserving loyalty each with a mean of 2.88 influenced employee commitment to a moderate extent. They also agreed that staying with the organization as a matter of necessity as much as desire influenced employee commitment to a moderate extent with a mean of 2.75.

In conclusion, feeling like “part of the family” at the organization and feeling that the organization’s problems are their own influenced employee commitment to a moderate extent with means of 2.71. They also agreed that feeling “emotionally attached” to the organization and the organization having a great deal of personal meaning for them with means of 2.63 influenced employee commitment to a moderate extent. Feeling obliged to remain with the current employer with a mean of 2.50 influenced employee commitment to a moderate extent. The respondents agreed that being very happy to spend the rest of their career with the organization and having turned down better offers with means of 2.46 influenced employee commitment to a to a little extent. Not leaving the organization right now because they have a sense of obligation to the people in it and reporting absent from work for no good reason with means of 2.21 and 1.43 respectively influenced employee commitment to a to a little extent.
They were then asked to identify evidence that would indicate that the organization has a culture of employee commitment to which 64% responded. 46.07% stating that employee commitment would be evidenced by good reward and salary programs, 25.84% stated that approaches that show interest in employee career development, 14.61% mentioned putting people over procedures while 7.87% mentioned reasonable benefits that are driven by realities on the ground, and open door culture as a reality and not a highly publicised but not practiced agenda. The remaining 5.62% further stated that it would be evidenced by a combination of low level of staff turnover or attrition, length of service and personal growth over time, and an organisation commitment to professional values. Punctuality, productivity and sense of belonging; staff actively presenting creative ways of doing things, actively seeking new opportunities within the organisation fewer complaints from the customers, consistent performance, cohesiveness between different departments, visible career growth with most colleagues as well as healthy and happy employees would also portray employee commitment.

Additionally 53.93% of the respondents indicated that all employees should be given equal career growth opportunities. They cited that some employees had been in the same role for over five years simply because the kind of contracts they held did not allow them to apply for internally advertised jobs, even though they qualify for majority of them. An employee who feels engaged will most likely be committed to the organisation as he/she owns up what is happening or being implemented. 15.73% of the respondents stated that Barclays should aim at getting the buy in from employees, motivating them and developing them. It should also aim at implementation of agreed employee recommendations, fairness on rewards, promotions and inclusivity as well as creating high performing teams and motivating
them to perform. Finally, Barclays should facilitate career growth and development by having a transparent process of identifying talent and growing the same for the benefit of both the organisation and employees as well.

### 4.6 Relationship between Employee Engagement and Employee Commitment

**Table 4.8: Correlations**

<table>
<thead>
<tr>
<th></th>
<th>Employee engagement (Score out of 140)</th>
<th>Employee commitment (Score out of 140)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee engagement</strong> (Score out of 140)</td>
<td>Pearson Correlation 1</td>
<td>0.822</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed) 20</td>
<td>0.001</td>
</tr>
<tr>
<td><strong>Employee commitment</strong> (Score out of 140)</td>
<td>Pearson Correlation 0.822</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed) 0.001</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>N 20</td>
<td>20</td>
</tr>
</tbody>
</table>

From the Correlations table, it can be seen that the correlation coefficient (r) equals 0.882, indicating a strong relationship, as concluded earlier. p < 0.001 and indicates that the coefficient is significantly different from 0. It can be concluded that there is evidence that employee engagement has a direct relationship with employee commitment (r = 0.88, p <0.001). Thus, engaged employees are likely to be committed to the organizations. These result confirms the findings of previous studies.
of the social exchange theory (Saks, 2006; Schaufeli and Bakker, 2004; Sonnentag, 2003).

4.7 Discussion of the Results

The findings do share some common themes with the literature review as they also confirm that the relationship between employee engagement and employee commitment can be established through job satisfaction and employee manager relationship. This confirms that engaged employees with high levels of job satisfaction may attribute those enjoyable, fulfilling feelings to the support they receive from the organization, developing a feeling of both appreciation and obligation towards the organization for its support and benefits. Highly satisfied employees will thus increase their commitment and engagement to the organization.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The objective of this study was to establish the relationship between employee engagement and employee commitment at Barclays Bank of Kenya. This chapter covers summary of findings, conclusions, recommendations and recommendations for further studies.

5.2 Summary of Findings

The responses to this study were made up 80% of respondents comprising of the senior management, middle management and juniors. 51.43% of the respondents were male with 48.57% the respondents being female. Majority of the respondents held junior positions in the bank due to their large number in the bank. Most of the respondents had worked at the bank for 4 to 7 years and were working in the bank’s corporate banking division. From the study it was evident that most of the respondents held undergraduate degrees.

The respondents indicated that knowing what was expected of them at work influenced employee engagement to a great extent. This is followed by the organization encouraging the sharing of information, knowledge and resources; and having had opportunities to learn and grow in the past year, influencing employee engagement to a great extent. The respondents further stated that Barclays should ensure empowerment and a clear career path. There should be ability to grow based on performance as well as doing away with hierarchical approach to decision making. This would give more room for decision making within given parameters especially
for the management staff. A Conducive environment should be ensured so that the employee’s personal values are in sync with the organization as well as transparency and integrity.

Reward, adequate remuneration by the employer and recognition would work towards building of trust between employees and management. The respondents also stated that involvement in strategy formulation and early communication of the bank’s strategic plan, efforts within the bank to create more cohesiveness within the various departments, level of openness at senior management and more engagement and follow through on ones career plans by the organization as factors that greatly influence employee engagement.

The respondents ranked observing punctuality as influencing employee commitment to a great extent. This is was followed by there being a work-life balance in the organization; owing a great deal to the organization; not being keen on leaving the organization right now, feeling a strong sense of “belonging” to the organization, the organization deserving loyalty; staying with the organization as a matter of necessity as much as desire right now which were rated to a moderate extent.

The respondents also stated that employee commitment would be evidenced by good reward and salary programs, approaches that show interest in employee career development, putting people over procedures, reasonable benefits that are driven by realities on the ground, and Open door culture as a reality and not a highly publicized but not practiced agenda. They further stated that it would be evidenced by a combination of low level of staff turnover or attrition, length of service and personal growth over time, and an organization commitment to professional values. Finally, Barclays should facilitate career growth and development by having a transparent
process of identifying talent and growing the same for the benefit of both the organization and employees as well.

The results indicate that a relationship exists between employee engagement and employee commitment. From the Correlations table, it can be seen that the correlation coefficient (r) equals 0.882, indicating a strong relationship. $p < 0.001$. The relationship between employee engagement and employee commitment can be established through job satisfaction and employee manager relationship. This confirms that engaged employees with high levels of job satisfaction may attribute those enjoyable, fulfilling feelings to the support they receive from the organization, developing a feeling of both appreciation and obligation towards the organization for its support and benefits. Highly satisfied employees will thus increase their commitment and engagement to the organization.

5.3 Conclusions

The respondent’s working duration at the bank confirms that the respondents were knowledgeable with the bank’s operations and as such gave responses relevant to the study. The results show that the study was able to collect responses Junior, middle and senior management in the organization. Based on the results form data analysis and findings of the research, it can be concluded that the employees know what is expected of them at work and the organization encourages the sharing of information, knowledge and resources.

It can also be concluded that allowing people to make their own decisions about work, to control their work, and to achieve their goals may help employees become more engaged in their jobs. Empowerment however, may not be effective if not aligned
with proper rewards and feedback for employee commitment. It can be concluded that there is evidence that employee engagement has a direct relationship with employee commitment \( (r = 0.88, p <0.001) \). These results confirm the findings of previous studies of the social exchange theory (Saks, 2006; Schaufeli and Bakker, 2004; Sonnentag, 2003).

5.4 Recommendations

There is need for managers to include employees in the goal-setting process. This helps to ensure that workers understand the goals, and promotes acceptance of challenging objectives that they help define. In addition, the organization needs to consider how to recognize and encourage contributions that exceed expectations. Managers need to use routine discussions about performance and feedback sessions to learn which aspects of the job hold the most interest for each employee and which tasks are most challenging. During such discussions, managers can define what “going above and beyond the call of duty” looks like and generate ideas for rewarding such contributions. In order to increase engagement, the organization needs to enable employees to experience success over the long term. It should facilitate congruence between employee commitment in the organization and other life commitments. The bank should also value the expertise of experienced employees.

Barclays should also ensure that there is staff empowerment and clear career paths. There should be ability to grow based on performance as well as room for decision making within given parameters especially for the management staff. A conducive environment should be ensured so that the employee’s personal values are in sync with the organization as well as transparency and integrity. Barclays should respond to employee issues and challenges and strategies to mitigate them so as to guarantee
continued existence in this competitive environment. Banks should invest in Human resource and Information technology with the aim of improving performance.

5.5 Recommendations for Further Research

The data for this study was collected from a mixed group of employees and managers working at Barclays Bank of Kenya. Thus, the findings may not generalize to other banks or business contexts; research in other companies or industries might yield different results. In this regard, replicating this study in different settings would be worthwhile to establish the validity and generalizability of the present findings across different contexts. The relative contribution of different psychological climate dimensions in determining employee engagement and commitment should also be investigated because this may provide more specific information about employee perceptions of the organizational environment and how that perceptions increase their engagement and commitment.

5.6 Limitations of the Study

A key challenge while undertaking this study was the wide spread branch network distribution which required extensive travel and other related expenses. This was however managed through proper planning and coordination with the various respondents hence ensuring limited time was lost in the process.
REFERENCES


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APPENDIX

Appendix I: Questionnaire

SECTION ONE: BACKGROUND INFORMATION

1. Gender: Male [ ] Female [ ]

2. Position in the organization ____________________________________________

3. How long have you worked with the bank?
   Below 3 years [ ] 4-7 years [ ]
   8-10 years [ ] Above 10 years [ ]

4. Which Department do you work in?
   Consumer Banking [ ] Corporate Banking [ ]
   Treasury [ ] Support Function [ ]

5. What is your highest education level?
   Certificate [ ] Diploma [ ]
   Undergraduate [ ] Postgraduate [ ]
   Other ____________________________________________

SECTION TWO: EMPLOYEE ENGAGEMENT

6. To what extent has the organization engaged and emphasized the following activities relating to employee engagement? (Please rate 1: To no extent 2. To a little extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent)

<table>
<thead>
<tr>
<th>Our employee engagement strategy is supportive of the business strategy</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

Leadership and management enjoy a high level of trust from employees.

Strategic HR policies and initiatives promote employee engagement at all levels of the organization.

The organization encourages the sharing of information, knowledge and resources

I know what is expected of me at work

Someone at work encourages my career development

In the past year, I have had opportunities to learn and grow at work

I feel motivated to do my job at Barclays

My Job gives me fulfillment

7. In your opinion, what factors would drive or promote employee engagement within an organization?

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SECTION THREE: EMPLOYEE COMMITMENT

8. To what extent do you agree or disagree with the following statements relating to employee commitment? (Please rate 1: To no extent 2: To a little extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent)
| Statement                                                                 |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |       |�

9. In your opinion, what evidence would indicate that an organization has a culture of employee commitment?

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10. Any additional information on the relationship between employee engagement and employee commitment?

THANK YOU FOR YOUR TIME.