A CROSS-SECTIONAL SURVEY ON PERCEIVED FACTORS CONTRIBUTING TO EMPLOYEE COMMITMENT IN SMALL MEDIUM FURNITURE COMPANIES ALONG MOMBASA ROAD, NAIROBI COUNTY

BY

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DECLARATION

This research project is my original work and has never been presented for examination to any other University.

Sign……………………….. Date……………………………….

Name: Bertha Awuor Kowido

D61/60221/2010

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

Sign………………………… Date……………………………….

S.N.M. Nzuve

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DEDICATION

I dedicate this project to my loving husband, Solomon Walter Okuku and the rest of my family who had to bear with my absence during the period of my studies.

ACKNOWLEDGEMENT

Most of all I would like to thank the Almighty God for the care, strength and good health during my study period.

I gratefully acknowledge with sincere gratitude the contributions and assistance made by my project supervisor S.N.M Nzuve for his tireless efforts in providing guidance and enlightening me all along the research writing. I say thank you very much for the support.

To the entire University of Nairobi Management, I am very grateful for the opportunity to pursue my Master of Business Administration degree at the Institution. You all deserve my warmest thanks.

ABSTRACT

The purpose of this study is to investigate and establish factors that contribute to employee commitment in small medium companies along Mombasa Road, Nairobi County. The specific objectives are: to establish the extent to which training and development, promotion, working conditions, employee benefits and job security contribute to employee commitment.

Primary data will be obtained through questionnaires administered to the sampled respondents at their stations of work. The data will be analyzed by use of descriptive statistics. Specifically, means, averages and percentages were employed by the researcher. The data analysis tools are simple tabulations and presentations of the report using spreadsheets such as excel and statistical packages for social sciences (SPSS). The data will then presented using tables, charts and graphs.

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CHAPTER ONE: INTRODUCTION

1.1   Background of the study

People management is an important aspect of organization processes. This emanated from the recognition that the human resources of an organization and the organization itself are synonymous. A well-managed business organization normally considers the average employees as the primary source of productivity gains. These organizations consider employees rather than capital as the core foundation of the business and contributors to firm development. To ensure the achievement of firm goals, the organization creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates.

With the widespread recognition of the importance of facilitating the relationship between job satisfaction and motivation in facilitating organizational commitment, there are varying perspectives on the means of doing this. The earliest strategy was to use wage increases to link job satisfaction and motivation to organizational commitment. With the recognition that this is not enough to bring about motivation expressed in job satisfaction, other perspectives emerged giving particular importance to the training and skills development of employees (Woodruffe, 2000) applied through the underlying principle of continuous organizational learning. Since this covers only an aspect of human resource management, a holistic approach emerged that targets the development of a certain quality of employment life (Hughes, 2001) that covers fair wages, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment. This means that achieving motivation and job satisfaction to develop organizational commitment is not simple or easy and works according to the context of individual firms. Although, there are best practices within industries, it is up to the individual organizations to determine which human resource strategies meet its needs and objectives. To determine the manner

that individual industries develop and achieve organizational commitment through job satisfaction and motivation.

1.1.1 Perception

Perception can be defined as a process by which individuals select, organize and interpret their sensory impressions, so as to give meaning to their environment. Perception is a complex cognitive process and differs from person to person. People's behavior is influenced by their perception of reality, rather than the actual reality. Though people are continuously exposed to numerous stimuli, they tend to select only a few of them. The principle of perceptual selectivity seeks to explain how and why people select only a few stimuli out of the many stimuli they keep encountering at any given time. Some of the internal set factors are learning, motivation and personality. External attention factors include environmental influences like intensity, size, contrast, repetition, motion, novelty and familiarity.

In the case of this study, the factors that affect employee commitment are also selected from a number of factors that may also have an effect on commitment. The criteria used is entirely familiarity of the factors to the researcher given her line of duty and the intensity of the factors emerging frequently as the most popular factors that highly affect commitment in the Kenyan society.

1.1.2 Employee commitment

In today's competitive world every organization is facing new challenges regarding sustained productivity and creating committed workforce. Nowadays no organization can perform at peak levels unless each employee is committed to the organizations objectives. Hence, it is important to understand the concept of commitment and its feasible outcome. A large numbers of studies have been conducted to investigate the concept of organizational commitment. Still, commitment is the most challenging and researchable concept in the fields of management, organizational behavior.

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The concept of organizational commitment derives from an article "The organization Man" written by Whyte in 1956. Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity. Grusky (1966) relates commitment with "The nature of the relationship of the member to the system as a whole". Kanter (1968) defines commitment as "The willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations, which are seen as self-expressive". The process by which the goals of the organization and those of the individual become increasingly integrated or congruent is commitment. Salancik (1977) said commitment is that "a state of being in which an individual become bound by his action and through these action to beliefs that sustain the activities of his own involvement". Allen & Meyer (1990) claim that commitment is a psychological state that binds the individual to the organization. According to the Meyer & Allen (1997) commitment "is a psychological state that characterizes the employees' relationship with the organization and has implication for the decision to continue membership in the organization." The researcher is considering the definition given by Meyer and Allen for the study.

1.1.3 Factors contributing to employee commitment in small medium furniture companies along Mombasa Road, Nairobi County

The following factors are perceived by the researcher as those contributing to employee commitment: Training and development, Promotion, Working Conditions, Employee Benefits and Job security.

1.1.4 Small medium furniture companies along Mombasa Road, Nairobi County

Along Mombasa Road there are a 12 of furniture companies but for this study 5 furniture companies will be used. These are: Rosewood Furniture Manufacturers Limited, Office Furniture Limited, Furniture Palace International (K) Limited, Super Bargains Kenya Limited and Odds and Ends Limited.

These companies are all owned and managed by family entity and have a small number of permanent employees. The majority of employees are engaged on a casual basis as per the Employment Act on engagement of casuals. The study will cover the permanent employees of these companies and the findings will be used to draw conclusions on all furniture companies along Mombasa Road in Nairobi County.

1.2 Research problem

Employee commitment describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parents. There are a variety of factors that can influence a person's level of commitment to an organization. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships and the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more committed they are said to be. Employee commitment is not the same as motivation, although it is clearly linked. Job design aims to enhance employee commitment and performance methods include job rotation, job enlargement and job enrichment. Other influences on commitment include the management style and culture, employee involvement, empowerment and autonomous workgroups. Employee commitment is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

To ensure the achievement of firm goals, the organization should create atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates. However, even with the widespread recognition of the importance of facilitating the relationship between

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employee commitment and motivation in facilitating organizational commitment, there are varying perspectives on the means of doing this.

The earliest strategy was to use wage increases to link job satisfaction and motivation to organizational commitment. With the recognition that this is not enough to bring about motivation expressed in job satisfaction, other perspectives emerged giving particular importance to the training and skills development of employees (Woodruffe, 2000) applied through the underlying principle of continuous organizational learning. Since this covers only an aspect of human resource management, a holistic approach has emerged that targets the development of a certain quality of employment life that covers fair wages, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment.

1.3 Research objective

This study seeks to establish factors that contribute to employees' commitment in a small medium furniture company.

1.4 Value of the Study

The study findings will be of assistance to the management of the identified small medium furniture companies along Mombasa Road in identifying the extent to which various factors affect employee commitment and hence facilitate the formulation of remedial policies. To the HRM division of the said companies, the study will provide a framework or guide to the line managers on their role in addressing the employee relations problems, by analyzing the need-gap based on the public perception. The study also will give insights in areas that will require additional resources in order to improve quality of service. In general it will help organization to formulate policies that will aid effective employee satisfaction for a better and pronounced performance.

The Government of Kenya will have the holistic equipment of ensuring pronounced growth and development of the organizations in Kenya. The study will provide relevant information that will help the government to formulate and implement such policies that will facilitate effective employee relations in Kenya. Moreover, the findings of this study will also help the government to review its employee relations policies in its departments, ministries and state corporations.

The findings of this study will also become useful to forming the basis for future research on the subject, providing a critical examination of the field. Pavlik (1987) observed that critical research on employee commitment will be offered as "a vehicle for improving the profession, rather than questioning its role or function in society. We need to examine the institution itself. By challenging a fundamental assumption, both in employee relations theory and practice, this study offers a critical examination of an important aspect of the field's relationship with society.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter gives a review of the existing literature on factors that contribute to employee commitment in an organization and related studies with a view to expose the existing research gaps and need to offer an insight into need for the current study. According to Mugenda and Mugenda (2003), review of literature involves the systematic identification, location, and analysis of documents containing information related to the research problem being investigated. Moreover, literature review helps determine new approaches and stimulates new ideas. The chapter further presents summary and the conceptual framework of the study.

2.2 Theoretical underpinning of employee commitment

Over the years, commitment has been conceptualized in various ways. For present purposes, we adapt the approach taken in the well-established three-component model (TCM: Meyer and Allen, 1991, 1997) and view commitment as "a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target" (Meyer, Becker, & Van Dick, 2006: 666). This binding force can be experienced in different ways (i.e., can be accompanied by different mindsets), including: an affective attachment and involvement with the target, a felt obligation to the target, and an awareness of the costs associated with discontinuing involvement with the target. In their pure forms, these mindsets are referred to as affective (AC), normative (NC), and continuance (CC) commitment, respectively.

Another important development in commitment research has been the increase in attention given to other workplace commitments (Becker, 1992), including commitments to other organizations e.g. (professions and unions), people e.g. (supervisors and teams), and actions e.g. (goals and programs). These commitments have all been found to have outcomes of relevance to the target and, in many cases, to the organization as a whole. Only a few studies have addressed the implications of these other commitments for employee well-being, but these are included in our review where relevant.

The meaning of employee well-being is arguably even more complex than the meaning of commitment. Varying definitions and models of well-being have been proposed over the years and a detailed discussion of this issue goes beyond our current objectives. However, we agree with the general sentiment expressed within positive psychology

(Seligman & Czikszentmihalyi, 2000) that well-being should be viewed as more than the absence of illness. Consequently, when assessing the implications of commitment for employee-relevant outcomes, we should look beyond indices of physical illness and psychological strain, or their absence, and include measures of personal growth and related indices of optimal functioning. Unfortunately, our ability to incorporate this directive into our review of existing research is limited by the fact that the majority of studies to date examined either direct relations between commitment or various indices of physical and mental health or ill-heath, or the moderating effects of commitment on the relations between workplace stressors and indices of physical or psychological strain. However, this study provides a more detailed discussion of past activities that fall within the objectives of the study; this will give a clear account of all past theoretical undertakings that tried to identify the factors contributing to employee commitment and help develop this study's general theoretical framework and recommendations for future research.

2.3 Factors contributing to employee commitment in an organization

Many scholars have written on the factors that contribute to employee commitment in an organization. The factors that have been talked about in detail include training and development, promotion, working conditions, employee benefits and job security.

2.3.1 Training and Development

Training both physically, socially, intellectually and mentally are very essential in facilitating not only the level of productivity but also the development of personnel in any organization. Therefore, training can be put in a contact relevant to school administrators. However, knowledge is the ability, the skill, the understanding, the information, which every individual requires acquiring in order to be able to function effectively and perform efficiently. Human resources, are the most valuable assets of any organization, with the machines, materials and even the money, nothing gets done without man-power. Abiodun (1999) submitted that: Training is a systematic development of the knowledge, skills and

attitudes required by employees to perform adequately on a given task or job. It can take place in a number of ways, on the job or off the job; in the organization or outside organization. Adeniyi (1995) observed that staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. He, therefore, provides a systematic approach to training which encases the main elements of training. The effectiveness and success of an organization therefore lies on the people who form and work within the organization. It follows therefore that the employees in an organization to be able to perform their duties and make meaningful contributions to the success of the organizational goals need to acquire the relevant skills and knowledge. In appreciation of this fact, organization like educational institution, conduct final training and development programmes for the different levels of their manpower.

Before training or development programmes are organized, efforts are made through individuals and organizational appraisals to identify the training needs. After the training and development programmes, an evaluation is carried out to ascertain the effectiveness of the programme in line with the need, which had been identified. It is worthy of mention that organization development follows the development of individual who form the organization. It follows that no organization becomes effective and efficient until the individual have and apply the required skills and knowledge. Training has been observed as part of human development. Human development is a process of enlarging people's choices. In principle, these choices can be infinite and changes over time, but at all levels of development, the three essential ones are: for people to live a long and healthy life, to acquire knowledge through training, and to have access to resources needed for a decent standard of living. If these essential choices are not available many other opportunities remain inaccessible. According to the concept of human development income is clearly only one option that people would like to have, albeit an important one. Development must therefore be more than just the expansion of income and wealth. Since administering involves the creation and maintenance of an environment for performance, working closely or in isolation towards the accomplishment of common goals, it is obvious that administrators cannot be successful without well skilled and well trained

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people. The importance of incorporating training into organizational or institutional roles, the staffing of these roles and the entire process of direction and leading people must be premises on knowledge and skills.

The need for improved productivity in organization has become universally accepted and it depends on efficient and effective training. It has further become necessary in view of advancement in modern world to invest in training. Thus, the role played by staff training and development can no longer be over-emphasized. However, the need for organizations to embark on staff development programmes for employees has become obvious. Absence of these programme often manifest tripartite problems of incompetence, inefficiency and ineffectiveness. Oribabor (2000) submitted that training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth, also Isyaku (2000) postulated that the process of training and development is a continuous one. Man is dynamic in nature, the need to be current and relevant in all spheres of human endeavors make staff development a necessity, to keep track with current events and methods. Ajibade (1993), Adeniyi (1995) and Arikewuyo (1999) have drawn the attention of the entire sundry to the inestimable value of training and development. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively. Scholars, experts, social scientists and school administrators now recognize the fact that training is obviously indispensable not only in the development of the individuals but also facilitate the productive capacity of the workers. Training is not coaxing or persuading people to do what is wanted but rather a process of creating organizational conditions that will cause personnel to strive for better performance.

Akintayo (1996) and Oguntimehin (2001) identified the functions of training as follows: increase productivity, improves the quality of work; improves skills, knowledge, understanding and attitude; enhance the use of tools and machines; reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs, eliminates obsolesce in skills, technologies, methods, products, capital management etc. It brings incumbents to that level of performance which needs the performance for the job; enhance the

implementation of new policies and regulations; prepares people for achievement, improves man-power development and ensures the survival and growth of the enterprise.

Chris Obisi (1996) observed that training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth. The need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity, makes it absolutely compulsory.

2.3.2 Promotion

For most workers, conditions of employment such as wages, benefits, and work environment are extremely important aspects of a job. Also of importance is an individual's rank or position within an organization. For instance, in many firms there exists a well-established hierarchy in which advancement takes the form of promotions to higher-level jobs, a pattern that is often considered part of the organization's "structure." Promotions may be used to motivate workers, particularly by companies in which direct supervision of workers is difficult. A promotion may also be a reward that results both in advancement within the firm and greater responsibility.

A promotion is the "prize," and the probability of winning it is a function of productivity. The winner of the prize receives the salary, benefits, and prestige associated with the higher position. Since each group of new hires knows that not all will be promoted, the probability of promotion serves as an incentive to work hard. (Lazear and Rosen 1990) presented another model of the promotion process in which the receipt of promotions and training is based on the individual's revealed ability at the job. While men and women are assumed to have similar labor market abilities, women are assumed to have greater non-market abilities and opportunities, and consequently they are more likely than men to depart the firm. Since job leaving among those promoted imposes a cost on the firm, the employer will have a higher promotion standard for women and be less likely to promote women than men.

Promotion may reveal to competing firms, which naturally have less information about that worker than does the employing firm that the worker is of high ability and may be worth hiring (Bernhardt and Scoones 1993). Wage increases are often associated with promotions, and the magnitude of the wage increase may either encourage other firms to compete for that worker or discourage them from doing so. It may also be true that a promotion is a consequence of human capital investment or reflects a good job match. The human capital model suggests that workers often receive training specific to a particular job, which makes them more valuable to the employer providing the training showed that a promotion ladder, whereby jobs are assigned by seniority and wages are attached to jobs, can lead to human capital investment and to efficient turnover behavior. Job match theory indicates that information about the quality of a job match reveals itself over time (Jovanovic 1979). A promotion may simply be the firm's optimal response after learning about a worker's productivity.

2.3.3 Working Conditions

Working conditions refers to the working environment and aspects of an employee's terms and conditions of employment. This covers such matters as: the organization of work and work activities; training, skills and employability; health, safety and well-being; and working time and work-life balance (Mondy R.W., et al, 1990). Pay is also an important aspect of working conditions. Changes in working conditions and other aspects of the employment relationship can generate serious industrial relations problems. One issue is that workers may not have precise information about their working conditions in the first place. The employer is obliged to prepare a document with the requisite information, and give it to the employee not later than two months after the commencement of employment. Further, a new document that reflects any changes in core working conditions must be issued.

The normal rule is that an employer cannot change the terms and conditions of employment without the consent of the employee, when such modifications are outside the management prerogative. So, merely informing the employee by a written statement is not conclusive of the existence of an agreed change in the terms. When the employer

does not have the right in the contract – if they try to alter rates of pay, hours of work, or the status or grade of the employee – they must obtain the employee's consent before the change can have any legal effect. The existence of a written statement does not mean that it has been agreed and is thus binding. There is a growing recognition that work-environment factors affect performance. Basically, the work environment factors affect the quality of work life, individual quality of work life outcomes, and organizational outcomes.

2.3.4 Employee Benefits

Employee benefits represent virtually any form of compensation provided: in a form other than direct wages; paid for in whole or in part by the employer, even if provided by a third party e.g., the Government, an Insurance company or a Health Maintenance Organization (Human Resource Management International Digest, 2010). Benefits vary and serve different social and economic needs. They fall into two categories. Several benefits are required by law; the first category included is employer contributions to Social Security, Medicare, unemployment insurance, and worker's compensation insurance.

The other category is voluntary or discretionary benefits. These serve different goals and also receive different tax treatment. Some are fully taxable, such as payment for time not worked, tax-exempt (up to certain limits) benefits include employer contributions for health coverage, child care, and group life insurance plans. Employee benefits or benefit plans are implemented to serve both employees and employers. Even though needs and desires of individual employees differ, they can be summarized as follows: To provide an appropriate standard of living for the employee and his or her family based on the employee's relative position with and responsibilities to the employer; To recognize the employee's performance, perhaps through some kind of incentive compensation; To provide protection against medical expenses for the employee and his or her dependents. (This goal may also include the overall provision of medical services through health maintenance organizations.); To provide protection against loss of income in the event of the employee's premature death, disability, or unemployment; To provide retirement

income (and also to continue certain other benefits, such as medical expense and perhaps death benefits, during retirement); To offer opportunities for capital accumulation and estate building; To offer tax avoidance opportunities, particularly for employees in higher tax brackets; Possibly to make available sound retirement, financial, and tax-planning programmes and services

From an employer's viewpoint, the following represents some of the objectives considered in benefit planning: To motivate and retain personnel; To attract necessary professional and executive talent for the firm; To provide incentives for above-average performance; To design a total compensation system that is internally equitable among employees; To recognize that money spent by the employer on the system should be cost-effective. For example, employee benefits should not be adopted haphazardly so that there is duplication in the protection they provide; To provide stockholder identification (that is, stock ownership or similar arrangements) among selected employees who are considered to have the greatest impact on company profits or among all employees depending on the company's philosophy in this matter; To meet union bargaining demands in the most effective manner; To contain employee benefit cost as much as feasible, consistent with the other compensation objectives. All these objectives are aimed at promoting company profits while also enabling the company to meet its social obligations to its employees and the general public.

2.3.5 Job Security

Meltz (1989) defines job security broadly as "an individual remains employed with the same organization with no diminution of seniority, pay, pension rights, etc." Similarly, Herzberg (1968) defines job security as the extent to which an organization provides stable employment for employees. The importance of job security stems from the fact that it is critical for influencing work-related outcomes. For instance, job security is an important determinant of employee health (Kuhnert *et al.,* 1989); for the physical and psychological wellbeing of employees (Kuhnert and Palmer, 1989); for employee turnover, (Arnold *et al*, 1989); for employee retention (Ashford *et al.,* 1989); for job satisfaction and for organizational commitment (Ashford *et al.,* 1989).

The resurgence of job security at the center stage of many labor negotiations clearly creates valuation opportunities that are consistent with work at which actuaries typically excel. As it is the case for insurance products, the economic value to an employee of job security depends on uncertain future events. Further, because granting relatively high job security to workers restricts an employer's economic resource allocation latitude, commitments to providing job security should be made in the overall context of enterprise risk management. Finally, many actuarial consulting firms also offer human resource management consulting services, and the valuation of job security for the purpose of negotiating total compensation is at the intersection of both fields. Job security viewed as a compensation component is linked with contemporary research in intellectual capital. Job security is one way to ensure remuneration sustainability. Job security is also associated with employee well-being. In a recent contribution to a new field of inquiry, (Roslender and Dyson, 1992) argue that employee well-being, or wellness, represents a component of intellectual capital.

Fig 2.1 Conceptual Framework

Independent Variables   **Dependent Variable**

Factors:
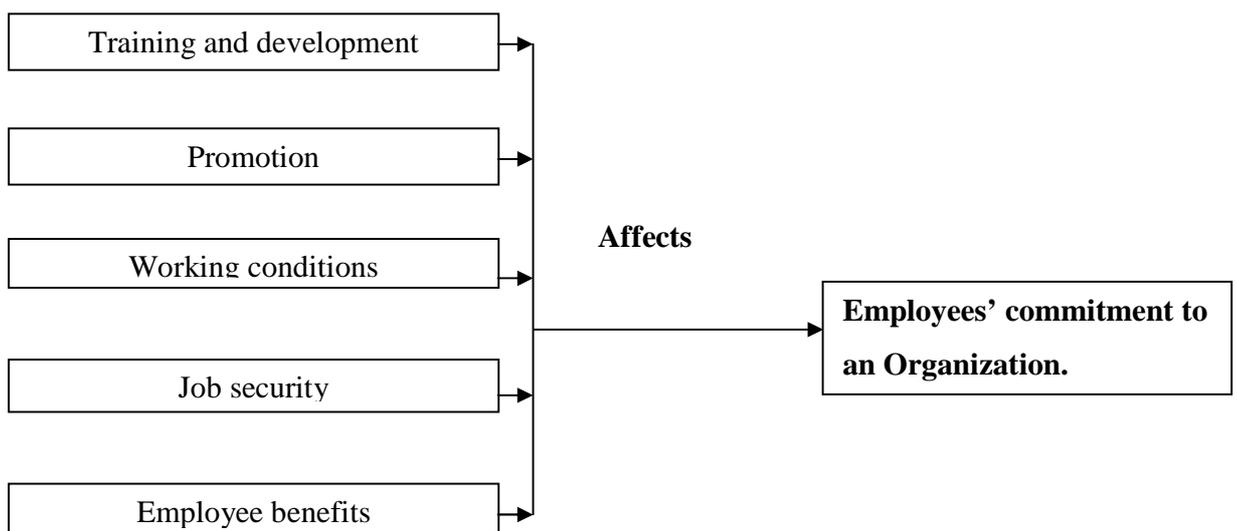
Source: Author (2013)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology which will be used to achieve the objectives of the study. It also outlines research design, target population, sampling design, data collection method and research procedures, validity and reliability, outcomes and data analysis techniques that will be applied during the study.

3.2 Research Design

The research will be a descriptive cross-sectional survey of small and medium furniture companies. The purpose of the study is to investigate a certain aspect intensively and comprehensively so that one can get the background aspect and the current status.

Mugenda and Mugenda (2003), suggest that the descriptive design method is appropriate for studies that have specific issues where problems have been defined. The issues in the proposed study being to establish factors that contribute to employee commitment in small and medium furniture companies along Mombasa Road, are thus geared to address the essential why, who, when, what, and how questions in the research. The study seeks to describe a situation through the study of variable relationships.

3.3 Population of study

Mugenda & Mugenda (2003) describe target population as a complete set of individual cases or objects with some common characteristics to which researchers want to generalize the results of the study. The composition of permanent employees in the furniture companies to be studied is tabulated as follows:

Table 3.1 Population of study

Category	Population of study	Percentage
Rosewood Furniture Manufacturers Limited	30	20.55%
Office Furniture Limited	26	17.81%
Furniture Palace International (K) Limited	45	30.82%
Super Bargains Kenya Limited	25	17.12%
Odds and Ends Limited	20	13.70%
Total	**146**	**100%**

Source: Author (2013)

3.4 Data collection

The researcher used questionnaires to collect data. The questionnaire had both structured (close-ended) and open-ended (unstructured) questions. Structured or close-ended questions are the questions with a list of all possible alternatives from which respondents select the answer that best describes their situation. They are easier to analyze since they are in an immediate form, and are economical to use in terms of time and finance. Unstructured or open-ended questions are questions which give the respondent complete freedom of response. These free responses permit an individual to respond in his/ her own words. They permit a greater depth of response. They are simpler to formulate mainly because the researcher does not have to labor to come up with appropriate response categories. The researcher used drop and pick method in administering the questionnaire.

3.5 Data analysis

The data was analyzed by use of descriptive statistics. Specifically, means, averages and percentages were employed by the researcher. The data analysis tools are simple tabulations and presentations of the report using spreadsheets such as excel and statistical packages for social sciences (SPSS). The data will then presented using tables, charts and graphs.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data findings and analysis of the study. The data was gathered through means of questionnaires and was analyzed using content analysis done in frequency tables and percentages, presented in graphs and charts, and interpreted. Qualitative analysis analyzed information on information collected in open-ended questions.

The questionnaire was divided into two sections. The first section represented the background information of the respondents. Some of the variables in this section were gender, age and working experiences of employees. The other section sought to find data on factors that contribute to employee commitment to their organization.

Both qualitative and qualitative methods were used in data presentation and analysis of the Target population of 146 employees and the same number of Questionnaires which formed 100% of the total. A total of 116 questionnaires were fully filled and picked back forming 80% of the total respondents to the research. Analysis went on owing to the fact that the questions were homogenous and it was assumed that the response from various stations would give similar answers. The commendable response rate was achieved after the researcher made frantic efforts of booking appointments with the respondents despite their tight schedules at their posts of duty.

4.2 Presentation of Findings

Table 4.1 Response rate

Categories	Respondents	Percentage
Responded	116	80%
Not responded	30	20%
Total	**146**	**100%**

 Source: Author (2013)

From table **4.1** above, the researcher prepared and issued out 146 questionnaires to the respondents. However, 30 questionnaires were never responded. It is evident that 80% questionnaires have been analyzed, while 20% questionnaires were not responded.

Table 4.2 Gender Distribution

Category	Frequency	Percentage
Male	87	75%
Female	29	25%
Total	**116**	**100%**

Source: Author (2013)

From table **4.2** above, the study revealed that gender composition in furniture manufacturing firms is not equal. Male respondents dominate the work place by 75% while females accounts for 25%.

Table 4.3 Age Distribution

Age	Respondents	Percentages
18—29 Years	29	25%
30—39 Years	53	46%
40—49 Years	20	17%
50 Years & Above	14	12%
Total	**116**	**100%**

Source: Author (2013)

From table **4.3** above, the study established that the age of respondents differs greatly. The study established that respondents within 30-39 years dominate the furniture companies by 46% relative to 25% respondents who are within 18-30 years. Moreover, 17% respondents' age range between 40-49 years while 12% are over 50 years.

Table 4.4 Education Levels

Category	Frequency	Percentage
Certificate	24	21%
Diploma	63	54%
Degree	20	17%
Masters (PhD)	9	8%
Total	**116**	**100%**

Source: Author (2013)

From table **4.4** above, the study revealed that respondents have different levels of education. The respondents with Diploma education dominate the workplace by 54%, while 17% respondents have degree education. Moreover, 21% respondents have Certificate education while 8% have Masters/PhD education. This shows that the jobs in these companies do require some level of intellect or professional input as a large percentage have diploma or certificate qualification.

Table 4.5 Job Experience of Respondents

Category	Frequency	Percentage
0—5 years	38	33%
6—10years	58	50%
11—20 years	15	13%
21 years and above	5	4%
Total	**116**	**100%**

Source: Author (2013)

The study revealed that training and development contributes to employee commitment in furniture companies. It was established that 100 % respondents agreed with the statement.

Table 4.6 Training and Development

Category	Score	Frequency	Percentage	Dev. (A-S)	FD	FD ^{2}
Very great extent	5	20	17%	-2	-40	1600
Great extent	4	58	50%	-1	-58	3364
Moderate extent	3	29	25%	0	0	0
Low extent	2	9	8%	1	9	81
Very Low extent	1	0	0	2	0	0
Total		**116**	**100%**		**-89**	**5045**

Source: Author (2013)

Assumed Mean= 3

Mean= 2.232759

=2

Standard Deviation= 6.594799

Fig 4.1 Training and Development
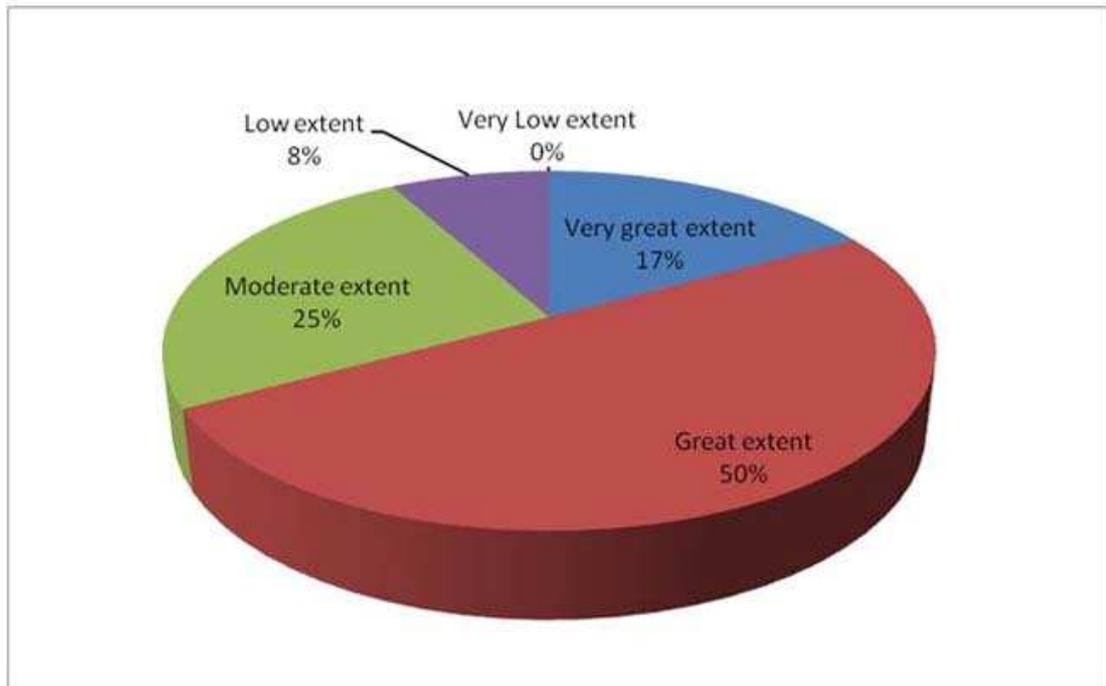
Source: Author (2013)

From table **4.6** and figure **4.1** above, training and development contributes to employee commitment in furniture companies. 17% of the respondents agreed that it does to a very great extent, 50% agreed that it does to a great extent, 25 % of the respondents agreed that it does to a moderate extent and only 8% suggested that it does to a low extent. None suggested that it does to a very low extent and this shows that training and development plays a major role to employee commitment in furniture companies.

The study revealed that promotion also contributes to employee commitment in furniture companies. The study established that all the respondents agreed with the statement.

Table 4.7 Promotion

Category	Score	Frequency	Percentage	Dev.(A-S)	FD	FD^2
Very great extent	5	9	8%	-2	-18	324
Great extent	4	29	25%	-1	-29	841
Moderate extent	3	53	46%	0	0	0
Low extent	2	24	21%	1	24	576
Very Low extent	1	0	0	2	0	0
Total		**116**	**100%**		**-23**	**1741**

Source: Author (2013)

Assumed Mean= 3

Mean= 2.8017241

**   =3**

Standard Deviation= 3.8741

Fig 4.2 Promotion
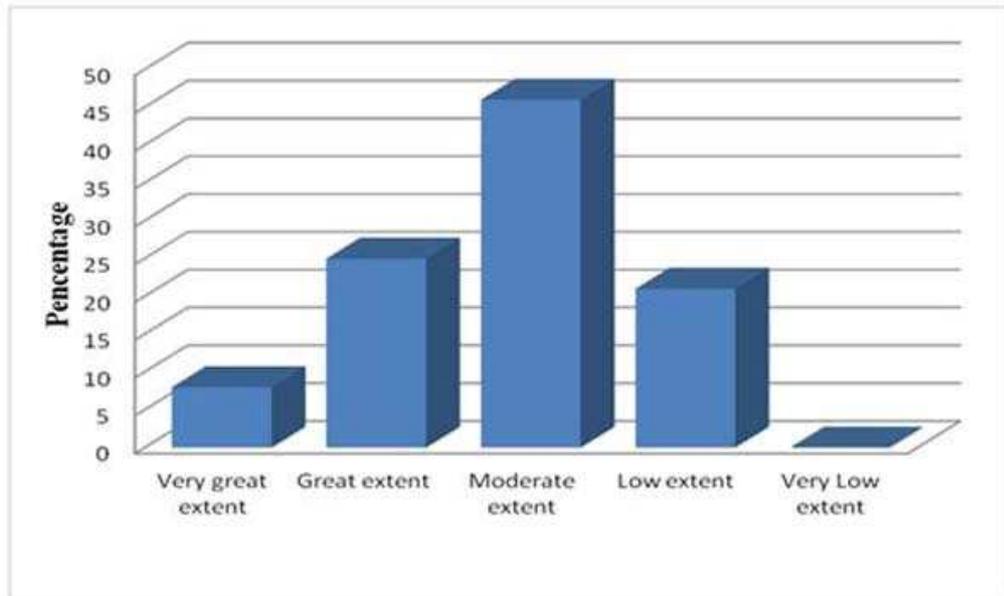
Source: Author (2013)

From table **4.7** and figure **4.2** above, promotion contributes to employee commitment. 8% of the respondents agreed that it does to a very great extent, 25% agreed that it does to a great extent, 46 % of the respondents agreed that it does to a moderate extent and only 21% suggested that it does to a low extent. None suggested that it does to a very low extent and this shows that promotion plays a role in employee commitment in furniture companies.

On the question of if the company has a promotion policy, 25% of the respondents agreed while 75% disagreed.

The study revealed that working conditions contribute to employee commitment in furniture companies. It was established that 100 % respondents agreed with the statement.

Table 4.8 Working conditions

Category	Score	Frequency	Percentage	Dev. (A-S)	FD	FD^2
Very great extent	5	29	25%	-2	-58	3364
Great extent	4	49	42%	-1	-49	2401
Moderate extent	3	29	25%	0	0	0
Low extent	2	9	8%	1	9	81
Very Low extent	1	0	0	2	0	0
Total		**116**	**100%**		**-98**	**5846**

Source: Author (2013)

Assumed Mean= 3

Mean= 2.1551724138

    =2

Standard Deviation= 7.099052875

Fig 4.3 Working conditions
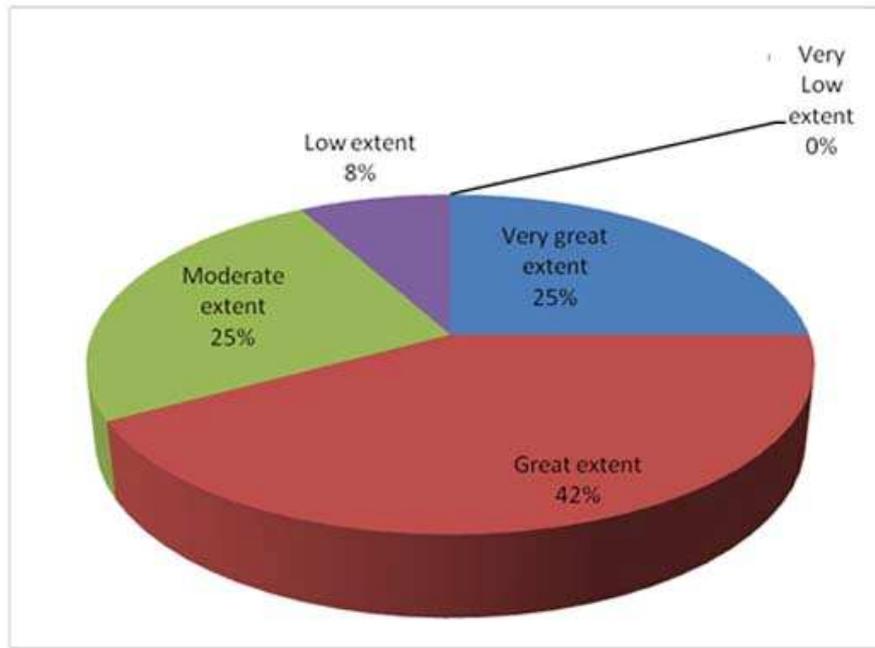
Source: Author (2013)

The study revealed that employee benefits contribute to employee commitment in furniture companies. It was established that 100 % respondents agreed.

Table 4.9 Employee benefits

Category	Scores	Frequency	Percentage	Dev. (A-S)	FD	FD^2
Very great extent	5	49	42%	-2	-98	9604
Great extent	4	43	37%	-1	-43	1849
Moderate extent	3	24	21%	0	0	0
Low extent	2	0	0	1	0	0
Very Low extent	1	0	0	2	0	0
Total		**116**	**100%**		**-141**	**11453**

Source: Author (2013)

Assumed Mean= 3

Mean= 1.784483

=2

Standard Deviation= 9.936435

Fig 4.4 Employee benefits
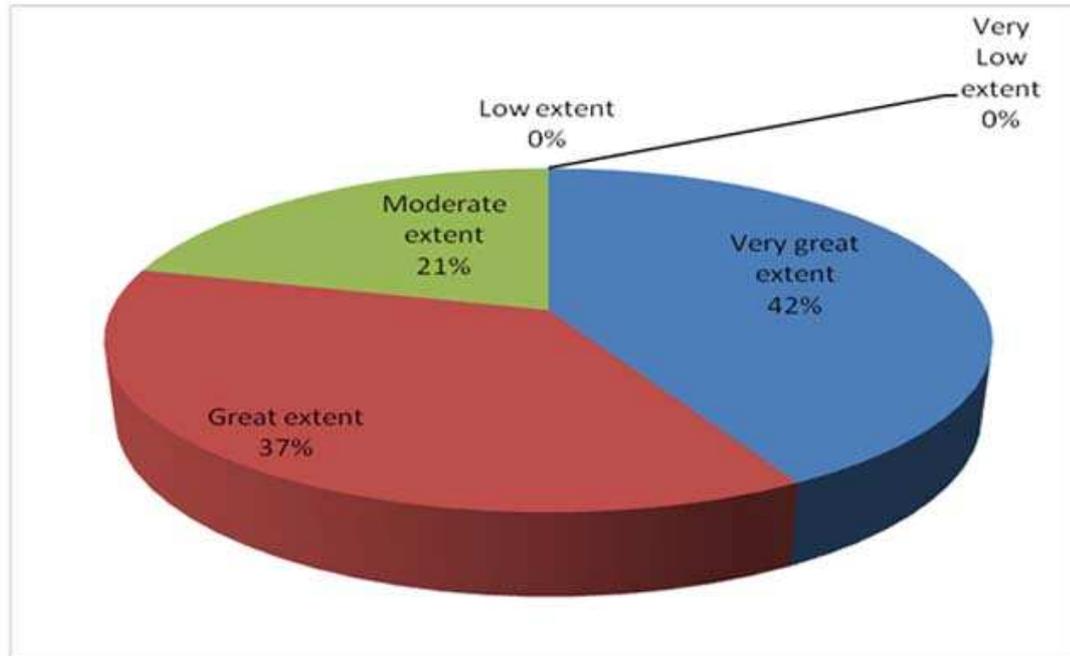
Source: Author (2013)

From table **4.9** and figure **4.4** above, employee benefits contribute to employee commitment in furniture companies. 42% of the respondent agreed that it does to a very great extent, 37% agreed that it does to a great extent, 21 % of the respondents agreed that it does to a moderate extent and none suggested that it does to a low extent or to a very low extent. This shows that working conditions is a real motivator to employee commitment. The respondents outlined the following as employee benefits: medical insurance cover, leave allowance, maternity leave or paternity leave, transport allowance, house allowance and staff pension scheme.

The study revealed that job security contributes to employee commitment in furniture companies. It was established that 100 % respondents agreed with the statement.

Table 4.10 Job Security

Category	Score	Frequency	Percentage	Dev. (A-S)	FD	FD^2
Very great extent	5	9	8%	-2	-18	324
Great extent	4	67	58%	-1	-67	4489
Moderate extent	3	40	34%	0	0	0
Low extent	2	0	0	1	0	0
Very Low extent	1	0	0	2	0	0
Total		**116**	**100%**		**-85**	**4813**

Source: Author (2013)

Assumed Mean= 3

Mean= 2.2672414

=2

**Standard Deviation= 6.441380233**

As shown in table **4.9** and figure **4.5** below, job security contributes to employee commitment in furniture companies. 8 % of the respondents agreed that it does to a very great extent, 58% agreed that it does to a great extent, 34 % of the respondents agreed that it does to a moderate extent and none suggested that it does to a low extent or to a very low extent. This shows that job security plays an important role as a factor contributing to employee commitment.

Fig 4.5 Job security
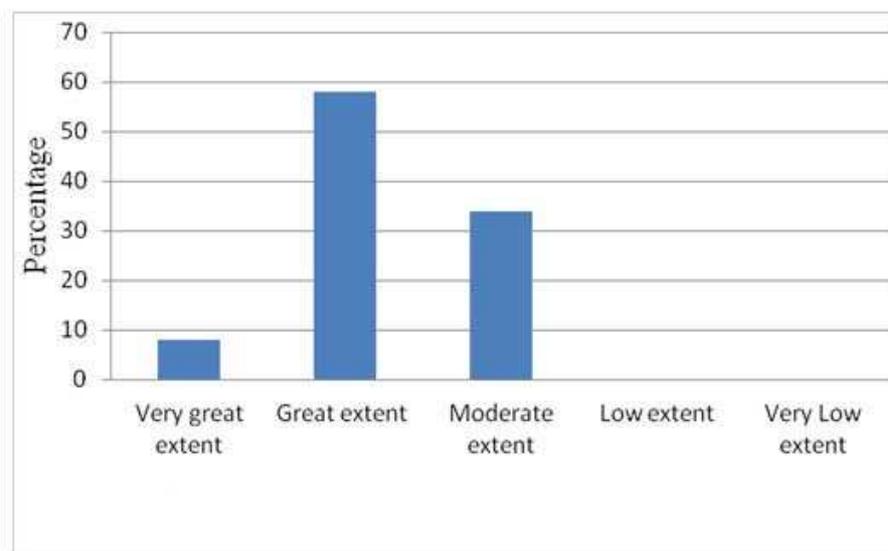
Source: Author (2013)

4.3 Discussion of the findings

According to the findings of this research study, all the respondents were unanimous that in order to retain staff in a furniture company, their well-being and interest must be looked into. Despite the size of the furniture companies studied, it is very clear that their management need to look into the factors highlighted as contributing to employee commitment so that they can retain their employees and ensure job satisfaction. The

research shows that even employees in small and medium sized companies also desire certain conditions for them to feel committed to the companies.

4.3.1 Training and Development

The respondents revealed that training and development contributes to employee commitment. 17% of the respondent agreed that it does to a very great extent, 50% agreed that it does to a great extent, 25 % of the respondents agreed that it does to a moderate extent and only 8% suggested that it does to a low extent. None suggested that it does to a very low extent and this shows that training and development plays a major role to employee commitment.

4.3.2 Promotion

The study findings suggest that respondents agreed that promotion contributes to employee commitment with 8% of the respondents agreeing that it does to a very great extent, 25% to a great extent, 46 % to a moderate extent and only 21% to a low extent. The most interesting part was that only 25% where aware of the existence of a promotional policy in their respective companies.

4.3.3 Working conditions

The study revealed that working conditions contribute to employee commitment. It was established that 100 % respondents agreed with the statement. 42% of the respondent agreed that it does to a very great extent, 37% to a great extent, 21 % to a moderate extent and none suggested that it does to a low extent or a very low extent. This shows that working conditions is a real contributor to employee commitment. There is a growing recognition that work-environment factors affect performance. Basically, the work environment factors affect the quality of work life, individual quality of work life outcomes, and organizational outcomes. This is why all the companies studied have put in place at least one of the strategies of ensuring the working conditions of their employees is conducive.

4.3.4 Employee benefits

The study revealed that employee benefits contribute to employee commitment. It was established that 100 % respondents agreed. 42% of the respondent agreed that it does to a very great extent, 37% to a great extent, and 21 % to a moderate extent and none suggested to a low extent or a very low extent. This shows that working conditions is a real contributor to employee commitment. The respondents outlined the following as employee benefits: medical insurance cover, leave allowance, maternity leave or paternity leave, transport allowance, house allowance and staff pension scheme.

4.3.5 Job Security

Job security is one way to ensure remuneration sustainability. Job security is also associated with employee well-being. The study revealed that job security contributes to employee commitment. 8 % of the respondents agreed that it does to a very great extent, 58% to a great extent, and 34 % to a moderate extent and none suggested to a low extent or a very low extent. This shows that job security plays an important role as factor contributing to employee commitment.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers summary of the findings according to the questionnaires. It discusses the major trends and findings, and it outlines conclusion, recommendations and suggestions for further studies.

5.2 Summary of Findings

It is the expectation of this study that this research effort provides a methodological orientation and some preliminary findings that may be useful to others interested in studying employee commitment in furniture companies.

5.3 Conclusion

Achieving employee satisfaction to develop organizational commitment is not simple or easy and works according to the context of individual firms. Although, there are best practices within industries, it is up to the individual organizations to determine which human resource strategies meet its needs and objectives to determine the manner that individual industries develop and achieve employee commitment through job satisfaction and motivation.

5.3.1 Training and Development

The findings imply that training and development has an impact on employee commitment hence training policy adoption may explain the good performance of organizations. Training programs undertaken by the firms ensure that the employees and the management are proficient in the assigned duties and exhibit the highest level of professionalism. Therefore, having in place a properly trained workforce can be said to be a factor that has contributed to the success being experienced by organizations.

5.3.2 Promotion

The study findings suggest the respondents are motivated on the work related factors as well as on promotion factors. Thus, the companies promote people on ability and also on merit and this were observed in all the companies studied.

5.3.3 Working conditions

The study findings indicate that the companies have taken care of employee safety and have invested safety equipment. They also have a growing recognition that work-environment factors affect performance of their employees.

5.3.4 Employee benefits

The study findings indicate that employee benefits play an important role in retaining employees. Employee benefits represent virtually any form of compensation provided that the company has a policy on that spells out the benefits.

5.3.5 Job Security

The study findings indicate that Job security is one way to ensure employee commitment. Job security is also associated with employee well-being.

5.4 Recommendations

The study makes the following recommendations: To ensure the achievement of firm goals, a company should create an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates. However, even with the widespread recognition of the importance of facilitating the relationship between job satisfaction and motivation in facilitating organizational commitment, there are varying perspectives on the means of doing this.

5.5 Suggestions for Further Studies

The study suggests that future empirical research can be conducted on an individual factor identified in the conceptual framework of this study. A deeper analysis of the effect of each one of these factors would clearly bring out the issues which seem to be somehow unclear in this study.

5.6 Limitations of the study

There is a noteworthy limitation of this study. Time and budget limitations made it impractical to assess how narrative-based processing might have influenced participants' long-term thinking over multiple months or years. Thus, it is possible that participants may have experienced more meaningful effects of the narrative-based processing realizations six months after the procedure ended, than on the day the data was actually collected. Collecting such data was beyond the scope of the current study. Future studies might consider narrative-based experiential learning interventions which are followed up with longitudinal check-ups for months or longer to explore if and how long-term after-effects actually occur.

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APPENDIX

<u>**SECTION: A**</u>

By the means of tick (√) kindly indicate an option that best describes you where

appropriate and fill in the blanks where necessary.

Scores:

Very Great Extent-5

Great Extent-4

Moderate Extent-3

Low Extent-2

Very Low Extent-1

1. Gender: Female ☐   Male ☐

2. Age Bracket

      18 - 29 years ☐   30 – 39 years ☐

      40 - 49 years ☐   over 50 years ☐

3. Level of Education

  Primary Education ☐   Secondary Education (O-level) ☐

   Certificate ☐   Diploma ☐

     Bachelor Degree ☐   Master's Degree and above ☐

4. How long have you worked in your organization?

     0   - 5 years ☐   6 – 10 years ☐

     11 - 20 years ☐   over 21 years ☐

5. What is your position title?

_____

_____

6. Overall, how satisfied are you with your position at organization?

    (a)   Very great extent   ☐

    (b)   Great extent   ☐

    (c)   Moderate extent   ☐

    (d)   Low extent   ☐

    (e)   Very low extent

SECTION: B

Kindly answer the following questions to best of your knowledge.

TRAINING AND DEVELOPMENT

1. Do you think that training and development contributes to an employee's commitment to an organization? ☐ (a) Yes   ☐(b) No

2. To what extent does training and development contribute to an employee's commitment to an organization?

    (a)   Very great extent   ☐
    (b)   Great extent   ☐
    (c)   Moderate extent   ☐
    (d)   Low extent   ☐
    (e)   Very low extent

3. Do you have the tools and resources to do your job well? (a) Yes   (b) No
    ☐

PROMOTION

1. Do you think that promotion contributes to an employee's commitment to an organization?

    (a) Yes   (b) No

2. To what extent do you think promotion contributes to an employee's commitment to an organization?

(a)   Very great extent   ☐

(b)   Great extent   ☐

(c)   Moderate extent   ☐

(d)   Low extent   ☐

(e)   Very low extent   ☐

3. Does your organization have a promotion policy?

   (a) Yes   (b) No

4. If your answer is **yes** in 3 above, briefly explain what the policy states.

_____

_____

_____

_____

5. How satisfied are you with your opportunity to get a better job in your company?

(a)   Very great extent   ☐

(b)   Great extent   ☐

(c)   Moderate extent   ☐

(d)   Low extent   ☐

(e)   Very low extent

WORKING CONDITIONS

1. Do you think that working conditions contribute to an employee's commitment to an organization? ☐(a) Yes   ☐(b) No

2. To what extent does working conditions contribute to an employee's commitment to an organization?

(a)   Very great extent   ☐

(b)   Great extent   ☐

(c)   Moderate extent   ☐

(d)   Low extent   ☐

(e)   Very low extent

3. How satisfied are you with the information you receive from management on what is going on in your division? ☐

    (a)   Very great extent   ☐

    (b)   Great extent   ☐

    (c)   Moderate extent   ☐

    (d)   Low extent   ☐

    (e)   Very low extent

EMPLOYEE BENEFITS

1. Do you think that employee benefits contribute to an employee's commitment to an organization? ☐(a) Yes   ☐(b) No

2. To what extent do employee benefits contribute to an employee's commitment to an organization?

    (a) Very great extent   ☐

    (b) Great extent   ☐

    (c) Moderate extent   ☐

    (d) Low extent   ☐

    (e) Very low extent   ☐

3. Kindly outline some of the benefits that staff are entitled to in your organization

    _____

    _____

    _____

    _____

    _____

JOB SECURITY

1. Do you think that job security contribute to an employee's commitment to organization?

    ☐ (a) Yes   ☐ (b) No

2. To what extent does job security contribute to an employee's commitment to organization?

(a) Very great extent ☐

(b) Great extent ☐

(c) Moderate extent ☐

(d) Low extent ☐

(e) Very low extent

Considering everything, how satisfied are you with your job?

(a) Very great extent ☐

(b) Great extent ☐

(c) Moderate extent ☐

(d) Low extent ☐

(e) Very low extent

What other issues not included in this survey need to be addressed in your organization?

_____

_____

_____

_____

_____

☐

Thank you for your time.