

**THE INFLUENCE OF CONTEXTUAL AND COGNITIVE FACTORS ON THE
RELATIONSHIP BETWEEN EMPLOYEE CHARACTERISTICS AND
EMPLOYEE OUTCOMES IN KENYAN PUBLIC CORPORATIONS**

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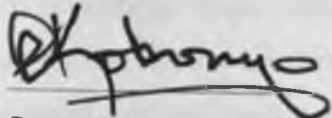
Declaration

I, the undersigned, declare that this PhD thesis is my original work and has not been submitted for any award to any other college, institution or university other than the University of Nairobi.

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Dedication

I dedicate this work to my dad, Patrick Anyega, my mom Monica Kwamboka, my husband Robert Omari and my sons Orina Brian, Momanyi O Hastings, Momanyi Augustus and Otieno Alfayo. And to the children I have raised by God's grace Linet, Rose and Bosire with love.

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Abstract

The study aimed at establishing the relationship between employee characteristics and employee outcomes and the influence of contextual and cognitive factors on these relationships. The study was carried out in a background of change in the public sector in Kenya which is a major employer in the Kenyan economy and shifts in the management systems affect its employees. The research objective of the study was to establish the nature of the relationship between employee characteristics and employee outcomes and to determine the moderating role of contextual and cognitive factors in this relationship. Review of extant conceptual and empirical literature was done and at the end of it a conceptual framework was developed along with the research hypotheses. A positivist paradigm using descriptive research design was used. The population comprised all the employees of public corporations. Proportionate random stratified sampling was used. The sample size was 384 selected from thirteen public sector organizations. Primary data was collected using structured questionnaires measured on Likert type interval scales. The study yielded a 48 percent response rate. Descriptive statistics comprising means and standard deviations were used to analyse the data. Hypotheses were tested using Pearson Product Moment correlations and stepwise multiple regression. The findings indicate that most employees surveyed have a diploma or higher level of education, 29.7% of them were women and 79% of the respondents were employed on permanent terms. All the hypotheses except two were confirmed with the joint effect of the independent and moderating variables acting on each employee outcome being greater than the effect of the individual variables. Job satisfaction was influenced by human resource practices, size, attribution and justice while commitment was influenced by locus of control and psychological contract. Trust was influenced by human resource practices and OCB was influenced by size and psychological contract. Age did not have any significant relationships with employee outcomes. Conclusions drawn from the research findings suggest that age should be given less weight in matters of employment as it was a weak predictor of employee outcomes; that locus of control has more relevance for employee outcomes than age in organizations. Organization size, human resource practices and organizational justice have more influence on employee outcomes and they need to be implemented and managed well in organizations.

List of Abbreviations and Acronyms

HR – Human Resources

HRM – Human Resources Management

HRP – Human Resource Practices

OCB – Organizational Citizenship Behaviours

PC – Psychological Contract

WLOC – Work Locus of Control

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Kenya has undergone some political, social and economic changes in the period between 2002 and 2008 which have had an impact on the way public organizations are managed. The introduction of public sector reforms such as performance contracts, performance appraisals and performance ranking have led to changes in the management of HR in this sector. Performance contracting which is part of the broader public service reforms aimed at improving efficiency and effectiveness, implies that a worker, on permanent and pensionable terms could have their employment terminated if actual performance does not match the planned performance. As a tool for ensuring accountability for results by public officials this has changed the Kenyan work place drastically. Employees have had to realign their perceptions of the public sector as a guarantor of lifelong job security.

One of the priorities of the government as articulated in the Economic Recovery Strategy (ERS) and Vision 2030 is to reform the public sector by making it a more efficient, motivated and productive public service that meets the needs of its citizenry. The government is committed to meritocracy and recognizes the need to develop and institutionalize capacity building within the public sector in addressing past institutional challenges that undermined performance levels and service delivery (ERS Popular Version pg.10). A service charter sets out what an institution does, what service users can expect and the standard of service to be provided. By doing so, employees are held up for scrutiny and this has implications for their cognitive perceptions. Since most organizations in the public sector have already instituted the reforms, this study expects to capture the reactions of employees to these reforms.

Happenings in the political arena during this period have also contributed to shaping the perceptions of employees. Some of these include the breakup of the Memorandum of Understanding for the NARC administration, the post-election violence of 2007/08 and

the search for a new constitution. Most of these employees suffered from the post-election violence chaos triggered by disputed election results. These happenings, have consistently subjected Kenyans to a turbulent external environment, painting a picture of an unjust and inequitable society. It is presumed that these events have had an impact on employees' perceptions concerning their psychological contracts and the fairness of the processes in their organizations.

These perceptions about injustice may have spilled over into the work place. The ambiguity in the scalar chain within government and between boards of directors and their parent ministries, also create uncertainty hence giving opportunity for employees to rethink their contributions to the organizations. The power sharing arrangement and the polarization created along political convictions have brought to the fore the embedded perceptions of inequity. This implies that within the public sector most managerial actions are weighed against political sentiments. This scenario has bred mistrust and suspicion amongst employees necessitating a different approach in the management of human resources in these organizations.

Human resources possess various demographic, dispositional and personality characteristics. These characteristics have the potential to influence organizational attitudes and behaviours. During organizational change efforts, these individual differences may influence reactions to change and ultimately the commitment, trust, job satisfaction and citizenship behaviours of employees towards their organizations. Society seems pervaded by age restrictions, with respect to participation and access to facilities (Ekamper 1997, Kidwell, 2003). Given that organizations are going through change, it is only proper that these assumptions be examined to establish the real extent of the influence of contextual factors in organizations.

Walker et al (2007) identified factors common to all change efforts. These are the content, context and process issues. The content issues refer to the change being implemented and are specific to each organization. Process issues refer to actions taken by change agents during the introduction and implementation of the proposed changes.

Contextual issues refer to the pre-existing forces in an organization's external and internal environment. The external environment includes competitive pressure, political pressure and technological changes.

The internal environment may include levels of professionalism and managerial attitudes towards change and group dynamics. It is presumed that the external environment in Kenya and the emphasis on professionalism in the public sector have exerted pressure for change. These pressures have in a way driven a recalibration of employees' cognitive perceptions of their work places which ultimately affects their contributions to the organizations. This study focuses on these changes to the cognitive factors and how they affect employee outcomes.

After looking at the effect of the environment in influencing people's cognitive processes, the following sub-sections discuss the main variables of the study and they attempt to show how they are understood in the study.

1.1.1 Employee Outcomes

Effective HRM is no longer concerned with simply executing a standard set of policies and procedures. Rather, it requires questioning and understanding the relationships between choices in managing people, the strategies and goals of the organization and the possibilities presented by the external environment. Interest in the belief that individual employee performances affect organizational outcomes has intensified with the argument that an organization's employees provide a unique source of competitive advantage that is difficult for competitors to replicate (Roos, Fernstrom & Pike, 2001). Drawing on Barney's (1991) resource based theory of the firm; human resources can provide a sustained competitive advantage. Employee outcomes as defined by satisfaction, trust, organizational citizenship behaviours and commitment have far reaching impacts on business performance. Trust has been found to be a necessary element for open accurate communications. It influences the effectiveness of group problem solving and decision making as well as people's attitudes and feelings about the organization and their jobs and ultimately impacts human resource performance (Scott & Cook, 1981).

Job satisfaction is described as the pleasurable feeling arising from one's workplace (Silva, 2006). Different degrees of importance are given to various sources of job satisfaction. These sources can be classified as intrinsic or extrinsic. Intrinsic sources depend on the individual characteristics of the person. In the study, it is argued that the intrinsic characteristics of age and one's disposition will influence job satisfaction. One's disposition contributes to job satisfaction in that individuals are disposed to be satisfied or not satisfied with their jobs. People who feel they are in control may be more satisfied than those who are not. Age can influence satisfaction based on prior experience and the resulting consequences. Particular organizational situations may trigger satisfaction or dissatisfaction. This relationship will be moderated by the contextual and cognitive factors.

Employees experience job satisfaction if they perceive that their abilities and competence are put to use in the organization and if they receive both rewards and further opportunities from the organization. Bernal et al (2005) says that organizations cannot reach competitive levels of quality either at product level or customer service level if their personnel do not feel satisfied or do not identify with the company. Satisfaction is the final state of a psychological process. Job satisfaction is the degree to which a person feels satisfied by their job which has an impact on personal well being and on the life satisfaction of the employee. It is a multi-dimensional concept that includes favourable and unfavourable feelings by which employees perceive their job. Employees perceiving injustice or psychological contract violation will be dissatisfied with their jobs.

Organizational commitment is a set of behavioural intentions, a motivating force or an attitude which influences many behavioural and attitudinal outcomes. Committed employees are deemed as those who share the common values and beliefs espoused by the organization. They have a willingness to not only remain with their employer but a strong desire to exert effort for the organization. Committed employees believe that their organizations have satisfied their expectations. Commitment has been found to be a predictor of various outcomes such as turnover, intention to leave and absenteeism. It is a manifestation of the individual's existence as a person characterized by; a strong belief in

and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization and a definite desire to maintain organizational membership. Committed workers contribute more to the organization than less committed ones.

Organizational commitment is a consequence of personal variables, role states and work environment variables. Therefore, employees experiencing perceived injustice or psychological contract violation may be less committed (Elizur & Kaslowsky, 2001; Foote, Seipel, Johnson & Duffy, 2005; Lin & Chang, 2005; Singh & Vinnicombe, 2000). Organizational commitment and job satisfaction have been found to be significantly related to one another with the basic proposition that job satisfaction is an antecedent of organizational commitment since commitment takes longer to form and only after one is satisfied with their job (Silva, 2006). Employees may interpret the support provided by their employer as a commitment towards them and this in turn enhances their commitment to the organization (Aube et al, 2007). Commitment is the degree of identification and involvement which individuals have with their organizations. It translates into their desire to stay with the organization, believe in its objectives and the willingness to work hard on behalf of the organization in the pursuit of business objectives (Price, 2007). Commitment is identified as both an antecedent and a consequence of various work related variables. It is also presented as a consequence of personal variables (Foote et al, 2005). Thus it is presumed that employee age and locus of control as personal variables will influence organizational commitment.

Murphy et al (2002) defined organizational citizenship behavior as discretionary organizational behavior not explicitly recognized by the formal reward system, which is pro-social that is, it promotes the effective functioning of the organization. They found a strong correlation between internalization and pro-social organizational behaviors involving the expenditure of personal (that is, extra-role) time and effort. Organizational citizenship behavior is generally considered to consist of five dimensions: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Altruism and courtesy are helping behaviors directed toward a specific person, and sportsmanship is complaining

behavior (or the lack thereof) directed toward supervisors. However, conscientiousness involves behaviours that go above and beyond the requirements of both formal and informal rules, and civic virtue implies a sense of involvement in what policies are adopted. Consequently, this study focused on how attribution, perceptions of psychological contract violation and injustice as well as contextual factors affect these behaviours among employees.

Employees in organizations do exhibit individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization (Podsakoff, Mackenzie, Paine & Bachrach, 2000). There are various antecedents of OCB and empirical research has focused on four major categories of antecedents. These are individual characteristics, task characteristics, organizational characteristics and leadership behaviour (Podsakoff et al, 2000). In the current study, the individual characteristics of age and locus of control are presumed to influence OCB in the organization. It is further presumed that this relationship will be moderated by justice, psychological contract, attribution and contextual practices.

Interpersonal trust is a key ingredient in cooperative relationships. The formation of trust is often the focus of organizational development efforts. High levels of trust are associated with efficient work group functioning, long term organizational effectiveness and the willingness of people to adapt to change (Scott & Cook, 1981). Trust is therefore characterized as the positive force from which cooperation is derived. Trust in another party reflects an expectation that the other party will act benevolently, no force or control of the other party and it involves some level of dependency on the other party (Whitener, Brodt, Korsgaard & Werner, 1998). Managerial trustworthiness as perceived by the employee is captured by these factors, behavioural consistency and integrity; sharing and delegation of control; demonstrated concern and communication that is accurate and transparent.

1.1.2 Employee Characteristics

Age may refer to the length of time an organism has lived. Ageing in human beings refers to a multidimensional process of physical, physiological and social change. It is important in all human societies not only reflecting the biological changes that occur but also reflecting cultural and societal conventions. This study will limit itself to chronological ageing referring to the number of years a person has lived. This can be clearly distinguished from social ageing which refers to society's expectations of how people should act as they grow older. It is also distinguishable from biological ageing which refers to an organism's physical state as it matures.

The demographic variable of age has some distinct attributes within the organizational context. It is important because of its linkage to individual experience and personal accumulated knowledge. Age levels vary widely within organizations, in that individuals start jobs in their late teens and do not retire until their mid-fifties or sixties. Employee age correlates positively with advancement within the organization. It's been found that a long-term experience may influence attitudes and belief systems which can be substantially different across age groups (Edgar & Geare, 2004). Age in organizations, elicits various responses. Higher level positions are often associated with increased responsibility and authority. Organizational policies are such that employees advance upward as they obtain experience and prove themselves in less responsible jobs. There is also the political element that determines who gets which jobs in the organization. Therefore, in many decisions affecting employees, age seems to feature in one way or another (Guest & Conway 2002, Smithson & Lewis, 2000, Ekamper, 1997).

Scott and Cook (1981) identified chronological age as one of the single most useful piece of information about an individual. Based on age; inferences about a person's anatomy, attitudes and social behaviour can be made. Furthermore, strong societal expectations exist concerning the behaviours of different age groups. It is suggested, therefore, that the reactions of different age groups to the introduction of change in an organization will vary significantly. The definition of age at which a worker is considered old varies although 45 years and over is commonly used. The age of 45 years as an age at which a

worker can be classified as 'older' is consistent with the World Health Organization Report of 1993.

Personality is that pattern of characteristic thoughts, feelings, and behaviours that distinguish one person from another and that persists over time and situation. It is the sum of biologically based and learnt behaviours which form a person's unique responses to environmental stimuli. The personality structure is fairly stable and predictable throughout different situations and time. Individuals adapt to their circumstances in life at the same time as they retain the feeling of a solid inner core. Some adaptations seem to be general and follow a certain pattern. Locus of Control (LOC) is an important determinant of the way an individual interprets the situations they encounter (Aube, Rousseau and Morin, 2007).

This personal disposition represents the degree to which individuals tend to attribute what happens to them. Individuals who believe that they can influence outcomes through their own abilities, efforts, skills and characteristics are designated as of internal orientation (internals). Those who believe that outcomes are contingent upon external forces such as luck, chance and fate and powerful others are of external orientation (Teo & Lim, 1998). Internal individuals recognize their share of responsibility in their success or failure, whereas external individuals feel powerless and attribute what happens to them to factors over which they have no control.

A person does not hold the same belief of control for each and every action taken and the locus of control may change over time but, it is assumed to be relatively stable and generally people can be placed somewhere along the internal – external continuum (Antonides, 1996). Locus of control is a personality trait that is fairly stable within individuals and that is the reason it is an independent variable for the study. Depending on one's locus of control, the perceptions of the cognitive factors will be determined.

1.1.3 Cognitive Factors

Cognitive factors refer to circumstances or influences that contribute to producing a result. They are the psychological result of perception, learning and reasoning. Psychological contract refers to the expectations of employer and employee that operate over and above the formal contract of employment. It is also the perception of the different parties to the employment relationship of what each owes the other. It incorporates beliefs, values, expectations and aspirations of employer and employee (Rousseau, 2001; Smithson & Lewis, 2000). The contents of a psychological contract are specific to a time and to a person and also to the characteristics and skill levels of a job (Morrison & Robinson, 1997). They are based on perceived promises-where a promise is a communication of future intent, implicitly or explicitly. The assumption of reciprocity between two parties to an exchange relationship is central to their definition (Purvis & Cropley, 2003).

Organizational justice involves a consideration of the perceived fairness of social or economic exchanges involving individuals in their relations with supervisors and the organization as a social system (Nurse & Devonish, 2007). The negative or positive perceptions of employees as to the changes taking place within the organization depend greatly on justice. When the procedures used are seen to be fair, the employees will be less negative about the results of the process and vice versa and this has an impact on employee outcomes.

McDowall and Fletcher (2004) define three forms of justice as follows: distributive, procedural and interactional. Distributive justice is largely based on the perceived fairness of outcomes that an individual receives. Procedural fairness is the perceived fairness of procedures, which are used to determine outcome decisions. Interactional justice relates to the perceived fairness of the interpersonal communication relating to organization procedures. Interactional justice refers to one's judgement regarding the interpersonal treatment one has experienced in the process of receiving an outcome. These judgements reflect the employees' beliefs whether employees' have been dealt

with honestly and respectfully and whether they have received an adequate justification for the contract breach (Morrison & Robinson, 1997).

An attribution is a belief about the cause of an event or action. Human beings tend to look for causes either in people's abilities and personalities, or in aspects of the setting or circumstances in which they find themselves. This distinction is usually described in terms of internal and external causality (Buchanan & Huczynski, 2007). Individuals tend to form causal explanations that reinforce their prior beliefs. They tend to make internal attributions when behaviour is consistent with expectations and external attributions when behaviour is inconsistent with their expectations (Morrison & Robinson, 1997). These cognitive factors will be partially shaped and interpretation given depending on the contextual factors.

1.1.4 Contextual Factors

A perception of what the organization is like in terms of its routines, practices, procedures and rewards comes from the individual. For organizations, the high cost of recruitment and selection, the lag and loss of productivity during assimilation period and the likely loss of business opportunity have caused them to strive to create a positive organizational climate. This is in an attempt to retain valuable employees through human resource management initiatives. Soft HRM suggests a relationship exists between the use of appropriate HRM practices and employee attitudes. Levels of job satisfaction have been found to be related to the levels of HRM practice. High levels of commitment have also been found to be related to appropriate HRM practices. Training and development benefits employees by improving their knowledge and skills but it also improves retention (Aggarwal & Bhargava, 2009).

HR practices reflect specific organizational actions designed to achieve some specific outcome. There is a wide array of HR practices from which organizations may choose to manage employees. HR practices may be used to attain a variety of HR goals such as building skills or fostering teamwork (Lepak, Liao, Chung & Harden, 2006). The HRM pay systems, policies and procedures that operate in an organization impact on

individuals' sense of bias and fairness. Where employees believe they are treated fairly in the workplace they hold positive attitudes towards the organization. HRM policies that are perceived to be unfair result in the employees feeling betrayed and being less committed to the organization (Edgar & Geare, 2005). Some of the situational factors that influence a newcomer's socialization within the organization include; time of entry, communication traits, and usefulness of information, personal involvement and pre-employment anticipation. Studies comparing the behaviour and attitudes of males and females report that gender differences do exist. It is suggested that these experiences in turn shape an individual's attitudes and behaviour in the workplace (Edgar & Geare, 2004).

Organization size can be determined by a number of factors. It can be determined by production, sales, geographical spread or any other suitable criteria. In this study organization size was defined by the number of employees employed in an organization. Size has implications for the implementation of HR practices in an organization. Large organizations tend to be characterized by impersonality and this will affect the perception of cognitive factors.

When these are affected then employee commitment, satisfaction, trust and citizenship behaviours may be affected. Small organizations tend to be characterized by close ties and a family like atmosphere where employees know one another and information easily goes round. However, they may be plagued by attributional problems because actions can be directly attributed to the manager who effected the change. This will also affect the perceptions of the contextual and cognitive factors and ultimately influence the employee outcomes.

Human Resource practices influence individual employee perceptions regarding the organization (Rousseau, 2001). As long as individuals are contented with their personal expectations, desires or preferences offered by the organization, they will be committed to the organization so that they can continue enjoying the benefits. Ahuja and Galvin (2003) posit that individual differences affect the way individuals interpret and respond to

the context and intentions of the organization's socialization efforts. They also suggest that the length and relevance of an individual's prior experience need to be considered when organizations attempt to socialize new members.

1.1.5 The Kenyan Public Corporations

The public service sector includes the civil service, regional and local authorities, state corporations, the judiciary and other public sector enterprises. The public service reform and development secretariat coordinates the implementation of all reform initiatives. Public corporations are formed under the State Corporations Act chapter 446 of the laws of Kenya. According to the act they are defined as; a body corporate established by or under an Act of parliament or other written law; a bank or financial institution licensed under the banking act whose whole or controlling majority share is owned by the government or another state corporation; a subsidiary of a state corporation.

They are managed by boards led by a non-executive chairman appointed by the president, a chief executive and the permanent secretary of the parent ministry, the permanent secretary of treasury and seven other members appointed by the minister. They are involved in various economic activities which include mining and manufacturing, distribution, education, finance, transport, electricity, telecommunications and other services. The Kenyan public sector is made up of ministries, with specific service delivery mandates, which should be provided on behalf of the government to the general public and other states. The ministries are supported by state corporations which provide special services either for free or at a fee in consultation with the parent ministry. The mandate of each corporation is unique.

State corporations in Kenya have been experiencing a myriad of problems, including corruption, nepotism, and mismanagement. Poor governance within the public service in the past regime contributed to deficiency in service delivery, excessive discretion in government, lack of capacity building as well as control systems. All this consequently led to lack of professionalism, widespread corruption and gross abuse of public office.

The trend in the last few years has been to let go of any state corporation that is non-performing through privatisation. The Kenya Vision 2030 (2008-2030) aims at creating a cohesive, equitable and just society based on democratic principles. Toward that end, the government has undertaken to intensify the anti-corruption programme; reduce discretionary decision-making in the public service because of its proneness to bribery and abuse of office. Public corporations have a major stake in the fulfilment of the social pillar. Since June 2005, the government has required all boards of state corporations to sign performance contracts with the government and the Chief Executive Officers to sign performance contracts with their respective boards. All this is in a bid to revamp these corporations by ensuring improved and sustained performance and service delivery (Njiru, 2008)

The introduction of performance contracts in this sector is an indicator that performance is an issue of concern and human resources are key to achieving this. Many reasons for the poor performance of many state corporations have been have been given. They include politicization and poor corporate governance – boards of parastatals are appointed politically, thus many operational decisions are not necessarily non partisan. Politics in the workplace has an impact on work outcomes and in the Kenyan public sector this is perceived to be rather high. The higher the perception of politics, the lower the sense of fairness and equal treatment, as people with more power are in a better position to satisfy their interests and needs at the expense of those who have fewer political resources and influence (Vigoda-Gadot, Vinarski-Peretz and Ben-Zion, 2003). Weak supervisory mechanisms; the structure of financing and financial management – many state corporations are underfunded; Expenditure controls are weak and prosecution of chief executives for abuse of office and misappropriation of funds is usually not carried out (Njiru, 2008).

Public sector CEOs are always given a three year renewable contract. Renewal of these contracts is sometimes based on other considerations other than performance. This three year period is ordinarily too short for any leader to introduce and implement any meaningful strategic change. Any leader will want to put together his team and if the

contract is not renewed, the proposed change may not see the light of day as another new CEO will appoint his own team and probably pursue other things and not what was left incomplete. This creates anxiety and mistrust among the employees. Many CEO's will work to please the appointing authority in the hope that the contract will be renewed. This makes it hard for them to focus on any fundamental changes and political intrigues continue to plague public corporations. Public corporations are spread throughout the country. The locations may be unique to the corporation in terms of relief, accessibility and infrastructure. The majority of corporations are based in various regional urban centres across the country while most of them are headquartered in Nairobi. The conditions that prevail from one organization to another may be very different despite the fact that they are incorporated in the same way. The standard of living in the various locations could trigger different responses. For example employee salaries are similar in these corporations and what may be a good salary in a rural or semi-urban setting may be meagre when earned in a cosmopolitan town like Nairobi. The responses of the employees may also be affected by the kind of work they do from day to day.

1.2 Statement of the problem

All changes that take place in the environment are translated by employees and given individual meaning according to the understanding of the person experiencing them. The cognitive processes under investigation in this study contribute greatly to assigning meaning to the experiences encountered. Chronological age has allowed different mental schemas to develop uniquely with time in each individual. Personality traits are fairly stable in every individual and therefore it is possible to get different responses from similar stimuli from individuals based on their personality. Locus of Control as a personality trait that places the cause of success or failure within the individual or on others allows for external expression of the social schema. These two variables (age and Locus of Control) are given and management may not do much to influence or change them. In other words, employees are not a homogeneous group with similar attitudes and beliefs. There are so many issues that can be inferred just by knowing someone's age. In

human resource management the influence of age is more pronounced in recruitment and promotion.

The interpretation of the contextual factors will be greatly influenced by an individual's Locus of Control as it influences the way one interacts with their environment. As employees are faced with different situations they will rely on their Locus of Control to help them cope. Lack of studies on LOC as a predictor variable creates a gap in knowledge since there is evidence it determines an individual's outcomes which in turn affects organizational outcomes.

The joint influence of contextual and cognitive factors on employee outcomes has not been studied. This study is motivated by the need to fill this gap. At the same time, studies on the influence of contextual and cognitive factors on the relationship between age, locus of control and employee outcomes are not many, especially in Kenya. A few MBA research projects at the University of Nairobi have been done touching on the cognitive factors and performance in private and public organizations (Thathi, 2008; Longurasia, 2008; Kiboi, 2006). On the contrary many studies have been done in this area in Europe, America and Asia (Nirmala & Akhilesh, 2006; Nurse & Devonish, 2007; Pate et al, 2003; Rahim, Magner, Antonioni & Rahmanl, 2001; Suazo, 2009) just to list a few.

It is argued that contextual differences contribute to employee outcomes. These contextual differences are reflected in human resource practices among others. For example, compensation policies and procedures in the public sector are largely formulated centrally by the government. This applies to basic pay and benefits. The same is true also for promotion. The human resource practices in the private sector are different because among other things each organization has its independent set of policies and procedures which are approved by their respective Boards of Directors. In the case of Kenya, another contextual difference between the state corporations and the private sector organizations is that the former are classified into four categories that have different weights which determine the ceiling for pay levels. This creates problems of

vertical and horizontal equity as employees with the same level of qualifications but working in corporations classified differently may perceive issues differently.

These public corporations also differ in the manner in which they are established. Some are established under Acts of parliament while others are set up under the state corporations Act. These legal instruments define their mandate and this cannot be changed by their boards; it is only parliament that can effect such changes. This means that public corporations can only work within specific confines which create unique contexts that are different from those in which private organizations operate. Since the two contexts are different they are likely to exert different influence on the link between employee variables and employee outcomes. As mentioned earlier, previous studies on the link between employee age and Locus of Control and employee outcomes did not test for the effect of context. This is a gap in knowledge, given the differences between contexts, particularly in the public and private sectors.

From the arguments above that show a number of gaps in knowledge, the statement of the problem of this study therefore was, to find out the influence of contextual and cognitive factors on the relationship between employee characteristics and employee outcomes.

The research question of the study was; what is the nature of the relationship between employee characteristics and employee outcomes and is this relationship moderated by the cognitive and contextual factors?

1.3 Objectives

The specific objectives of the study were:

- i. To establish the nature of the relationship between employee age, locus of Control and employee outcomes.
- ii. To determine the moderating role of contextual factors in the relationship between employee characteristics and employee outcomes.
- iii. To establish the moderating role of cognitive factors (attribution, organizational justice and psychological contract) on the relationship between employee characteristics and employee outcomes.

- iv To establish the joint effect of contextual and cognitive factors on the relationship between employee characteristics and employee outcomes.
- v To determine the joint effect of the independent and moderating variables on employee outcomes.

1.4 Justification of the study

Since the late 1990s the public sector has experienced continuous restructuring and re-organization in a bid to make the major change from slow and inefficient services to customer friendly efficient delivery of services. Underlying these reforms is the achievement of high performance and quality service delivery that is both sustainable and affordable. The government wants to achieve these through systematic, innovative and flexible approaches to management. These reforms will include human resources, organizational structures, processes, systems and procedures (Office of the President GoK, 2006).

In order to sustain themselves, public organizations have had to undertake fundamental changes especially in the area of performance management. To achieve these employees in the organizations will play a vital role. Employees may have many reasons ranging from very explicit to very implicit for not supporting the changes. The study would like to see if underlying factors may boost or derail the change efforts in this sector.

The main objective of the study is to find out how employees perceive and accept the changing face of government to a competitive participant in a complex and dynamic environment. The study focuses on the public sector because this sector has always been regarded as one of the most job protected environments. It is an environment characterised by rigid formal structures, job security, guaranteed job advancement by seniority and payment by status and rank in return for loyalty, respect and trust (Cassar, 2001). In view of this, the reactions to any change initiatives in the public sector may be felt more strongly and workplaces will suffer as productivity plummets during times of organizational change. The specific objectives were intended to address the individual's perceptions to changes and how they interact to influence organizational performance.

Many of the empirical studies conducted on psychological contracts and organizational justice have been in the private sector (McDonald & Makin, 2000; Pate et al, 2003; Smithson & Lewis, 2000; Saunders & Thornhill, 2006; Tu, Plaisent, Bernard & Maguigara, 2005).

This study, by focusing on the public sector will contribute to existing knowledge on these aspects from the public sector. It will influence policy formulation for concerned human resource practitioners. With the revision of the retirement age upwards to sixty years, the study will offer useful insights on the importance given to chronological age in HR decisions. By emphasizing on justice in the workplace the study aims at influencing change in the practice and implementation of HR policies. Ultimately, the study will in one way or the other give appropriate insights to the human resource managers serving in the public sector on how to motivate staff in the face of turbulent times while ensuring that the organizational objectives are met. The study will benefit other researchers and also be a vital resource in academic libraries.

1.5 Scope of the study

The study was carried out in Kenya. Kenya is an East African country sharing a border with Tanzania to the south, Ethiopia to the north, Somalia to the east and Uganda to the west. It also borders the Indian Ocean to the southeast. The public service sector comprises the central government, local authorities and parastatals. Under the central government there are core civil service, judiciary, the state law office, the parliamentary service commission, the disciplined forces and the armed forces. The parastatals also comprise public universities and state corporations.

The study limited itself to public corporations. Public corporations are major players in the economy of this country and therefore, it was imperative that research activities be directed towards this sector. The public service sector is the major employer in Kenya and due to competition, it has had to restructure and even privatize in other sectors. The predominant notion that the sector will always provide lifetime employment has undergone major changes and the focus of the study was this sector. The study included

all male and female employees in the sector and covered all the age groups. It limited itself to the responses given in only the fully answered questionnaires.

1.6 Organization of the Thesis

This study was organized into six chapters. Chapter one comprised of the background to the study, statement of the problem, objectives and justification of the study. Chapter two covered the literature review relevant to the study. It has two parts; theoretical literature and empirical literature. The review covered relevant theories and studies done on age, psychological contract, demographics and justice, Locus of Control employee outcomes and organizational context. The chapter ended with a conceptual framework of the study and relevant hypotheses.

Chapter three dealt with the methodology used in the study comprising; research design, target population, sample of the study, sampling technique, research instruments, and data collection procedures. Chapter four comprised of descriptive data analysis and presentation of the research findings. The fifth chapter comprised of the statistical tests of the hypotheses and the discussions on the results of the tests of hypotheses. Finally, chapter six presented the summary, conclusions, implications for theory, managerial practice, and implications for methodology, the study's limitations and the recommendations for further research.

This chapter laid the foundation for the thesis. It introduced the contextual background of the research and the research variables. It further introduced Kenyan public corporations, research problem, research question and objectives as well as the justification and scope of the thesis. Upon these foundations the thesis proceeded to a detailed discussion of the pertinent literature.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter gives an in depth analysis of the theories influencing the study under the sub-topic of cognitive and personality theories. In this section, theories on equity, expectancy and social exchange are explained with regard to the study. The second part of empirical studies gives details of various studies done in relation to the variables of concern, their implications and methodologies used are also explained. The chapter concludes with the conceptual framework and hypotheses.

2.2 Cognitive and Personality Theories

This section looked at the various theories which informed the study. It formed the analytical framework for the study. The study drew from theories on equity, expectancy, social exchange theory and motivation. These theories are reviewed below.

2.2.1 Cognitive Theories

The literature considers several cognitive theories. They include equity, expectancy and social exchange theories.

a) Equity Theory

Any exchange relationship involves equity or inequity; people invest inputs and receive outcomes or rewards. The exchange may or may not be fair. Adam's theory (1965) makes a significant contribution to our understanding of justice. Employees constantly monitor the exchange relationship with their employer. The employee is motivated to restore balance in the social exchange relationship by various means including negative workplace attitudes and behaviours. Inputs can include performance, effort, skills, experience, responsibility and working conditions. Outcomes consist of many rewards, including monetary and non-monetary. Equity is measured by comparing the ratio of

inputs to outcomes. Perceptions of equity influence the decisions people make about organizations, for example, to accept or reject an offer, stay or leave the organization or whether to expend more or less effort on the job. All these decisions have a direct impact on the performance of the organization. Consequently, equity perceptions influence the perceptions of psychological contract violation/ fulfilment and justice/injustice.

b) Expectancy Theory

Expectancy theory of motivation also provides insight into employee perceptions of justice and psychological contract violation because employees behave in ways that promise positive benefits from the employment relationship. Expectancy theory (Vroom, 1964) can help clarify the relationship between individual and organizational goals. It is presumed that where these are incongruent, then, perceptions of psychological contract violation are high and vice versa.

Although justice is important, the perception of justice may differ from one person to another and from one culture to another, as such, perceptions of justice depend on the context or the situation (Lilly & Virick, 2006). The expectancy theory of motivation as suggested by Vroom (1964), does not concentrate on needs, but rather focuses on outcomes. Whereas Maslow (1943) and Herzberg (1968) look at the relationship between internal needs and the resulting effort expended to fulfil them, Vroom (1964) separates effort, performance, and outcomes. He hypothesises that in order for a person to be motivated, effort, performance and motivation must be linked. He proposes three variables to account for this, which he calls Valence, Expectancy and Instrumentality.

Expectancy is the belief that increased effort will lead to increased performance, instrumentality is the belief that if you perform well a valued outcome will be received and valence is the importance that the individual places upon the expected outcome. The idea is that the individual changes their level of effort according to the value they place on the outcomes they receive from the process and on their perception of the strength of the links between effort and outcome.

There is also a useful link to the Equity theory of motivation, that people will compare their outcomes with others. Equity theory suggests that people will alter the level of effort they put in to make it fair compared to others according to their perceptions. For example, if two employees get the same raise this year, but one thinks the other put in a lot less effort, this theory then suggests that the former will scale back the effort they put in.

Crucially, Expectancy theory works on perceptions – so even if an employer thinks they have provided everything appropriate for motivation, and even if this works with most people in that organisation it doesn't mean that some people won't perceive that it doesn't work for them. At a glance this theory would seem most applicable to a traditional-attitude work situation where how motivated the employee is depends on whether they want the reward on offer for doing a good job and whether they believe more effort will lead to that reward.

However, it could equally apply to any situation where someone does something because they expect a certain outcome. Thus, expectancy theory of motivation is not about self-interest in rewards but about the individual's perception of the probability of obtaining desired outcomes based on their efforts and experience with organizational rewards, policies and practices.

c) Social Exchange Theory

Exchange theory is based on the premise that human behaviour or social interaction is an exchange of activity, tangible and intangible, particularly of rewards and costs. It treats the exchange of benefits as the underlying basis of open or secret human behaviour and so a phenomenon permeating all social life (Zafirovski, 2005). Exchange theory examines the processes establishing and sustaining reciprocity in social relations, or the mutual gratifications between individuals.

The basic assumption of exchange theory is that individuals establish and continue social relations on the basis of their expectations that such relations will be mutually

advantageous. The initial impetus for social interaction is provided by the exchange of benefits, intrinsic and extrinsic, independently of normative obligations. In this view, economic exchange features precise specifications of transactions and prevalence of extrinsic rewards, especially material gains. By contrast, social exchange is characterized by unspecified personal obligations and trust as well as intrinsic in conjunction with extrinsic rewards, thus occupying the middle ground between pure calculation of advantage and pure expression of love.

Social exchange theory argues that, individuals seek to enter and maintain fair and balanced exchange relationships. It provides a general approach for understanding how employees are likely to respond when they perceive that their psychological contracts have not been fulfilled or they have been treated unfairly. Relationships based purely on economic exchange are different from social exchange relationships which cannot be specified ahead of time and require trust between the two parties. The obligations making these types of relationships may be diffuse but their evolution is driven by a general expectation for reciprocation (DeCremer, Djike & Bos, 2006; Lilly & Virick, 2006; Turnley et al, 2003). Another key behavioural assumption of social exchange theory is that of distributive justice, equity or fairness in non-economic relations.

Zafirovski (2005) in reviewing early social exchange theory defines distributive justice in terms of equivalence or proportionality between the investment in and the profit from non-economic exchanges. He argues that most analyses of distributive justice emphasize its subjective dimensions or actors' perceptions of the relation of rewards to a certain distribution rule of 'just reward'. In short, the equation or proportion between actual and subjectively expected rewards measures distributive justice. This approach rests on the premise that equity or fairness is in the eye of the beholder. This makes distributive justice a sort of socio-psychological phenomenon. Arguably, individuals' expected and actual rewards from exchange constitute the socio-psychological process of justice evaluation.

2.2.2 Personality Theories

A major difference between personality theories is the way in which they emphasize the uniqueness of the individual (idiographic) as compared to the similarities which exist between people (nomothetic). This study took the idiographic theories of personality which emphasize a belief that human beings are unique and can only be understood through the use of techniques designed to reflect that uniqueness. One such theory is the theory of Locus of Control and it is person centred (Malim & Birch, 1998).

People see their lives as being controlled by events outside the self if they have an external Locus of Control or as being under the control of self if they have an internal Locus of Control. Rotter (1966) defined Locus of Control as a generalized expectancy of perceived internal or external control or the degree to which an individual perceives events as being contingent upon his or her own behaviour or on relatively permanent characteristics, which are assumed to be more or less stable under varying conditions. Internals have a tendency to attribute the outcomes of actions in particular rewards and punishments to some facet of their own character while externals impute causes of such outcomes to external factors.

Locus of control measures an individual's expectancies for either the need for internal or external control of reinforcement. Specifically it refers to the extent to which people believe them or external factors such as chance and powerful others are in control of the events that influence their lives (Chen and Silverthorne, 2008). Internals believe that their own behaviour, capacities or attributes determine the rewards that they obtain while externals believe that whatever they get is outside their control. For this study, high scores indicate that someone is high on internal locus of control and low scores indicate that someone is high on external locus of control. An internal locus of control is associated with more desirable employee outcomes such as commitment and higher performance than external locus of control (Jain et al, 2009).

Millet (2005) posits that a main difference between these constructs is that some are based on motivational terminology while others, such as Locus of Control, are based on expectancy terminology. Another aspect that separates Locus of Control from other control theories is that its use is mainly as an attribute of personality, which, it is assumed, encompasses strong elements of stability and generalization. However, all of these concepts have a common interest in seeking to explain the degree to which people believe they can bring about positive events and avoid negative ones.

In investigating the many facets of Locus of Control in working life, it is argued that the assumption that an individual's Locus of Control can be altered is of particular importance for the use of the concept. This allows empirical research not only to enquire into possible individual differences that may be found, but to even develop methods and models that are capable of enhancing workers' abilities, in dealing successfully with obstacles encountered in working life, designing work environments, work tasks, and organizational learning (Millet, 2005).

Weiner's attribution theory suggests that people attribute causes to all events that happen, whether or not they have adequate information to do so. Weiner sees emotions as coming from these attributions. They may initially be just good or bad reactions which are eventually refined into recognizable emotions once a cause has been attributed to the situation. At the root of the attribution process is the human being's need to understand why people behave the way they do and if possible predict and control behaviour. Human behaviour is motivated and if we can discover their motives we can predict how they are likely to behave. When attempting to explain why people behave as they do, we distinguish between internal and external causes. Internal causes include individual's personality characteristics or abilities, external causes include social pressures or environmental circumstances. Attribution theory seeks to explain how we decide on the basis of samples of an individual's behaviour, what the specific causes of that person's behaviour are. Situational causes are those brought about by something in the environment. Dispositional causes of behaviour are based on internal traits or personality factors (Feldman, 1994).

The major difference between attribution and locus of control is that the latter is forward looking while the former looks back towards the past. Most locus of control measures combine judgments on the internal/external dimensions into a single score whereas Attributional style measures generate scores on a number of dimensions. At the same time locus of control has to do with personality and the action/decision an individual will take whereas attribution has to do with the behaviour an individual exhibits depending on the causal attribution given to the trigger of a certain action.

2.3 Empirical Studies

This section covers literature on the following employee age, locus of control, attribution, organizational justice, psychological contract, employee outcomes and human resource practices. A review of various studies on how these variables interact to influence employee outcomes is given in this section.

2.3.1 Employee Age

It is argued that after midlife (between ages 50-60) the ageing process seems to have a negative effect on a variety of intellectual abilities including memory, reasoning and attention (Ronnlund, Karlson, Lagganas, Larsson & Lundstrom, 2005). Their study involved 384 respondents of two categories each comprising 192 members young and old whose mean ages were 23.8 years and 69.1 years. Their study centred on framing effects and decision making. However, Patrickson and Hartmann (1995) in their study on Australia's ageing population and its implication for human resource management argue that, there is no relationship between performance and age in the areas of immediate memory and complex reasoning. Only in time, working memory and fluid intelligence is there deterioration in performance with age. The World Health Organization Report of 1993 indicated that physical deterioration was as much a product of lifestyle as of ageing and could be reversed by appropriate lifestyles. Age related difficulties were reported in the acquisition, storage and retrieval of information and in the performance of short term memory. The report concluded that job performance deteriorates with age mainly in situations which place heavy demands on mental functioning, such as sensory and perceptual activities, selective attention, working memory and swift information processing.

In a research analysing the relationship between diversity and technology in corporate America, it was found that age diversity can be a powerful tool for capturing a wider market, one that includes outside the mainstream (Elmuti, 2001). A problem occurs when companies invest in the latest technology but they cannot find enough qualified people to operate it. Employers have to begin making accommodations to meet this need and improve the skills of the increasing number of seniors in the workforce. Green Jnr. et al (2005) conducted a study to assess the impact of age and gender differences between HR professionals and their supervisors in their job satisfaction and organizational commitment. They collected data from 279 HR professionals and found that chronological ages of managers and their employees do not interact to negatively impact employee-rated job satisfaction and organizational commitment. The assumption that top management team age dissimilarity is negatively associated with performance and higher turnover did not hold. Further research is needed to determine the role of age in relationships between supervisors and subordinates.

Helms and Stern (2001) argued that the age of an employee would affect his experiences and participation in teamwork and that the age of team members will affect the way they perceive the organization's culture. Since managers of the same age will have gone through the same environmental events they will be more likely to communicate easily and share information and have similar values. Their study found strong evidence that employee perceptions about organizational culture are related to the age of the employee. They found systematic differences across age groups in perceptions of organizational pride, teamwork, communication, leadership, supervision, colleague relations, innovativeness, training and openness.

Oshagbemi (2004) studied the relationship between age and leadership for managers in the UK. He surveyed 1,440 respondents. The study found that both older and younger workers have something to offer technology has driven the rapid promotion of young workers while experience has made the older workers relevant. In addition, today's flatter organizations give greater interaction between younger and older workers and the

practice of leadership is no longer the domain of older workers as it used to be. The study argued that the multigenerational differences among organizational members have an impact on individual and organizational outcomes. The study found overall age differences in ratings of both effectiveness and behaviour.

2.3.2 Locus of Control

Locus of control is not about a specific reinforcement, but instead it is a problem-solving generalized expectancy that addresses the issue of whether behaviours are perceived to be directly related to the attainment of needs, no matter what the goal or reinforcement. Macan et al (1996) found locus of control to be related to a variety of organizational variables with externals and internals differing on a variety of criteria. They found internals to be particularly more satisfied with their jobs and careers, more committed to the organization, more intrinsically motivated and remain in jobs much longer than the externals.

Locus of Control refers to the attribution made for events and outcomes that occur. Work Locus of Control refers to an individual's belief that outcomes at work such as promotions or salary increases are controlled, either by one's own actions indicating an internal Locus of Control or by factors beyond the individual's control indicating an external Locus of Control (Spector, 1988). He found that an internal work Locus of Control was positively correlated with job satisfaction, commitment, and influence at work and leader consideration. Another study indicated that Locus of Control measures individual differences in the tendency to believe that environmental events are within one's control as opposed to being outside one's control. The tendency for internals to believe they can control events and externals to believe they cannot, have implications for their attitudes, perceptions and behaviour in a job setting (Chou-Kang Chiu, Chi-Sheng, Chieh-Peng & Ching, 2005). Internals believe that outcomes are caused by external factors. Locus of Control influences the coping styles that individuals choose in order to manage everyday problems. The study surveyed 242 professional staff across a wide range of departments in a large organization in Taiwan. They wanted to find out the role

of Locus of Control in influencing job satisfaction and turnover. They found that internals who are not satisfied with their jobs will be more inclined to leave than the externals. Externals were more committed to the organization than the internals. The study concluded that employees differ in terms of their Locus of Control and the differences are manifested in perceptions of job stress and leadership support.

Selart (2005) in his study on the role of Locus of Control in managerial decision making studied 44 managers in Swedish companies. The study found that those high in internal Locus of Control used consultation more often in their decision making as opposed to externals. He also found a relationship between passive behaviour and a person's belief in fate, luck, or chance. A person, who believes that the rewards he or she receives are caused by external factors, rather than being a cause of internal factors, tends to act more passively and less productively. The study further found that internals want to have control over their environment, they learn better, and perform better in tasks requiring skill. The researcher found that this belief in their competence will lead to high self-confidence among internals. It has also been found that internals do not appreciate outside help or support and they'd rather rely on themselves. The findings of this study contradicted the belief that internals tend to be more autocratic in their leadership styles. The researcher found that locus of control had significant impact on decision making done by managers in the organization. In the proposed study, the role of locus of control as a major determinant of employees' actions is not in dispute rather the researcher was interested in examining the extent to which locus of control has an impact on employee outcomes.

Teo and Lim (1998) found that individuals who rate high in internality are more satisfied with their jobs, have lower absenteeism rates and are more involved in their work compared to externals. One plausible reason for this is that internals feel that they are in control of their work environment and other aspects of their lives. They are more likely to feel satisfied with their jobs and have higher levels of organizational commitment. Externals are more likely to be career plateaued as they often see fewer opportunities available to them for altering control of their careers. They are more likely to end up

feeling helpless. Such feelings will lead them to be more likely to quit their jobs or organizations.

2.3.3 Attribution

Attributional style is a personality characteristic that was first introduced by Abramson, Seligman, and Teasdale (1978). They argued that a depressive Attributional style is characterized by a tendency to view negative events as caused by internal factors that are stable and global in their influence that is, they affect all areas of one's life (Furnham, Brewin & O'Kelly, 1994; Standing et al, 2006). Attribution theory represents an extensive examination of the perceived causes that many apply to events involving themselves or others. People are motivated to view their world as controllable and attributions function to achieve a sense of systematic control over environmental forces.

Attribution theory focuses on the various facets of the explanation process individuals engage in when attempting to make sense of events in general. This is more so when they are surprised or threatened by unexpected or negative events. Attribution may involve causality and responsibility. Attribution of causality focuses on understanding who or what caused the event. Attribution of responsibility refers to whom or what can be held accountable for the event. A study on this collected data from 120 middle-senior level managers in different organizations to examine the effects of attribution on the erosion of trust. A scenario based experimental design was used to collect the data. The study found that trust eroded more when trustors perceived the trustees as not wanting to fulfil the trust expectations than when they could not do so (Elangon et al, 2007).

Elangon et al (2007) observed that attribution theory focuses on the various facets of the explanation process individuals engage in when attempting to make sense of events in general. This is more so when they are surprised or threatened by unexpected or negative events. Attribution may involve causality or responsibility. Attribution of causality focuses on understanding who or what caused the event. Attribution of responsibility refers to whom or what can be held accountable for the event. They collected data from 120 middle-senior managers in different organizations to examine the effects of

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An empirical study by Standing et al (2006) on how information technology (IT) support staff attribute failure and success, argued that attribution theory entails extensive examination of the perceived causes that many apply to the events involving themselves or others. Attributions function to achieve a sense of systematic personal control over environmental forces. The study posited that an individual's tendency towards certain attributions becomes habituated over some time and is based on exposure to what is an appropriate attribution pattern. This was based on the evidence that people will form an attribution style applicable to familiar situations. Individuals are likely to hold different attribution patterns which they can deploy for different contexts. The research further argued that the organizational culture is critical in shaping its members' attribution patterns. Managers, in their roles as leaders, are faced with many internal organizational decisions that impact policies and procedures daily. The study found that IT support workers attribute success to themselves while attributing failure to other external causes (Standing et al, 2006).

The proposed study presumes that the causal and responsibility attributions employees make toward the organization or their leaders will determine to a great extent their outcomes in terms of satisfaction, commitment, trust and citizenship behaviours. This is measured against the four constructs of Weiner's attribution theory which include: internal/ external, stable/unstable, global / specific and controllable / uncontrollable. Internality (failure or success is attributed to personal factors) or externality (transient environmental forces). Stability (whether the cause is stable over time or transient) and it relates to future expectations of success, hopefulness and hopelessness. Personal control has to do with internal qualities of effort and ability and is thought to be controllable rather than fixed. Globality relates to the severity of the symptoms whether they apply to just one situation or transfers to many situations. All the attributions made within these dimensions have an impact on the affective outcomes of an individual.

2.3.4 Organizational Justice

In a case study by Saunders and Thornhill (2003) on change management in a public sector organization the important role of proper communication systems was explored. The study focused on trust as a reaction to the management of change using the constructs of organizational justice in a public sector organization. They found that employees who felt that the change outcomes were fair for both the organization and themselves were trusting, whereas those who focused on themselves were mistrusting. They stressed the importance of a good two-way communication and the demonstration of caring attitudes and roles by socially sensitive and skilled line managers. Line managers help a great deal in the perception of fairness in any organization particularly during change management.

Nirmala and Akhilesh (2006) in an attempt to redefine of organizational justice by examining the views of the implementers (managers), stayers (survivors) and the separated (victims) based on social justice an empirical study was done in a large manufacturing organization. The researchers found that social justice is determined by equal agreement on the implementation of the rightsizing processes by all the actors. They noted that the implementers need to realize that although rightsizing focuses more directly on the separated, effects are more on the stayers who need to carry on from where the separated leave, take on their roles and keep the organization going. Therefore stayers need special interventions in the post rightsizing environment, addressing their fears about job position and intention to leave the organization. This study highlighted the need for better communication and involvement in the rightsizing environment. As most public corporations have undergone restructuring and lay-offs it will be an opportunity to compare the findings of this study with the outcome of the proposed research. They interviewed 177 individuals in a manufacturing firm in India.

A study conducted by De Cremer (2005) in a multinational corporation in Germany found that if the cognitive processes associated with employee fairness are activated they tend to look into fairness of the procedures used especially if the outcomes are favourable. These cognitive processes include self-esteem, trust, social standing and

motivation. These are important in the process of how employees at different levels in the organization reason, decide and regulate their actions. The study concluded that managers must include fairness in their judgement. The dynamic and emotional nature of injustice is acknowledged and employees who experience injustice may react with anger or sadness. These emotions of injustice may break out and affect other issues. Emotions can infiltrate other justice evaluations and emotional reactions to one event may be the result of an earlier event. Managers need to understand the root cause if they have to effectively manage injustice perceptions and therefore, justice research will be more complete if it is understood how the context affects perceptions of justice (Barclay, 2005).

Pate et al (2003) argue that attitudes have a direct connection with behaviour and if the psychological contract is violated it will result in a number of behaviour changes such as absenteeism and withdrawal of citizenship behaviours. The triggers of psychological contract breach could be rooted in the organization's inability to meet obligations regarding distributive, procedural and interactional aspects of justice. Quantitative results from the research conducted showed that psychological contract violation invoked adjustment in employees' attitudes towards the organization but not necessarily behaviour change. This was conducted through a longitudinal case study in a medium size organization employing around 600 people. The longitudinal approach offered a unique insight into changes to the psychological contract.

2.3.5 Psychological Contract

Psychological contracts can be explicit or implicit, stable or unstable over time. Psychological contract breach is perceived when employees believe that there is a discrepancy between what was promised and what was delivered by the organization. Discrepancies represent an imbalance in the social exchange relationship (Rousseau, 2001). Psychological contracts may take the form of relational or transactional contracts. Transactional contracts are specific, often monetary exchanges such as pay for particular skills which serve short term employer needs. Relational contracts are characterized by open-ended more generalized agreements which seek to create and sustain a long-term

relationship. They involve both monetary and non-monetary exchanges such as hard work, security and commitment (Hallier& James, 1997). A psychological contract breach occurs when an individual perceives that the organization has failed to meet one or more of their obligations (Morrison & Robinson, 1997). It also occurs when there is a gap between the organization's espoused theory and the theory in practice. The impact of a breach can induce feelings of betrayal and wrongdoing while lowering job performance, commitment and increase feelings of depression and anxiety (Rousseau, 1996).

If employees believe that the management has broken promises or failed to deliver on commitments, their job satisfaction and commitment decline and the perception of psychological contract violation increases (Pate, 2006). This is evident where managers are perceived to be responsible for breaches. Breach of a psychological contract occurs due to a discrepancy in the perceptions of fulfilled or unfulfilled promises; from the employees' perspective. Such discrepancies create inequality in the employment relationship. Thus, as long as employees perceive that they have adequately met their obligations to their employer, they are likely to feel short-changed by the organization's failure to live up to its obligations and they will be inclined to take actions to re-balance the employment relationship (Morrison & Robinson, 1997).

Turnley et al (2003) in their research examined the relationships between psychological contract fulfilment and three types of employee behaviours; in-role performance, OCB directed at the individual and OCB directed at the organization. They studied the organizational citizenship behaviours that are likely to be affected in case of a psychological contract breach. They also investigated if employees' attributions regarding why psychological contract breach occurred impact work performance. They used data collected from 134 supervisor-subordinate dyads. The study suggested that psychological contract fulfilment is positively related to all three types of employee behaviour. The findings also indicated that psychological contract fulfilment is more strongly related to citizenship behaviour directed at the organization than to citizenship behaviour directed at one's colleagues. Their research supported the idea that the outcomes of psychological contract breach are likely to extend beyond the hurt feelings, sense of betrayal and poor job attitudes experienced by employees who perceive that their

organizations have not lived up to their commitments. Indeed, psychological contract breach may have a negative impact on organizational performance in the long run.

Lemire and Rouillard (2005) found that the complexity of psychological contract infringement hinges on the fact that it is primarily perceptual. This means that it may not only occur when the organization has not fulfilled one of its transactional or relational commitments. It also occurs when conflicting interpretations of one or more contract provisions arise. The psychological contract violation significantly affects individual attitudes and behaviours. It triggers dynamic and contingent reactions in the workforce including an increased intent to depart, a drop in organizational commitment and a drop in organizational responsibilities. The researchers demonstrated through quantitative analysis the impact of psychological contract violation on organization commitment, exit, voice and neglect in a public sector organization. They used questionnaires on 137 civil servants in a federal department in Canada.

Cassar (2001) argues that the psychological contract can be used to explain everyday employer-employee exchanges. Study on psychological contracts has been driven by the rapid changes in organizations that have been experienced in the last 20 or so years as a result of critical factors like increased competition, the creation of strategic alliances and globalisation effect. The data collected for the study on psychological contract violation will be influenced by the definition the study adopts. The study examined the violation of specific contract terms in a public sector organization. It defined terms as the discrete obligations individuals perceive themselves to owe and their employer to owe in return. The study examined the effect of psychological contract violation on three organizational outcomes, trust, commitment and job satisfaction. The findings indicate that the incidence of employees reporting that their employer had failed to fulfil what they considered obligations was generally low. They attributed this to the strong presence of the union in the organisation. The various outcomes were affected differently when perceived psychological contract violation was evident. This study examined 132 Maltese full time public service employees at a time when radical changes in practices were being proposed.

Saunders and Thornhill (2006) explored the impact of temporary contracts on employees as a forced change in employment status within an organization has been explored. The study explored the relationships between flexible employment contracts, psychological contracts and organizational justice. The study found that employees who remained permanent viewed their psychological contracts as relational while those forced to be temporary viewed theirs as transactional. However there were differences within the group with some employees who remained permanent but who felt negatively about the changes expressing feelings of violation of their psychological contract in terms of their own interpersonal treatment. Most of the forced temporary workers felt violation of their psychological contract and that their interpersonal and communication aspects of their previous relationship with the company were no longer important for the organization. They found a complex relationship between the nature of employment contract and the psychological contract because of individual differences. Individuals employed in their contract of choice whether permanent or temporary showed satisfaction with personal preference acting as a positive context within which their perceptions of their psychological contract are developed.

2.3.6 Employee Outcomes

A study carried out by Chew and Chan (2008) in Australia sought to find out the effect of human resource practices on employee commitment and intention to stay in large organizations. The study wanted to find out HR factors that influence the decision of employees to stay with an organization. It was established that the following issues were important to permanent employees; a satisfying work environment, training and career development opportunities, reward and recognition, good pay and working conditions, good working relationships, good resources, state of the art equipment, status and a challenging job. The study adopted the Delphi technique to collect data from twelve HR practitioners in different organizations. The organizations were from engineering, health care, public sector, higher education and manufacturing.

A study by Silva (2006) investigating the relationship between job satisfaction, organizational commitment and locus of control in the hospitality industry found that these attitudes were significantly related to locus of control. The study found that these two attitudes are interrelated because the more satisfied one is, the more committed they will be to an organization. The study used questionnaire from non-managerial employees from two large hotel chains.

The study of employee commitment in an organization experiencing change was done by Nijhof, Jong, and Beukhof, (1998) and it showed that commitment is affected during these times by personal characteristics, task characteristics and organizational characteristics. It established that personal characteristics played the least role in determining commitment while task characteristics played the major role. Leader support, open communication, human resource practices such as good career prospects and possibilities for further training and education were the organizational characteristics that determined organizational commitment. The study used questionnaires to collect data and obtained a response from 290 human resource managers in the Netherlands.

Organ (1988) defined organizational citizenship behaviours as individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. Discretionary means that the behaviour is not an enforceable requirement of the role or job description, that is, the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable. Organizational citizenship behaviours is captured by various themes but the study adopted the following; helping behaviour, organizational loyalty, sportsmanship, civic virtue and individual initiative.

Helping behaviour is considered the most important behaviour which involves voluntarily helping others or preventing the occurrence of work related problems. Sportsmanship is the willingness to tolerate the inevitable inconveniences and impositions of work without complaining. Organizational loyalty entails promoting the organization to outsiders, protecting and defending it against external threats and remaining committed to it even

under adverse conditions. Individual initiative includes acts of voluntary innovation and creativity designed to improve one's task or the organization's performance as well as volunteering to take on extra responsibilities. Civic virtue represents commitment to the organization as a whole shown by a willingness to participate actively in its governance even at great personal cost (Podsakoff et al, 2000).

Studies have shown that context contributes to employee outcomes (Pate et al, 2003; Lilly & Virick, 2006). The various age groups represented in organizations may have joined their organizations at different times and their reactions to organizational experiences, policies and practices will differ. In this case, the context of the organization as perceived by employees who joined the organization at different points in time will differ. In other words, organizational context will differ for different employees in the same organization depending on their unique experiences in the organization. There is a gap in knowledge in the role that context plays in moderating the relationship between age and employee outcomes and between LOC and employee outcomes. Most of the studies on age and cognitive factors, or age and Locus of Control and their relationship with employee outcomes have been done in the private sector. There are considerable differences between the public and private sector contexts. This study sought to establish these relationships in the public sector in Kenya.

2.3.7 Human Resource Practices

It is often implied that HR systems span a continuum of two extremes ranging from high performance or commitment oriented to more control oriented HR systems. This means HR systems are either oriented toward high performance through investment in employees or toward a more administrative or controlling approach toward managing employees (Huselid, 1995).

An alternative perspective is that HR systems may be designed to achieve a variety of objectives. These may comprise of HR practices that focus on enhancing employee commitment, maximizing employee potential and administrative efficiency as well as organizational performance. These different objectives give rise to different

organizational climates. Climate is defined as organizational members' perception of formal and informal organizational policies, practices and procedures.

Psychological climate represents an individual's cognitive appraisal, social constructions and sense making of the organizational context, which arises from the individual's interactions with the context. This helps an individual to determine what behaviour is appropriate in a given working environment and serves as a guideline in moulding employee behaviour towards the standards and goals of the organization. Organizational climate is positioned as a key intermediate variable between organizational context and work outcomes. Organizational practices, policies and procedures are argued to influence organizational climate which in turn influences employees' collective attitudes and behaviours (Lepak et al, 2006). It can be said that HR systems directly influence employees' ability to perform by influencing their knowledge, skills and abilities. They also directly and indirectly influence employees' motivation to perform by shaping the organizational climate perceptions. HR practices must also provide opportunities for employees to contribute

Human resource practices reflect specific organizational actions designed to achieve some specific outcomes. They are the ones that comprise HR systems. (Lepak et al, 2006). Human resource practices vary from organization to organization and implementation can be as diverse as there are Human resource managers. These practices together as implemented in an organization have the ability of building a unique context in each organization. In this study some of the HR practices include staff training and development, performance measurement, feedback, socialization, communication and recognition.

Huselid (1995) argues that organizations that are able to provide employees with the necessary skill levels to perform their jobs encourage employees to use the appropriate discretionary effort towards organizational goals. Those that provide employees with opportunity to maximize their potential contributions will outperform organizations that fail to do so. Employee commitment, satisfaction, trust and citizenship behaviour can be

enhanced by HR practices. In the public sector the policies for handling human resources are almost standardized from the public service but the uniqueness comes in at implementation and the particular sector.

2.3.8 Age, Locus of Control and Psychological Contract

Smithson and Lewis (2000) examined young adults' perspectives and experiences on job security. The study focused on young adults' changing notions of security and career development. They sought to understand the impact of job insecurity on the psychological contract. They discovered that work uncertainties are not necessarily viewed negatively by young workers. This is because they are aware of the increasing flexibility of jobs and the increase in non-standard forms of work.

Young people try to make themselves more employable hence increasing individual employment security rather than job security. They are also more concerned about being able to be in a secure job with stable income by the time they feel it is right to start a family. The study used focus groups as methodology and hence was able to bring out more information than can be gathered through interviews. Generally they found that young workers do not always perceive insecure work as a violation of the psychological contract as older workers do.

Studies (Turnley et al, 2003) have found that when psychological contracts go unfulfilled employees' attributions regarding the reason for the breach play an important role in determining their response. Disruption occurs when the organization is unable to live up to its promises maybe due to lack of market share or financial difficulties while renegeing is when the organization is simply unwilling to live up to the promises it made to its employees. The perception of the employees as to what happened will be greatly influenced by their locus of control and individual characteristics. Locus of control and attribution as cognitive styles are both related to occupational attitudes and behaviour. Violation is a cognitive process reflecting a mental calculation of what one has received

relative to what one was promised. It conveys a strong emotional experience that arises from an interpretation process that is cognitive in nature.

Morrison and Robinson (1997) conceptualize that incongruence creates a discrepancy between an employee's understanding of what was promised and their perception of what is actually received. The only relevant parties in this comparison are the individual and the organization. This perceived incongruence goes through an interpretation process where the employee takes into account outcome issues, why and how they occurred. Attributions about why events occurred will play a role in the interpretation process and depending on one's locus of control attributions are made which give rise to negative or positive perceptions of psychological outcomes.

Feelings of violation will be influenced by factors that are known to influence judgments of procedural fairness like consistency and impartiality and also judgments regarding the interpersonal treatment one has received. How an employee chooses to respond to getting less than what was promised is likely to be determined both by the magnitude of the discrepancy and by the individual attribution regarding why the discrepancy occurred (Furnham, Brewin & O'Kelly, 1994; Morrison & Robinson, 1997).

2.3.9 Age, Locus of Control and Perceived Organizational Justice

Nurse and Devonish (2007) researched on grievance management and its links to workplace justice. Their study covered both the private and the public sector organizations. They explored the influence of workers' demographic characteristics on their perceptions of procedural justice from grievance management. They found that except for education, demographic characteristics made no significant difference to workers' perceptions of justice. They argued that regardless of age, gender, race and tenure people tend to perceive justice similarly.

Lilly and Virick (2006) argue that there are many different levels of salience for justice concerns depending on the organizational setting and the individuals involved. The

perception of justice may differ from one person to another and from one culture to another. It is important that justice research be interpreted in the context of the situation in which it is conducted and researchers determine if justice perceptions can be explained by individual characteristics such as locus of control. Using the relational model of justice the scholars proposed that individuals who had a high internal work locus of control believed that their contributions and opinions at work were valued and therefore such individuals believed that decisions made by the group were fair. They found that work locus of control had a significant impact on perceptions of both procedural and interactional justice. This concept helps to explain why perceptions of justice may differ from one person to another. They argue that locus of control plays a role in the development of an individual's perception of justice.

Eberlin and Tatum (2005) argue that the extent to which employees perceive decision making policies as fair and ethical is of great concern. Members of organizations have a strong sense of fairness and justice and leaders need to consider these perceptions when making decisions. They also need to realize that they are able to influence the perceptions of fairness among employees. The attribution error often occurs when an individual concludes that the behaviour of another person reflects an internal disposition rather than a response to situational factors. The actor-observer bias is the tendency for an actor to attribute his or her own misbehaviour to situational causes rather than to a disposition, whereas observer may attribute the same to disposition of an actor. This is usually caused by lack of information.

Eberlin and Tatum (2005) further argue that if the leader fails to take responsibility for a poor outcome, even if unintended, the receiver may feel injustice has been done and the consequences could be bad for the leader, the follower and the organization. If a leader makes these mistakes in the decision processes, the followers and employees may interpret the outcomes as unfair or unjust. Social justice will be compromised and could lead to lower organizational commitment, citizenship behaviour, job satisfaction and performance. They concluded that organizational members have a strong sense of fairness and justice and leaders need to consider these perceptions when making

decisions. Leaders who do not consider these run the risk of altering employee commitment, turnover, job satisfaction and performance in ways they may not want.

2.3.10 Role of Context

Walker et al, (2007) posit that change agents must be conscious of the content, context and process issues specific to the changing organization. The success of change will depend on the fit between content, context and process factors. Process issues refer to the actions of the change agents during implementation and introduction of proposed change. Process issues will affect attribution, perception of organizational justice and psychological contract violation. Managers must prepare employees for change through open and honest communication. Contextual factors can be identified as either internal or external. The internal factors that are important include HR practices and communication systems. Each organization includes a variety of different individuals. These individuals possess various dispositional and personality characteristics that have the potential to influence organizational attitudes and integration of change factors and behaviors.

During organizational change efforts, Aube et al (2007) argue that individual differences may influence reactions to change and, ultimately, commitment to the organization. For example, individuals highly tolerant of ambiguity should be better equipped to handle the uncertainty associated with organizational change. Similarly, individuals high in openness to experience and high self-monitors should react more positively to organizational change efforts. Thus, a complete model of change should address not only macro-level forces such as content, process, and contextual factors, but also micro-level factors such as individual differences. Employees are less sensitive to the support provided by their organizations when personal or contextual factors lead them to believe they can exercise control over their work environment.

Rousseau (2001) proposes that the antecedents of psychological contracts are activated to a large extent through pre-employment experiences, recruiting practices and early on the job socialization. Before employment, workers possess beliefs regarding work, their occupations and organizations. These beliefs trigger certain responses upon joining with

an employer. Recruitment experiences engender understandings regarding the promises workers and employers make at the time of engagement. Post hire socialization continues the processing of new information regarding the employment relationship and the promises related to it. For workers the social context, particularly information received from co-workers and the presence of a supportive immediate manager help in interpreting employer signals which form part of the psychological contract. This information is used to fine tune their initial understanding of the psychological contract regarding what they can expect in the employment relationship and what they need to provide in exchange. This makes the difference between workers whereby experienced people (older) are likely to incorporate experience with a new employer into pre-existing belief systems. The scholar argues that in planned organizational change, older employees whose psychological contracts have been formed over a long period of time tend to have a difficult time accommodating changes in the employment relationship than do more recent employees or those hired after the change was initiated.

Aggarwal & Bhargava (2009) stated that contextual performance refers to behaviours that support the organization, psychological and social context in which tasks are performed. It is distinct from task performance which relates to technical behaviours involved in the application of technical skills and knowledge (Bradley, Bish & Sargent, 2004). Therefore, it is critical that a firm employs human resource practices that encourage consistent engagement in high levels of contextual performance behaviours. These include organizational systems and processes such as remuneration and rewards and transparency of Human resource Management (HRM) practices. HRM practices can be seen as an agent of the organization, through which an individual forms perceptions of support, fulfilment and organizational justice/fairness. Reward management, performance management and organizational culture are an important inducement of the exchange process between employers and employees as they influence the structural signals about constructs.

Gender differences apart from the physical are real but there is little agreement as to what they are. Even so, research shows that men and women rate working behaviour

differently. They concluded that since male managers are prevalent, females are disadvantaged by being evaluated against male standards of behaviour (Bevan & Thompson, 1992). The current study will examine whether gender affects the relationship between age, locus of control and employee outcomes as one of the individual contextual variables.

The concept of human capital encompasses investment in the skills of the labour force including education and vocational training to develop skills. Education can provide a basis for individuals to behave differently. Countries that have shown the highest rates of growth such as Singapore and Malaysia, have invested heavily in the education and technical skills of their population (Price, 2007).

A change in behaviour and attitudes is expected when a person has been exposed to education. Human capital theory also deals with personal self development; it presupposes that individuals balance the cost of education and training against the benefits of a higher income in the future. The levels of education attained may differ and since there is an expectation of income reflecting the education and training received, the perceptions of the cognitive factors will be affected and ultimately affect employee outcomes of trust, commitment, satisfaction and citizenship behaviour.

2.3.11 Contextual and Cognitive Factors and Employee Outcomes

Chao, O'Leary, Wolf, Klein & Gardner (1994) define socialization as the process of learning the behaviours and attitudes necessary for assuming a role in an organization. It is important in all group processes as norms, identity and cohesion can only be created through socialization. Socialization is assumed to occur over time and it involves actions on the part of an individual and others in the organization. Socialization tactics influence newcomers and attitudes do change during socialization. A variety of constructs such as time of entry, communication traits, usefulness of information, personal involvement and pre-employment anticipation help understand how individuals accomplish their socialization within the organization. All these have a direct impact on the psychological

outcomes and their perceptions. The length and relevance of an individual's prior experience need to be considered when organizations attempt to socialize new members.

Social information which communicates expectations and attitudes in addition to tangible facts is more difficult to articulate and is typically learned by newcomers through observation in traditional groups (Ahuja & Galvin, 2003; Rousseau, 2001). Socialization involves the extent an employee has learnt to do certain tasks, how much they have established successful and satisfying relationships with organizational members. It also has to do with an individual's success at gaining information on the formal and informal work relationships and power structures within an organization. It includes learning the values of the organization and this extends to the unwritten, informal, tacit goals and values espoused by members who are in powerful or controlling positions (Chao et al, 1994). In view of the above arguments, the proposed research will look at the contextual issues of communication, tenure, education and gender to see their impact on employee outcomes.

Communication is a personal process that involves the exchange of behaviours. The only means by which one person can influence another is by the behaviour he performs. The communicative exchanges between people provide the sole method by which influence or effects can be achieved (Luthans, 1998). Communication involves more than just linear information flows; it is a dynamic, interpersonal process that involves behaviour exchanges. If it is not done properly it will lead to reliance on rumour and grapevine to fill the information deficit. Distortion of schema will lead to perceptions of unfairness and violation of the psychological contract. Eventually, the fairness of decisions made will impact on the perception of the psychological contract negatively or positively and ultimately organizational performance.

Personal factors represent the characteristics and experiences of individuals prior to their entry into the organization. Organizational or situational factors originate within the organization and include elements of the work environment and the nature of the experiences encountered by individuals during the term of their employment with the

organization. Organization commitment is particularly influenced by situational factors such as leader behaviours, role ambiguity, role conflict, communication styles among others (Purvis & Cropley, 2003; Pate, 2006). Specific individual and situational characteristics influence job satisfaction. Individual characteristics include personality, gender, education and family roles while situational include job characteristics, organizational characteristics and promotion opportunity (Salazar, Pfaffenberg, & Salazar, 2006).

Employment relationships may deteriorate despite management's best efforts nevertheless; it is their job to take responsibility for maintaining them. Preventing breach is better in the first place than trying to repair the damage afterwards. Where it cannot be avoided it may be better to renegotiate the deal than forecasting on the delivery (Guest & Conway, 2002). Organizational justice has been found to affect a number of behaviours and attitudes such as management satisfaction, pay and job satisfaction, leadership, job performance and intention to quit (Mattila & Cranage, 2005, Nurse & Devonish, 2007; McDowall & Fletcher, 2004). It has a role in influencing the perceived violation of psychological contracts at individual level

The nature and the way in which people are treated have significant impact on the perceptions they form about fairness. From research, procedural justice strongly influences organizational commitment (De Cremer et al, 2006) making it the strongest predictor of employees' support for pro-social reactions for the organization. Employees can be expected to display variation in what is perceived and understood, even where they encounter collective job transitions which are broadly similar. The fairness of procedures and outcomes are important to individuals in that justice has consequences not only for the individual reactions to the decision made but for their relationships with organizations and persons in authority. Employer breaches will not necessarily result in felt violation where an alternative but equally valued obligation is offered. What constitutes equal value will vary according to the individual's personal circumstances, style, and locus of control (Lilly & Virick, 2006).

Part of the process of interpreting the personal implications of imposed job changes may centre on the individuals efforts to identify the boundaries which signify fulfilment, violation and fracture of the contract. Investigations have shown that when psychological contract violation does perceptually occur it influences negatively positive work attitudes and behaviours (Cassar, 2001) The negative consequences for attitude and behaviour are especially problematic in the instance of contract violation. This occurs when there is a discrepancy between what was expected and what was received (Purvis & Cropley, 2003).

Violation refers to the perception that one's organization has failed to fulfil one or more obligations composing one's psychological contract (Morrison & Robinson, 1997). The term violation evokes strong emotional experiences and involves feelings of betrayal and deep psychological distress where the victim experiences anger, resentment, a sense of injustice and wrongful harm. Psychological contract breach will trigger reactions in the workforce including an increased intent to depart and a drop in organizational commitment. Organizational commitment and psychological contract are easy to connect because when a person receives a benefit he is always under a strong obligation to repay it in some way (Lemire & Rouillard, 2005).

2.3.12 Employee Characteristics, Contextual Factors, Cognitive Factors and Employee Outcomes

Studies on the direct relationship between age and employee outcomes such as satisfaction, commitment, trust and organization citizenship behaviours have found that age explains only a small percentage of variance in the outcomes. The correlation coefficient (r) for the relationship between age and employee outcomes such as job satisfaction, commitment, trust and citizenship behaviour ranges from 0.26 to 0.40 (Cassar, 2001 $r=0.37$; Ekamper, 1997; Oshagbemi, 2004 $r=0.30$; Taormina, 1999 $r=0.26$; Lemire & Rouillard, 2005 $r=0.40$). As can be observed from these correlation coefficients the relationship between age and employee outcomes is relatively weak. Since age has been found to be a weak predictor variable of employee outcomes, it is possible that there

are other factors that contribute to changes in employee outcomes. Key among these are contextual and cognitive factors.

There are considerable differences in perception of one's behaviour as externally controlled or as a result of personal choice. Most studies have used Locus of Control (LOC) as a moderating variable but the focus of this study is to consider the ability of LOC in predicting employee outcomes. In the studies where LOC is a moderator, it has been found to significantly influence employee outcomes such as commitment, satisfaction, turnover intentions and in-role citizenship behaviours (Aube et al, 2007; Chen & Silverthorne, 2008; Ito & Brotheridge, 2007; Jain, Giga & Cooper, 2009). Since this knowledge of LOC as a moderator exists, this study will consider the possibility of LOC being a predictor variable for differences in employee outcomes. As an individual disposition, Locus of Control was expected to influence the perceptions of justice, psychological contract expectations and attribution (Lilly & Virick, 2006; Pate, Martin & McGoldrick, 2003). Studies on the influence of psychological contract, organizational justice and attribution as individual variables and their separate influence on employee outcomes have been done (Elangon, Auer-Rizzi & Szabo, 2007; Standing, Guilfoyle, Lin & Love, 2006; Suazo, 2009; Turnley, Bolino, Lester & Bloodgood, 2003). There is need to establish their joint influence.

Table 2.1: Summary of Empirical Studies Reviewed

This table is a summary of the empirical studies contained in the literature review. It outlines the objectives, methodology and findings of the studies reviewed and their relevance to the study. The table is arranged thematically and chronologically within the various themes.

Researcher	Objective	Methodology	Findings	Gap in knowledge
Tu et al (2005)	To examine age differences of job satisfaction on faculty at higher education level between China and Taiwan	Collected data through structured questionnaires from 405 faculty at college level and tested for job satisfaction and organizational reactions	There was no significant difference in job satisfaction according to age but there were significant differences in job satisfaction between the two countries	There is a possibility that results of research done on job satisfaction in other countries may differ with those obtained in Kenya - To test for differences among countries.
Green jr et al (2005)	Investigated the impact of age and gender diversity between HR employees and their supervisors on job satisfaction and commitment	Data was collected from 279 HR professionals in large manufacturing firms on age, gender, job satisfaction and organizational commitment scales	Age or gender differences did not impact the job satisfaction and commitment levels of the HR professionals	By targeting HR professionals who already know about diversity issues could have created bias -There is need for a study that is more inclusive that involves all professions.
Kidwell Jr et al (2003)	Generational differences in reactions to major change initiatives in public and not-for-profit organizations that may impact the psychological contract	Used observation and informal open-ended discussions with organizational members over a period of several months	There were intra-generational differences between younger and older workers reactions to proposed changes and perceptions of the psychological contract. When employees were involved their perceptions of psychological contracts were positive and vice versa	The study confirms overall that older people value job security as opposed to younger people who value flexibility -Need to clarify that different HR strategies can work for different age groups.

Researcher	Objectives	Methodology	Findings	Gap in knowledge
Magd H. (2003)	To identify the perceived benefits, disadvantages and future employment of older workers in small and medium sized hospitality firms	Collected data from 21 managing directors using attitudinal scales and closed ended questions on their perceptions of benefits and advantages of older employees	They found that relative to younger workers, older workers are self-motivated, disciplined, dependable, have lower accident rate, are loyal to the organization, have credibility with customers and good communication skills	Older workers have the attitudes organizations look for. -The study did not test for personality and age differences
Hickson and Oshagbemi (1999)	The effect of age on satisfaction of academics with teaching and research	Used a questionnaire to collect data from 554 respondents on age, gender, rank and satisfaction of academic staff	Age affects job satisfaction positively on academic teaching and research Job satisfaction increases with rank There is a strong positive relationship between rank and age	Age has an effect on employee job satisfaction - Need to find out whether the same result will be found for other outcomes, i.e trust, citizenship behaviours and commitment.
Walker et al (2007)	Investigated the integrative influence of content, context, process and individual differences on organizational change.	Used questionnaires.	Context mediated the relationship between individual differences and change process and content	Individual differences are an important factor in influencing the outcomes of any change initiatives -What role do individual differences make in change efforts in the public sector?
Lilly and Virick (2006)	They examined the effect that locus of control has on perceptions of organizational justice	A longitudinal study using questionnaires from a wide range of industry, age and jobs.	Locus of control has a significant positive relationship on perceptions of justice at all the three levels; procedural, distributive	What is the role of context in organizational justice situations?

and interactional This differs in various industry contexts

Researcher	Objectives	Methodology	Findings	Gap in knowledge
Pate J (2006)	Proposed a process framework of psychological contract breach which maps the interaction between trust and justice It aimed at unpacking the circumstances of breach	An in-depth study of one industrial organization over a four-year period using qualitative analysis of case histories	Psychological contract breach may occur as a consequence of direct or indirect organizational actions The degree of reaction differs according to the type of trigger and the extent to which the organization is held responsible. Perceptions of distributive injustice resulted in relationship rupture signaled by withdrawal of citizenship, reduced job satisfaction, commitment and increased cynicism	The use of case histories lacks statistical generalizability and therefore the study can be done using different methodology and see if the results will still be the same
Lemire and Rouillard (2005)	To demonstrate the impact of psychological contract infringement on organizational commitment, exit, voice and neglect in a public organization	Used a questionnaire to collect data from 357 civil servants on the psychological contract	Psychological contract violation negatively affects attitudes and behaviours of government civil servants. Breach of the psychological contracts prompts behaviours that undermine organizational effectiveness and efficiency	Since they did not consider the effect of individual and organizational variables This can be an area for further study
Pate et al (2003)	Examined the extent to which psychological contract breach impacts employee	Case study on an industrial manufacturing company as a longitudinal study.	The triggers (distributive and procedural justice) of psychological contract violation influenced Job satisfaction, commitment	Do employee attitudes and behaviour cause organizational climate to deteriorate and hence prepare ground for counterproductive behaviour that

	attitude and behaviour hence organizational performance using organizational justice and context as triggers of breach		and citizenship behaviours Context played a significant role in behaviour outcomes	harms performance?
Researcher	objectives	Methodology	Findings	Gap in knowledge
Cassar V (2001)	Examined the occurrence of psychological contract violation among public service employees during times of radical changes in organizational practices Viewed violation in two ways under-fulfilled employer obligations and over-fulfilled employee obligations	Used a questionnaire to get information from 132 administrative, office, clerical and senior management staff from all sections	Contract term violations were significantly related to trust, job satisfaction and organizational commitment. Employees reported to have over-fulfilled their obligations to the employer	Do changes in organizational practices cause a reassessment of psychological contracts? Does this re-assessment have an effect on employee attitudes and behaviours?
McDonald and Makin (2000)	Examined the concept of psychological contract and its usefulness in understanding of the changing nature of employment relationships among permanent and non-permanent staff and their organizational commitment and job satisfaction	Used a questionnaire to collect data from 145 permanent and temporary staff in the industry	Temporary staff contrary to expectation did not have transactional psychological contracts there was no significant difference between the permanent and non-permanent employees on the overall levels of the psychological contract. There organizational commitment was similar with job satisfaction being higher among temporary staff	Terms of employment do not influence employee outcomes therefore, other factors must be there that explain variance in employee outcomes

Researcher	objectives	Methodology	Findings	Gap in knowledge
Chen J and Silverthorne (2008)	Assess the impact of LOC on individual behaviour in professional accountants in relation to job stress, job satisfaction and performance	Used questionnaires	Locus of control was found to be a predictor of employee outcomes	The study included only accountants and only studied job satisfaction as an employee outcome. The study can be done to include other professionals and other employee outcomes.
Silva P (2006)	Studied the effects of disposition on hospitality employee job satisfaction and commitment. They examined the role of locus of control in influencing job attitudes.	Used a questionnaire to collect data from non-management personnel.	They found that organizational commitment is related to locus of control with internals being more committed.	The study can be expanded to include other employee outcomes besides commitment.
Turnley et al (2003)	Examined the relationship between the psychological contract and in-role performance and OCB. The role of PC breach was also examined.	Used questionnaires to get information over two different periods of time.	Psychological contract fulfillment is positively related to employee performance. Attribution moderates the perception of psychological contract breach with performance and organization citizenship behaviours.	Suggested further exploration of the influence of individual dispositional characteristics on employee outcomes.
Lim K G and Teo S H (1998)	They examined the effects of gender, ethnicity, tenure and locus of control on police officers' work related attitudes in Singapore.	They used questionnaires to collect data.	Locus of control has an influence on employee outcomes. They found the internals consistently reported higher job satisfaction.	They studied only police officers. The study can be done with a more varied population and test for other outcomes.

2.4 Conceptual Framework

The length of time spent in an organisation leads to the development of shared understandings and experiences. Hickson and Oshagbemi (1999) suggest that increased tenure in an organisation is positively related to employee well-being and employee performance. These positive outcomes supposedly result from the implementation of effective HRM policies and practices. It is, therefore, reasonable to surmise that employees who remain working for the same organisation over a considerable period of time do so because they are happy with the HRM policies and practices in their organizations.

Social cognition theory suggests that an internal representation (cognitive map) is built up through learning and memory. It provides a framework for our understanding of external events. The pictures built up in cognition represent what is important to an individual from the point of view of experience (Rousseau, 2001). An individual acquires a cognitive framework of social interaction with others over the course of a lifetime.

The structure of knowledge that results from this is described as networks of schemata. Schemata help individuals interpret more effectively and with greater speed the social events they encounter. They also allow one to fill in the gaps in information which they acquire in social encounters. Social schemata help people to quickly make sense of events, situations, places or people they meet in life. Perceptions of cognitive factors stem from the interpretation of the script schemata (Malim & Birch, 1998). As employees join the organization, the expectations they had are met or overturned to fit the organization's culture. The clarity of roles, assigned tasks and the groups one encounters will do much in shaping the perceptions of cognitive factors.

Since psychological contract violation and injustice are emotional experiences, depending on one's locus of control the reaction to perceived psychological contract violation or injustice will differ accordingly. Those with external locus of control may feel more strongly about the violation than for those with internal locus of control. This will be true

when expectations are unmet causing those with external locus of control to withdraw their effort, become less trusting, dissatisfied with their jobs and eventually leave the organization. This may not always be the case when responsibility for the cause can be attributed to wider macro economic factors. If poor management is viewed as the cause of the problem then the perceptions of the employees' cognitive factors will be entirely different causing more negative and disruptive reactions. This is made worse when a human face can be attributed to the managerial problems.

In all these scenarios employees tend to weigh and be vigilant in assessing the procedures used by managers, the interpersonal relations and communication exchanges taking place within the organization. Ultimately the employee outcomes of trust, commitment, satisfaction and citizenship are affected (Pate, 2006).

From the reviewed literature, it appears that the relationship between age and employee outcomes and between locus of control and employee outcomes is influenced by context and cognitive factors. Some of the studies reviewed in this include Green Jnr et al (2005) who studied the impact of employee demographics on commitment and job satisfaction and found weak evidence and Sarker (2003) found that age is not significantly related to employee outcomes. However, Hickson and Oshagbemi (1999) found a positive relationship between age and employee outcomes. Lemire and Rouillard (2005) found that the perceived violation of psychological contract has a negative effect on employee outcomes. Lilly and Virick (2006) found that locus of control had a positive impact on perceptions of justice. These relationships eventually impact on the way employees perform their work and their productivity within their organizations. This network of linkages is depicted schematically in Figure 2.1

Figure 2.1 presents the conceptualized interrelationships among employee age (independent variable), locus of control (independent variable), attribution, psychological contract and justice (moderating variables), context (moderating variable) and employee outcomes (dependent variable). Age is expected to influence employee outcomes but the degree of the influence will be affected by the individual's cognitive processes and

contextual factors (Morrison & Robinson, 1997) It is presumed that Locus of control will influence employee outcomes but the level and direction of the influence will be moderated by the attributional disposition of the employee, the perceptions of the psychological contract and organizational justice as well as the organizational context (Morrison & Robinson, 1997; Walker et al, 2007). The experience of employees, their gender, education and organizational HR practices play a crucial role in determining schemas (Rousseau, 2001) and thus they are considered under employee characteristics for this study. The perceptions of the psychological factors will intervene and influence the interpretation that employees give to managers' actions and are therefore crucial in the determination of the ultimate employee outcomes (Pate et al, 2003). When employees believe that their employer has promised them some inducements, that belief becomes part of the Psychological contract (Rousseau, 2001). HR practices can influence employee conception of the employment relationship which in turn influences employee outcomes (Aggarwal & Bhargava, 2009).

Figure 2.1: Conceptual Framework.

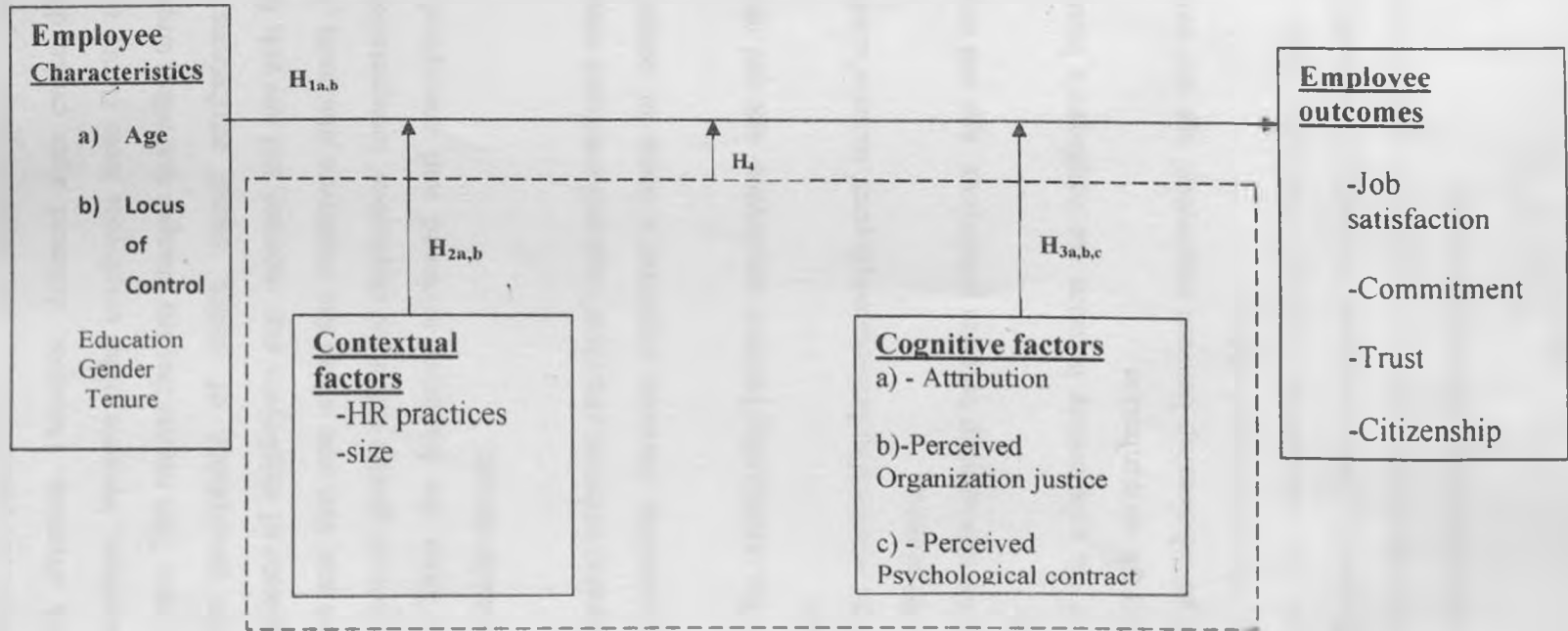


Figure 2.1: A conceptual framework depicting the links among employee characteristics, contextual factors, cognitive factors and employee outcomes.

Hypotheses of the study

Employees interpret the information that they receive and the experiences they undergo in the organization. There are possibilities of similarities in people's perceptions because of the common work situation. However, different ages evoke different levels of encounter with organization, because older employees have clarity of expectations as compared to younger ones. This means that any changes that affect employees may cause a major shift in the perceptions of justice, causal attributions and contractual expectations. The vigilance of employees may increase and any acts from management receive extra attention and this can affect the employee outcomes. Personality, prior experience and HR practices greatly influence employees' interpretation of the events in their work situation. From the literature reviewed and conceptual framework, the following hypotheses can be drawn:

H1a: There is a relationship between employee's age and employee outcomes.

H1b: There is a relationship between employee's locus of control and employee outcomes.

H2a: The strength of the relationship between employees' age and employee outcomes depends on the context.

H2b: The strength of the relationship between employees' locus of control and employee outcomes depends on the context.

H3a: The strength of the relationship between employees' age and employee outcomes depends on attribution

H3a₁: The strength of the relationship between the employee's locus of control and employee outcomes depends on attribution

H3b: The strength of the relationship between employees' age and employee outcomes depends on perceptions of organizational justice.

H3b₁: The strength of the relationship between employees' locus of control and employee outcomes depends on their perceptions of organizational justice.

H3c: The strength of the relationship between employees' age and employee outcomes depends on their perceptions of the psychological contract.

H3c₁: The strength of the relationship between employees' locus of control and employee outcomes depends on employees' perceptions of the psychological contract

H4: The strength of the relationship between employee characteristics and employee outcomes depends on the joint effect of contextual and cognitive factors

H5: The joint effect of the independent and moderating variables on employee outcomes is greater than the individual effect of each independent and moderating variable on employee outcomes.

Summary of the Chapter

As an overview, this chapter covered the theoretical literature where equity theory, social exchange theory and personality theories were explained in relation to the study. Human behaviour involves a lot of exchanges and these theories try to give an explanation on the considerations that underlie these exchanges. The employment relationship is an exchange based on mutual satisfaction, trust and reciprocity. The empirical studies covered various research based literature on age, locus of control, employee outcomes, psychological contract, organizational justice and attribution. The interconnectedness of these variables is also looked at. A table summarizing the studies is appended at the end before the discussion of the conceptual framework and hypothesis. The next chapter of this thesis gives a detailed methodology of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter comprises the research philosophy, research design, target population, sampling and data collection procedures. It also explains the operationalization of the study variables, data analysis techniques, the regression models and the tests of hypotheses.

3.2 Research Philosophy

The philosophical paradigms of positivism and phenomenology that guide social science research were also considered. This research was guided by the positivist philosophy of science. The positivist paradigm is a research orientation which assumes that a useful research is based on theory, hypotheses and quantitative data. The researcher is an objective analyst who makes interpretations about the collected data in a value-free manner (Bryman, 2001).

A researcher operating within the phenomenological paradigm does not develop conceptual frameworks or formulate hypotheses in advance. A phenomenological researcher avoids prior assumptions about theory, hypothesis or quantification. They argue that these issues create bias by directing the researcher to focus on particular areas at the expense of the total picture.

Descriptive surveys fall within the positivist philosophy of research as they seek to use quantitative techniques in analyzing social phenomena. Positivism was appropriate for the study as there was observer independence, choice of what to study was determined by objective criteria and not human belief and the expectation that the results would be generalized to the target population.

3.3 Research Design

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions (Coopers and Schindler, 2005 p.146). It is a time based activity based on the research questions. The design guides the selection of sources and types of information. It is a framework for specifying the relationships among the study variables. This study sought to establish the influence of contextual and cognitive factors on the relationship between employee characteristics and employee outcomes.

A descriptive survey design was used and the data collected was cross-sectional. The choice of this design was guided by the purpose of the study which was to compare individual employees in terms of their job satisfaction, commitment, trust and organizational citizenship behaviours as influenced by employee characteristics such as age, locus of control, gender and education. The moderating role of contextual and cognitive factors in this relationship was also considered. The study was also guided by the type of investigation which was cross-sectional. The study sought to establish associations among these variables and estimate proportions in the population.

3.4 Population of the Study

The population of the study comprised all employees in public corporations in Kenya. A list of public corporations from the website of the State Corporations' Advisory Committee served as the sampling frame. There were 139 public corporations as at March 2008. This list formed the sampling frame and it categorized corporations by function under eight different sectors. The sectors are financial, commercial, regulatory, public universities, training and research, service corporations, regional development and tertiary education public corporations. The details are shown in Appendix C. These corporations employ approximately 100,000 employees and these formed the population of the study. The number of employees differs in every organization depending on the nature of trade and activities, the mandate and regional spread. These corporations have offices in Nairobi and in various provinces throughout the country. Respondents were chosen from regional offices and from the headquarters so as to make the study

representative. The employees formed the unit of analysis and the respondents were selected from every cadre that is, managerial, technical, professional and clerical staff.

3.5 Sampling Procedures

The sampling unit for the study was employees. The sample design used was proportionate stratified random sampling technique. This sample design was chosen in order to ensure representativeness of the population and thus generalizability of the results. The sample size for the study was 384 employees. This sample size was determined using a table developed by Krejcie and Morgan (1970). This table is used to determine sample sizes assuming a confidence level of $p \leq 0.05$ implying confidence that 95 percent of the time the study's findings from different samples of the same size from the same population will be wrong due to sampling error with only five percent of the samples. The total number of employees in the state corporations in 2006 was 86 876. These numbers were not exact and determining the exact population would have been costly and timing consuming hence the reason for using the table in Appendix E. No calculations are needed to use this table.

Roscoe (1975) quoted by Sekaran (2006) proposed that where samples are to be broken into subsamples, a minimum sample size of 30 for each category is necessary and that in multivariate research the sample size should be several times as large as the number of variables in the study. These rules were taken into consideration when determining the sample size for the study. To allow for generalizability of the research findings on all state corporations the researcher used a procedure that ensured that a minimum of 30 respondents were selected from each corporation. The number of employees in the sample (384) was then divided by thirty to determine the number of corporations to be included in the study. This gave a total of 13 corporations. To get the number of corporations from each sector the number of corporations in the sample that is 13 was divided by the number of sectors that is 8. These computations are presented in Table 3.1.

Table 3.1: Table Showing Sampling Design

Sector	Corporations per sector	Selected number of corporations per sector	Number of Respondents per sector
1 Financial	15	1	30
2 Commercial/ manufacturing	32	4	120
3 Regulatory	34	2	60
4 Public universities	7	1	30
5 Training and research	13	1	30
6 Service corporations	27	2	60
7 Regional development authorities	6	1	30
8 Tertiary education and training	5	1	30
Total	139	13	390

The number of employees in the sample as per Table 3.1 is three hundred and ninety. This number is acceptable as it above the minimum of 384 that was determined using the table referred to earlier.

3.6 Data collection

Structured questionnaires were used to collect primary data. The questionnaire method was considered most appropriate because of the large number of respondents and the nature of information required. The information was best collected by questionnaire as it made it easy to collect the information at once and any queries/ clarifications could be made on the spot. The questionnaire was divided into ten sections (See Appendix D). Part A asked respondents about their personal information such as name of the organization, type of business, sector, and location of the business, size of the organization, age, gender, education level, marital status, tenure and terms of employment.

Part B covered one of the cognitive factors that is employees' perceptions of organizational justice. Organizational justice was tested in its three forms, these are; distributive, procedural and interactional justice. The questionnaire had a five point scale ranging from strongly disagree (1) to strongly agree (5). Question 1 -4 focused on procedural justice, question 5-8 focused on interpersonal justice while question 9-14 focused on distributive justice. The coefficient alpha for the justice scales covering procedural, interactional and distributive justice in this study was 0.91. This indicated acceptable reliability.

In part C the respondents were asked to rate the organization's context in terms of Human Resource Practices. The questionnaire covered aspects of communication, change, decision making, employee involvement, skill mastery and organizational pride. All these were measured on a five point Likert scale. The coefficient Alpha for these variables was 0.87 indicating acceptable reliability.

Part D covered the Psychological contract inventory questionnaire. The questions covering psychological contract information were collected using the Psychological Contract Inventory (PCI) developed by Rousseau (1989); the inventory had a Likert scale ranging from 'not at all' (1) to 'to a very great extent' (5). It had five sections covering employer obligations and transitions, employee obligations and responsibility for fulfilment of contractual obligations. Rousseau (1989) found the coefficient alpha to be 0.70 but this study found 0.81 an acceptable reliability.

In part E the questionnaire asked respondents to indicate their beliefs about jobs in general and it covered work Locus of Control. Work Locus of Control was tested using Spector's Work Locus of control scale (1988). He developed this scale to measure a person's generalized control belief in organizational settings. The scale had 16 items with each scale ranging from 1 (Disagree very much) to 6 (agree very much). The coefficient Alpha for the study was 0.70. Part F covered Attribution and it was tested using the

Occupational Attribution Style Questionnaire scale developed by Furnham et al (1994). The reliability coefficient for the Attributional style questionnaire was 0.60.

The questionnaire in part G asked respondents to rate how committed they were to the organization. The scale developed by Meyer and Allen (1991) was used. The variables were covered on a five point likert scale ranging from 1-strongly disagree to 5-strongly agree. The coefficient Alpha for the study was 0.85. Part H asked respondents to indicate how satisfied they were with their jobs. The job satisfaction scales covered issues such as satisfaction with the job, colleagues, organizational practices and pay. The coefficient Alpha for the study was 0.89.

Part I covered Organization Citizenship Behaviours (OCB) the questionnaire used was that developed by Bateman and Organ (1983). The coefficient Alpha for the study was 0.90. Part J covered employee trust questionnaire. This questionnaire was adapted as developed by Gabbarro and Athos (1976). The coefficient Alpha for the study was 0.79. All the coefficients alpha scores suggest acceptable reliability of the measures.

3.7 Operationalization of variables

The dependent variables were job satisfaction, organizational commitment, employee trust and organizational citizenship behaviours. The independent variables were age and Work Locus of Control while the moderating variables were the contextual factors (organization size and human resource practices) and Cognitive factors (Attribution, psychological contract and organizational justice).

Employee outcomes were defined by organizational commitment, job satisfaction, trust and organizational citizenship behaviours. Commitment looked at affective, continuance and normative components of why employees wanted to stay. Job satisfaction considered the employee's pleasurable feelings about their jobs from various dimensions. Trust tested for the employee's willingness to be vulnerable to the management. Organization citizenship behaviours referred to the discretionary behaviour not explicitly recognized by the organization but which promotes effective functioning of the organization.

Age referred to the chronological age of the individual. Locus of control referred to the extent of one's belief that one's actions are either dependent on what they do or on events outside one's personal control. Attribution explored the extent to which individuals differ in the perceived causal judgments they make for the good or bad events in their lives. Organizational size referred to the number of employees employed in an organization while Human resource practices referred to the organization's policies, routines and practices as implemented in various human resource management areas. Organizational justice looked at the perceived fairness of the procedures, rewards and interpersonal exchanges. Psychological contract considered the perceptions of the mutual obligations between employee and employer. The detailed indicators of the variables are presented and shown in Appendix G.

3.8 Reliability and Validity

Reliability has to do with accuracy and precision of a measurement procedure. It also has to do with how it gives consistent results and the degree to which the instruments are free from random error (Coopers and Schindler, 2005). Adopting questionnaires from previous studies allowed for reliability to be assessed. All the instruments used to collect data for this study were adopted from previous studies which had established their reliability and validity.

To find out the reliability of the instruments in the study, pilot testing was done on twenty respondents to pre-test the instruments and then Cronbach's alpha was calculated. The reliability measure lies on a scale from 0 to 1. The reliability coefficients in the study for the instruments ranged between 0.6 - 0.92 demonstrating an acceptable level of reliability. The reliability coefficients are as follows:

Table 3.2: Table Showing Reliability coefficients

Measurement Instrument	Author	Reliability coefficient for previous studies	Reliability coefficient for current study
Organizational justice	Nurse and Devonish (2007)	0.8	0.91
Human Resource Practices		-	0.87
Psychological Contract Inventory	Rousseau (1989)	0.7	0.81
Work Locus of Control Attribution	Spector (1988)	0.7	0.7
Commitment	Furnham et a (1994)	0.7	0.6
Job satisfaction	Meyer and Allen (1991)	0.8	0.85
	Minnesota Satisfaction Questionnaire	0.9	0.89
Organizational Citizenship Behaviour	Bateman and Organ (1983)	0.85	0.90
Trust	Gabbaro and Athos (1976)	-	0.79

3.9 Data analysis

The data from the questionnaire was checked for incompleteness, inconsistencies and mistakes in the data collected. Descriptive statistics were used to explain the distribution of scores. The main types of computed data were: measures of central tendency (mean), dispersion (standard deviation), frequency distribution and percentages.

Inferential statistics were used to test the hypotheses in order to facilitate generalization of the sample results to the population. To test hypotheses H1a, H1b Pearson's product moment correlation (r) technique was used. To test hypotheses H2a, H2b, H3a, H3a, H3b, H3c and H4, stepwise regression was used. The value of r and R square was considered in interpreting the output of the stepwise regression analyses. The measures

Table 3.2: Table Showing Reliability coefficients

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Psychological Contract Inventory	Rousseau (1989)	0.7	0.81
Work Locus of Control Attribution	Spector (1988)	0.7	0.7
Commitment	Furnham et a (1994)	0.7	0.6
Job satisfaction	Meyer and Allen (1991)	0.8	0.85
	Minnesota Satisfaction Questionnaire	0.9	0.89
Organizational Citizenship Behaviour	Bateman and Organ (1983)	0.85	0.90
Trust	Gabbaro and Athos (1976)	-	0.79

3.9 Data analysis

The data from the questionnaire was checked for incompleteness, inconsistencies and mistakes in the data collected. Descriptive statistics were used to explain the distribution of scores. The main types of computed data were: measures of central tendency (mean), dispersion (standard deviation), frequency distribution and percentages.

Inferential statistics were used to test the hypotheses in order to facilitate generalization of the sample results to the population. To test hypotheses H1a, H1b Pearson's product moment correlation (r) technique was used. To test hypotheses H2a, H2b, H3a, H3a, H3b, H3c and H4, stepwise regression was used. The value of r and R square was considered in interpreting the output of the stepwise regression analyses. The measures

for the dependent and independent variables were interval. To interpret the strength of the correlation the study was guided by Cohen (1988) who suggested that when $r = \pm 0.10$ to ± 0.29 the relationship is considered weak, when $r = \pm 0.30$ to ± 0.49 the relationship is moderate and when $r = \pm 0.50$ to ± 1.0 the relationship is considered strong.

Before conducting the correlation analysis scatter plots were generated to enable checking for the assumptions of linearity and homoscedasticity. Multicollinearity, normality and singularity were also checked before doing the multiple regression analyses. These assumptions were checked through the correlations and residuals tables generated by SPSS. Singularity occurs when one independent variable is actually a combination of other independent variables. Multicollinearity is checked using the tolerance values under collinearity diagnostics whereby $1-R^2$ values should not be less than 0.1. In the study all the values were more than 0.1 meaning low multicollinearity hence this assumption is not violated. To check for normality, the normal probability plots were requested as part of the analysis and most of the points lay in a reasonably straight line from bottom left to top right implying that this assumption was not violated.

3.10 Regression Models

The specifications of the variables are as indicated below:

Dependent Variables: commitment, job satisfaction, OCB and Trust – denoted as Y

Independent Variables: age and Work Locus of Control - denoted by X_1 and X_2

Moderating variables: Context (organizational size and HR practices), psychological contract, organizational justice and attribution – denoted by X_3 , X_4 , X_5 and X_6 respectively.

α – constant term

β – Beta coefficients

ε – Error term

Model 1a

H1a: There is a relationship between employees' age and employees' outcomes

Employee outcomes = f (age)

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

Model 1b

H1b: There is a relationship between employees' locus of control and employee outcomes

Employee outcomes = f (Work Locus of Control)

$$Y = \alpha + \beta_2 X_2 + \varepsilon$$

Model 2a

H2a: The strength of the relationship between employees' age and employee outcomes depends on the context

Employee Outcomes = f (context)

$$Y = \alpha + \beta_3 X_3 + \varepsilon$$

Model 2b

H2b: The strength of the relationship between employees' locus of control and employee outcomes depends on the context

Employee Outcomes = f (context)

$$Y = \alpha + \beta_4 X_4 + \varepsilon$$

Model 3a

H3a: The strength of the relationship between employees' age and employee outcomes depends on attribution

Employee Outcomes = f (Attribution)

$$Y = \alpha + \beta_4 X_4 + \varepsilon$$

Model 3a1

H3a1: The strength of the relationship between employees' locus of control and employee outcomes depends on attribution

Employee outcomes = f (attribution)

$$Y = \alpha + \beta_4 X_4 + \varepsilon$$

Model 3b

H3b: The strength of the relationship between employees' age and employee outcomes depends on perceptions of organizational justice

Employee outcomes = f (organizational justice)

$$Y = \alpha + \beta_5 X_5 + \varepsilon$$

Model 3b1

H3b1: The strength of relationship between employees' locus of control and employee outcomes depends on perceptions of organizational justice

Employee outcomes = f (organizational justice)

$$Y = \alpha + \beta_5 X_5 + \varepsilon$$

Model 3c

H3c: The strength of the relationship between employees' age and employee outcomes depends on perceptions of the psychological contract

Employee outcomes = f (psychological contract)

$$Y = \alpha + \beta_6 X_6 + \varepsilon$$

Model 3c1

H3c1: The strength of the relationship between employees' locus of control and employee outcomes depends on perceptions of the psychological contract

Employee outcomes = f (psychological contract)

$$Y = \alpha + \beta_6 X_6 + \varepsilon$$

Model 4

H4: The strength of the relationship between employee characteristics and employee outcomes depends on the effect of contextual and cognitive factors

Employee outcomes = f (Context, attribution, psychological contract, organizational justice)

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon$$

Model 5

H5: The joint effect of the independent and moderating variables on employee outcomes is greater than the individual effect of each independent and moderating variable on employee outcomes

Employee outcomes = f (age, locus of control, context, attribution, psychological contract, organizational justice)

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon$$

3.11 Tests of Hypotheses

The hypotheses were formulated to test the relationship between the dependent and independent variables. These are shown in Table 3.4.

Table 3.2: Summary of the Statistical tests of hypotheses

Objective	Hypotheses	Types of Analyses	Interpretation of results
1 To establish the nature of the relationship between employees age, locus of control and employee outcomes.	H1a: There is a relationship between employee's age and employee outcomes	• Pearson's Correlation	r
	H1b: There is a relationship between employee work locus of control and employee outcomes	• Pearson's Correlation	r
2 To determine the moderating role of context in the relationship between age, locus of control (employee	H2a: The strength of the relationship between employee age and employee outcomes depends on the context	• Stepwise Regression	R ² r

characteristics) and employee outcomes	H2b The strength of the relationship between employee work locus of control and employee outcomes depends on the context	<ul style="list-style-type: none"> • Stepwise Regression 	R^2 r
3 To establish the moderating role of cognitive factors on the relationship between age, locus of control and employee outcomes	H3a The strength of the relationship between employees' age and employee outcomes depends on attribution	<ul style="list-style-type: none"> • Stepwise regression 	R^2 R
	H3a1 The strength of the relationship between employees' work locus of control and employee outcomes depends on attribution	<ul style="list-style-type: none"> • Stepwise regression 	R^2 r
	H3b The strength of the relationship between employees' age and employee outcomes depends on the perceptions of organizational justice	<ul style="list-style-type: none"> • Stepwise regression 	R^2 r
	H3b1 The strength of the relationship between employees' work locus of control and employee outcomes depends on the perceptions of organizational justice	<ul style="list-style-type: none"> • Stepwise regression 	R^2 r
	H3c The strength of the relationship between employees' age and employee outcomes depends on the perceptions of the psychological contract	<ul style="list-style-type: none"> • Stepwise regression 	R^2 r
	H3c1 The strength of the relationship between employees' work locus of control and employee outcomes depends on the perceptions of the psychological contract	<ul style="list-style-type: none"> • Stepwise regression 	R^2 r
4 To establish the joint moderating role of the contextual and cognitive factors on the relationship between employee	H4 The strength of the relationship between employee characteristics and employee outcomes depends on the effect of contextual and cognitive factors	<ul style="list-style-type: none"> • Stepwise regression 	R^2 r

characteristics and employee characteristics.			
5 To determine the joint effect of the independent and moderating variables on employee outcomes.	H5 The joint influence of the moderating variables i.e. context and cognitive factors on the relationship between age and locus of control and employee outcomes is greater than the effect of the sum of individual moderators (context and cognitive factors)	<ul style="list-style-type: none"> • Stepwise Multiple Regression 	R^2 r

Summary of the Chapter

The chapter presented the research methodology which comprised the research design and research paradigms. The research design used was a descriptive survey design driven by the positivist paradigm. The population and sampling procedures were presented herein too. The data collection procedures used and the data collection instruments were presented as well as the operationalization of the variables alongside the data analysis techniques. Justification of the particular choice of data analysis techniques is given. Finally, regression models are presented and a table summarising the statistical test of hypotheses and their interpretation is given. This chapter gives way for chapter four which has the descriptive statistics analyses of study variables.

characteristics and employee characteristics			
5 To determine the joint effect of the independent and moderating variables on employee outcomes.	H5 The joint influence of the moderating variables i.e. context and cognitive factors on the relationship between age and locus of control and employee outcomes is greater than the effect of the sum of individual moderators (context and cognitive factors)	<ul style="list-style-type: none"> • Stepwise Multiple Regression 	R ² r

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CHAPTER FOUR

DESCRIPTIVE STATISTICS

4.1 Introduction

This chapter presents the profiles of the organizations and the respondents that formed the sample of this study. Percentages, means, standard deviations and Cronbach alpha coefficients of reliability were computed and presented in tables 4.1 to 4.25. The data analysed here pertain to all sections of the questionnaire that is, parts A to J (See Appendix D). The descriptive analyses in this chapter form the basis for hypotheses testing and discussions in chapter five and the summary and conclusions in chapter six.

4.2 Rate of Response

The population of public corporation employees was approximately 100 000; a sample of 384 was drawn using proportionate stratified sampling technique from the eight sector categories of public corporations. Out of the 384 respondents, 181 or 48 percent returned completed questionnaires which were all analyzed. The response rate is comparable to previous studies; for example, McDonald and Makin (2000) in their study on the usefulness of psychological contracts in understanding the changing nature of employment had a response of 18.2 percent.

In addition, Standing et al (2006) in their study on the attribution of failure and success in information technology projects had a response rate of 23.2 percent. McDowall and Fletcher (2004) studying the influence of organizational justice on employee development had a response of 45 percent. Kandie (2009) studying the role of strategy, culture and structure on performance of organizations had a response rate of 46 percent while Waweru (2008) had a response of 42 percent.

Chew and Chan (2008) investigating the role of human resource practices on organizational commitment and intention to stay had a response of 57.1 percent and Kidombo (2007) in her study on the influence of strategic human resource management orientation in firm performance for large manufacturing firms had a response of 64 percent.

Saunders et al (2003) posit that the response rates may vary depending on the attributes of the chosen questionnaire. For delivered and collected questionnaires as was done for this study, they considered a response rate of between 30 to 50 percent as reasonable and moderately high hence acceptable for use.

This study utilised the drop and pick method. Respondents were paid face to face visits and the study's importance explained. This helped to improve the response rate. Some respondents failed to accept answering the questionnaire citing lack of time and fear of divulging information which seemed too personal while others simply refused to participate without citing any reasons for that decision.

4.3 Organizational Profile

The organizational profile gave the characteristics of the public corporations which participated in the study. Respondents were asked to indicate the name of their organization, the sector to which it belongs, its size and location. These corporations have been sub-divided into eight sectors. The respondents were also asked to indicate the sector under which their parastatals fell; below in table 4.1 are the findings.

Table 4.1: Distribution of State Corporations by Sector Category

Sector Category	Frequency	Percent
Commercial	70	38.7
Financial	28	15.5
Public university	21	11.6
Tertiary Education and Training	19	10.5
Training and research	18	9.9
Regional development	17	9.4
Service corporation	8	4.4
Total	181	100.0

Source: Research Data (2010)

From the results in Table 4.1, it is noted that 38.7 percent of respondents came from the commercial sector, 15.5 percent from the financial sector, 11.6 percent from public universities, 10.5 percent from tertiary education and training, 9.4 percent from regional development authorities and 4.4 percent from service corporations. In sampling the study employed the proportionate sampling technique whereby large corporations had larger representation as compared to the small ones. This partly explains response distribution since there are varying numbers of parastatals under each ministry. From the state corporation's advisory committee website (2010), the commercial sector has the highest number of state corporations.

4.4 Organization Size

The questionnaire required respondents to indicate the number of employees in their organisation by ticking the appropriate range of number of employees in the organization. The research findings are presented in Table 4.2.

Table 4.2: Distribution of Respondents according to Number of Employees per Organization

Number of Employees	Frequency	Percent
2001 and above	70	38.7
201-400	43	23.8
0-200	26	14.4
801-1000	18	9.9
1001-2000	18	9.9
601-801	6	3.3
401-600	0	0
Total	181	100.0

Source: Research Data (2010)

The responses in Table 4.2 show that more than 38 percent of the respondents belong to large organizations employing more than 2000 employees. More than 23 percent of the respondents are from organizations employing more than 200 but less than 400 employees while slightly more than 14 percent are from organizations employing less

than 200 employees. 9.9 percent were from corporations employing between 801-1000 employees. Organizations employing between 1000 – 2000 employees also recorded a similar percentage. The data collected recorded no response from organizations employing more than 400 but less than six hundred employees. This indicates that most respondents are from large organizations this was good for the study since it is possible to capture the contextual practices of these parastatals. From the data it is evident that the respondents are distributed between large, medium and small corporations making the findings generalizable to organisations of all sizes.

Organization size is one of the factors considered under contextual variables of the study. To analyze its effect on employee outcomes in the relationship between age, locus of control and employee outcomes, organization size categories were collapsed into three groups. The groups represented small (0-400), medium (400-1000) and large (over 1000) organizations. The frequencies of the three categories are given in Table 4.3.

Table 4.3: Frequency Distributions for Collapsed Organization Size (Number of employees)

Number of employees	Frequency	Percent
1 – 0 –400 (Small)	69	38.1
2 – 401-1000 (Medium)	24	13.3
3 – 1001 and above (Large)	88	48.6
Total	181	100.0

Source: Research Data (2010)

Table 4.3 shows that, 48.7 percent of the respondents belong to large organizations. These employ more than 1000 employees. 38.1 percent belong to medium organizations that employ more than 400 employees but less than 1000 and 13.3 percent belong to small organizations with up to 400 employees. All analyses regarding organization size with other variables are done using this categorization. Large organizations mainly belong to the commercial sector and most manufacturing corporations fall into this category a possible explanation for the large percentage of employees in large organizations.

4.5 Location of the Respondent

In the questionnaire respondents were asked to indicate their location. This is the station where they do their work. The results are presented in Table 4.4.

Table 4.4: Distribution of Respondents by Location

Region	Location	Frequency	Total Frequency	Percent
Nyanza	Kisumu	30	117	64.6
	Kisii	29		
	Rongo	40		
	HomaBay	18		
Rift Valley	Nakuru	20	42	23.2
	Sotik	22		
Nairobi		22	22	12.2
Total			181	100.0

Source: Research Data (2010)

Table 4.4 indicates that majority of the respondents were from organizations based in Nyanza province comprising 64.6 percent of the respondents. 23.2 percent are stationed in the Rift Valley province namely in Nakuru and Sotik. 12.2 percent are from Nairobi province. From the results Kisumu city and Nakuru represent major towns where the offices of some parastatals are based. They are also regional headquarters and therefore have people from all parts of the country. Smaller towns and urban centres are also represented. Public corporations recruit from the national pool and therefore the respondents from a particular region do not necessarily comprise the natives of the area. The living standards in these towns can be compared to other towns in the country not covered in the study hence the results can be used for generalization of the findings of the research. Nairobi had 22 respondents comprising slightly over 12 percent of the respondents. This can be attributed to the fact that most headquarters are in Nairobi, and hold only a few staff.

4.6 Respondents' Profile

The survey questionnaire was distributed to various cadres of staff in public corporations. The cadres surveyed comprised of staff in different age groups as shown in Table 4.5. In the study, employee age is one of the independent variables. It was captured in the questionnaire by dividing age in to four (4) categories. Assuming the statutory age of maturity as the earliest time an employee can start working, the categories were developed as shown in table 4.5.

Table 4.5: Distribution of Respondents by Age Group

Age group	Frequency	Percent
18-30	33	18.2
31-44	104	57.5
45-55	41	22.7
Over 55	3	1.7
Total	181	100.0

Source: Research Data (2010)

From table 4.5 more than 57.5 percent of the respondents are between the ages of 31-44 years. The age group of 45 – 55 years represented 22.7 percent of the respondents. 18-30 years comprised 18.2 percent of the respondents while those over 55 years of age represented 1.7 percent of the respondents. Majority of the respondents are at a very active age where most people are sure of what they want from life. It is also the age range at which most people seek advancement, growth, security and are thinking of adopting a lifestyle based on their careers. They also tend to view their counterparts as colleagues. These features of this particular age group can have an effect on the perceptions of the contextual and cognitive factors and eventually impact their attitudes and behaviours in the organization.

Those in the 45-55 years age bracket tend to hold on to accomplishment and are more inclined to maintaining whatever they have. In relation to this study they are presumed to be more sensitive to any developments that seem to change the old order of things. Those in the 18-30 years age group are characterized by the fact that they are still identifying

their career interests and also exploring how well they fit into their work. They may not be affected much on their perceptions of the cognitive and contextual factors as they are still exploring and are at the entry level of their careers or working life. Those who are more than 55 years of age are preparing for concluding their organizational life. It is assumed that they may not be very keen on what happens in the organization as they are already phasing out. This near balanced age distribution allows us to assess whether age is a significant factor in influencing employee outcomes of trust, satisfaction, commitment and citizenship behaviour. To allow for this data to be used in further analysis age was collapsed into two categories of younger and older workers as shown in Table 4.6.

Table 4.6: Distribution of Employees' Age in Two Categories (Younger and Older)

Age Group	Frequency	Percent
18-44 - Younger Employees	137	75.7
45 and over - Older Employees	44	24.3
Total	181	100.0

Source: Research Data (2010)

Respondents were also asked to indicate their marital status. The results are presented in Table 4.7.

Table 4.7: Distribution of Respondents by Marital Status

Marital Status	Frequency	Percent
Married	152	84.0
Single	21	11.6
Widowed	8	4.4
Total	181	100.0

Source: Research Data (2010)

Table 4.7 shows that 84 percent of the respondents are married. This is a significant proportion of the respondents and therefore their responses to organizational happenings could be informed by many other considerations. This can affect the relationship between

age, locus of control and employee outcomes. 11.6 percent of the respondents are single and they may perceive life issues differently from the married group. The things they seek or expect from an employer and the employment relationship may be different from those of the married group. This could have an influence on the perceptions of the organizational context and cognitive factors. 4.4 percent of the respondents are widows; they are fundamentally different from the singles because they may be having dependents. The assumption here is that singles generally are those without dependents and spouses. Based on this then, the widowed could perceive issues differently from the married and singles. They are different from the married in the sense that they do not have the social and economic support of a spouse and therefore will be perceiving issues differently from the other two categories. These considerations may have an impact on the employee outcomes of trust, commitment, satisfaction and organizational citizenship behaviours.

Respondents were asked to indicate their employment terms. There are those who were employed on permanent terms, others were on contract or temporary terms while still others were employed on casual terms. The findings are presented in table 4.8.

Table 4.8: Distribution of Employees by Terms of Service

Terms of Employment	Frequency	Percent
Permanent	143	79.0
Contract	15	8.3
Casual	13	7.2
Temporary	10	5.5
Total	181	100.0

Source: Research Data (2010)

Table 4.8 shows that 79 percent of the respondents are employed on permanent terms, contract employees represent 8.3 percent of the respondents, Casual employees represent 7.2 percent of the respondents and temporary employees represent 5.5 percent of the population. This result shows that the predominant practice in the public sector is to employ on permanent terms. Terms of employment may influence an employee's

perception of their organization. Permanent employees have a sense of belonging for the long term which contract, casual or temporary employees may not have. Temporary terms in this study means that the employees are hired for particular period when there is need, while contract terms indicate that the job is already provided for in the establishment but for a particular period and may or may not be renewed. Casual terms are valid for not more than three months

The questionnaire asked respondents to indicate how long they had worked with their organizations. Employee tenure as used in this study refers to the number of years an individual has spent working in an organization. A summary of the findings is presented in Table 4.9.

Table 4.9: Distribution of Respondents by Tenure

Length of Service	Frequency	Percent
0-5 years	58	32.0
Above 21 years	36	19.9
11-15 years	32	17.7
6-10 years	28	15.5
16-20 years	27	14.9
Total	181	100.0

Source: Research Data (2010)

Table 4.9 shows that majority 32 percent of the respondents have served in their organizations for a period of less than five years. 19.9 percent of the respondents have served for more than 21 years while, 17.7 percent have served for 11- 15 years, 15.5 percent have served for six to ten years and 14.9 percent have served for 16-20 years in their organizations. This shows that there is a good spread in terms of length of service and the data can be used for generalizing.

The length of service an employee has stayed in an organization is important because it implicates the level of socialization of an employee. Tenure has implications for job

satisfaction, commitment and trust. Oshagbemi (2000) argues that protection from job loss grows with employees' length of service. This protection against arbitrary dismissal may directly impact on employee job satisfaction. Employees who stayed longer in organizations tend to be comfortable with the practices of the organization in so many ways or they have benefits which keep them staying for longer periods. They argue that length of service has importance for the promotion process. Promotion is one of the key variables considered important for the formulation of job satisfaction, commitment and trust. However, one must appreciate that in the current employment market in Kenya, several employees will remain in their jobs more for economic reasons than through satisfaction or commitment to those jobs.

The respondents were asked to indicate their genders below are the results.

Table 4.10: Distribution of Respondents by Gender

Sex	Frequency	Percent
Male	128	70.7
Female	53	29.3
Total	181	100.0

Source: Research Data (2010)

In Table 4.10, 70.7 percent of the respondents were male and 29.3 percent were female. Official government policy requires at least 30% of employees to be women. From Table 4.10 the possibility of still judging women on the male response may still occur. The result indicates that though the government policy has not been met there is a good representation of women in the public service. Given that this was a survey of public corporations, it implies that there is an imbalance in terms of gender and employment in public corporations.

The data was collected from employees in management, supervisors and clerical staff. Men and women face different social and organizational issues in a complex environment. Each gender through a patchwork of everyday experiences is confronted

with a unique set of demands from the workplace which compete for their time and energy and this will in turn affect their perception of organizational occurrences. These occurrences will shape employee attitudes and behaviours.

The respondents were asked to indicate their level of education the research findings are presented in Table 4.11.

Table 4.11: Distribution of Respondents by Education Level

Highest Level of Education	Frequency	Percent
Undergraduate degree	44	24.3
Technical / professional certificate	41	22.7
Diploma	38	21.0
A level	19	10.5
Form Four and Below	18	9.9
Graduate degree	18	9.9
Class 8 and below	2	1.1
Other	1	.6
Total	181	100.0

Source: Research data (2010)

Table 4.11 shows that 24.7 percent of the respondents have an undergraduate degree, 22.7 percent have a Technical or professional training, 21 percent have a Diploma, 10.5 percent have A-level certificate, 9.9 percent have a Graduate degree (Masters or PHD), 9.9 percent have Form four certificate and 1.1 percent have primary school education. This data indicates that public corporation employees are highly educated and therefore had an understanding of the issues covered in the questionnaire hence the information gathered is reliable. Only 2 people had class 8 and below in terms of educational qualifications. This is a good reflection of a literate workforce. To allow for further analysis the education categories were collapsed into four groups to accommodate the groups that had very small numbers as shown in Table 4.12.

Table 4 12: Distribution of Respondents by Education Level in Four Groups

Level of Education	Frequency	Percent
Diploma Technical	79	43.6
Degree	44	24.3
High School	39	21.5
Post Graduate	18	9.9
Total	180	99.4
Missing	1	.6
Total	181	100.0

Source: Research Data (2010)

4.7 Work Locus of Control

Table 4 13 presents the work locus of control measurement scale. Sixteen (16) items were used to measure the respondents' perception of work locus of control, mainly on internal and external locus of control. The Cronbach Alpha coefficient of the scale was 0.70. Thus the instrument suggests an acceptable level of reliability. Higher scores indicate an internal locus of control while lower scores imply an external locus of control. The means and standard deviations for each item are presented and discussed below.

Table 4 13: Means and Standard Deviations for Work Locus of Control

Items	N	M	SD
Most people are capable of doing their jobs well if they make the effort	179	5.36	.970
A job is what you make it	179	5.12	1.237
If employees are unhappy with a decision made by their boss, they should do something about it	179	4.80	1.329
On most jobs, people can pretty much accomplish whatever they set out to accomplish	179	4.79	1.151
If you know what you want out of a job, you can find a job that gives it to you	179	4.71	1.420
People who perform their jobs well generally get rewarded	179	4.29	1.577

Promotions are given to employees who perform well on the job	178	4.22	1.582
Most employees have more influence on their supervisors than they think they do	179	4.01	1.418
Getting the job you want is mostly a matter of luck	178	3.65	1.798
To make a lot of money you have to know the right people	179	3.32	1.826
Making money is primarily a matter of fortune	179	3.25	1.727
Promotions are usually a matter of good fortune	179	3.11	1.754
When it comes to landing a really good job, who you know is more important than what you know	179	3.09	1.779
In order to get a really good job, you need to have family members or friends in high places	179	2.87	1.836
The main difference between people who make a lot of money and people who make a little money is luck.	179	2.82	1.686
It takes a lot of luck to be an outstanding employee on most jobs	178	2.72	1.615

Cronbach Alpha coefficient = 0.70

Composite mean score = 3.88

Composite Standard deviation = 0.654

Source: Research Data (2010)

Work Locus of Control was measured using sixteen items anchored on a six point likert scale ranging from 1 to 6. One (1) represented 'disagree very much' while 6 represented 'agree very much'. The items represented beliefs that people have about their environment, including their jobs. Since the likert scale was represented by 1, 2, 3, 4, 5 and 6, the midpoint was 3.5. The respondents were required to rate the statements about jobs in general. The higher scores (>3.5) were associated with an internal locus of control while lower scores (<3.5) were an indication of an external locus of control. This interpretation is based on what was recommended by Rotter (1966). The statement, 'a job is what you make it' recorded a mean of 5.12 and a standard deviation of 1.237. This means that most respondents agreed very much that a job is determined by the employee. Respondents were also asked to rate effort and job performance. The mean for this item

was 5.36 with a standard deviation of 0.97. This implied that most respondents agreed that doing a job well takes effort.

On whether employees would do something when they are unhappy with the boss' decision, the results indicated the mean was 4.80 with a standard deviation of 1.329. This implies respondents agreed to a good extent that they were obligated to do something about wrong decisions made by superiors. Respondents were asked to rate whether employees can accomplish what they set out to do in their jobs. The mean for this item was 4.79 with a standard deviation of 1.15. This denotes that respondents believe they can set out to accomplish what they set out to do in their jobs. On whether knowing what you want out of a job will help one find the job that gives it; the respondents' rating indicated a mean of 4.71 with a standard deviation of 1.42. On rewards for employees who perform the mean obtained was 4.29 with a standard deviation of 1.57. This indicates that respondents agreed that employees who perform get rewarded. About promotions for well performing employees the mean was 4.22 with a standard deviation of 1.58. This means that most respondents agreed slightly that promotions go to those who perform.

Additionally, respondents were asked to rate how much influence they thought employees have on their supervisors. The rating indicated a mean of 4.01 with a standard deviation of 1.41. This implies that employees slightly agreed that they have much influence on their supervisors. Respondents were asked to rate whether getting a job was a matter of luck. The mean was 3.65 with a standard deviation of 1.79 implying that respondents slightly agreed that getting a job was a matter of luck. On making money being a matter of luck or fortune, the rating indicated means of 3.32 and 3.25 with standard deviations of 1.82 and 1.73 respectively. This means that the respondents disagree that making money depends on knowing the right people or being fortunate.

On promotions being a matter of fortune the mean was 3.11 with a standard deviation of 1.75 implying that respondents disagree with this observation. The respondents were asked to rate whether getting a good job depends on who you know and not on what you

know. The mean score obtained was 3.09 with a standard deviation of 1.77 implying that respondents disagreed with this argument. The respondents were asked to rate whether getting a good job depended on having family members or friends in high places. The mean was 2.87 with a standard deviation of 1.82 implying that the respondents disagree much with this.

On luck playing a major role between those who make much money and those who make less money as well as luck playing a role in being an outstanding employee; the means were 2.82 and 2.72 with standard deviations of 1.68 and 1.61 respectively. This implied that respondents disagreed very much to the role that luck plays in being an outstanding employee or making money.

Overall the work locus of control aspects that were rated highly are those that tend to favour internality, that is, the respondents tend to agree more that they are in control of their work life and luck or others do not determine their organizational responses. The standard deviations showed a wide dispersion from the midpoints on most of these items indicating that respondents differed widely on these items. With the combined mean of 3.88 it means that the respondents were based on internal locus of control and this will have an impact on the results and tests of hypothesis in chapter five.

4.8 Employee Trust

Seven items were used to measure the respondents' perceptions of trust in the organization. The Cronbach Alpha coefficient of the scale was 0.79 indicating acceptable reliability. The items were anchored on a five point Likert scale with a self-report type questionnaire with high scores associated with high levels of trust and low scores associated with low trust levels. The means and standard deviations obtained for the scores are presented and described in Table 4.14.

Table 4.14: Distribution of Employee Responses on Organizational Trust

Employee Trust Items	N	M	SD
Employer has high integrity	178	3.72	1.105
The employer's motives and intentions are good	178	3.71	1.075
Expect employer to treat employees in a consistent and predictable way	178	3.51	1.085
Employer is open and upfront with employees	178	3.26	1.096
Employer is not always honest and truthful	178	2.58	1.211
The employer can be fully trusted	178	2.56	1.183
Employer does not treat employees fairly	178	2.55	1.207

Note -Cronbach Alpha coefficient = 0.79

Composite mean = 3.128

Composite standard deviation = 0.539

Source: Research Data (2010)

In Table 4.14 employee trust was measured using seven items on a five point likert scale with responses ranging from 1 to 5. One (1) represented 'strongly disagree' while five (5) represented 'strongly agree'. The midpoint of the scale was three (3) meaning not sure. The respondents were asked to rate whether their employer had high integrity. The mean for this item was 3.72 with a standard deviation of 1.105 implying that employees agreed that their employer has high integrity. Respondents were asked to rate the employers motives and intentions. The mean for this item was 3.71 with a standard deviation of 1.075. This indicates that the respondents agreed that the employers' motives and intentions toward them are good.

On whether the employer is predictable and consistent, the rating obtained a mean of 3.51 with a standard deviation of 1.085. This implies that the respondents agree that the employer is consistent and predictable. The respondents were next asked to rate whether the employer was open and upfront. The mean for this item was 3.26 with a standard deviation of 1.096 implying that employees were not sure whether the employer was open and upfront with them. Respondents were asked to rate the statement on whether the

employer was honest and truthful, the rating obtained a mean of 2.58 with a standard deviation of 1.211. This implies that the respondents disagree that the employer is always honest and truthful. The standard deviation showed that the respondents differed widely on this point. The employees were asked to rate the employers trustworthiness and the item recorded a mean of 2.56 with a standard deviation of 1.183 implying that the respondents did not agree that the employer can be trusted. On fair treatment of employees, the rating obtained a mean of 2.55 with a standard deviation of 1.207. This implies that respondents did not agree that the employer treated all employees fairly. The standard deviation showed a wide dispersion from the midpoint implying that respondents differed widely on this point.

The composite mean was 3.11 this indicated that the respondents were not sure that they trusted the employer. Behavioural consistency is displayed when managers behave in a constant manner over time and across situations. When this happens employees can easily predict future managerial behaviour leading to higher levels of trust. This variable where managers treat employees in a consistent and predictable manner had a mean of 3.51 with a significant standard deviation. This means that employees trust their employer because of behavioural consistency. The employees however were not so sure if their employers can be trusted this is clear from the last three variables “employer is not always honest and truthful”, “employer can be fully trusted” and “employer does not treat employees fairly” which all had a mean < 2.58.

Lack of fair treatment can arise from a lack of demonstration of concern which can be shown through insensitivity for employees’ needs and interests, acting in a way that does not protect employees’ interests and not restraining from exploiting others for one’s interests. When a manager does this, they decrease levels of trust. The findings indicate that this may be happening in the organizations surveyed hence the low mean scores on these variables. The combined mean of 3.11 implies that the employees of the surveyed organizations are not trusting to their employer and all the tests of the hypothesis in chapter five will be impacted by these findings.

4.9 Job Satisfaction

Job satisfaction was assessed using a summarized version of the Minnesota Satisfaction Questionnaire (MSQ). The questionnaire had twenty questions covering different work dimensions. It is designed to measure an employee's satisfaction with their particular job. Satisfaction was measured on five a point likert type scale. High scores were associated with high levels of satisfaction and low scores were associated with low levels of satisfaction. The questions covered satisfaction with the pay, promotion, the work itself, supervisors, fellow workers, community perceptions and intrinsic satisfaction from the work. The Cronbach alpha coefficient for the satisfaction questionnaire was 0.89. The means and standard deviations for job satisfaction from the respondents are shown in Table 4.15.

Table 4.15: Distribution of Means for Employee Job Satisfaction

Job Satisfaction Items	M	SD	N
Able to keep busy all the time	4.01	.893	178
The chance to be somebody in the community	3.86	.931	178
The chance to do something that makes use of one's abilities	3.79	1.001	178
Able to do things that don't go against one's conscience	3.76	.982	178
The chance to do different things from time to time	3.71	1.016	178
The job provides for steady employment	3.71	.916	178
The chance to do things for other people	3.71	.873	178
The chance to tell people what to do	3.62	1.003	178
The chance to work alone on the job	3.53	1.090	178
The competence of supervisors in making decisions	3.51	1.032	178
The feeling of accomplishment derived from the job	3.51	.999	178
The way bosses handle workers	3.49	1.080	178
The way co-workers get along with each other	3.44	.938	178
The praise given for doing a good job	3.27	1.087	178
The chance to try one's method of doing the job	3.23	1.098	178
The working conditions	3.21	1.036	178

The freedom to use one's judgment	3.17	1.127	178
The way organization policies are put into practice	3.15	1.055	178
The chances for advancement on the job	3.02	1.135	178
My pay and the amount of work I do	2.97	1.159	178

Cronbach Alpha coefficient = 0.89

Composite Mean = 3.483

Composite std. Deviation = 0.59

Source: Research Data (2010)

The results in Table 4.15 were obtained through a 20 item questionnaire measured on a five point likert scale ranging from 1 to 5. One (1) represented 'very dissatisfied' and five (5) represented 'very satisfied'. The midpoint of the scale was three (3) which represented a neutral state of 'neither satisfied nor dissatisfied'. Respondents were asked to rate how satisfied they were with being able to keep busy all the time in their jobs. The rating obtained a mean of 4.01 with a standard deviation of 0.893 implying that generally, employees were satisfied with the way their jobs kept them busy. On the opportunity given by the job to be somebody in the community, the mean was 3.86 with a standard deviation of 0.931. This implies that the respondents were satisfied with how their jobs gave them a chance to be somebody in the community.

The respondents were asked to rate on their satisfaction with being able to use their abilities on the job. The mean for this item was 3.79 with a standard deviation of 1.001. This indicates that employees are satisfied with the opportunity to use their abilities on the jobs. The question of how satisfied the respondents were with the possibility of doing things that don't go against their conscience obtained a mean of 3.76 with a standard deviation of 0.982 implying that respondents were satisfied with the ability to do things that don't go against their conscience in the course of their work. On satisfaction with the chance to do different things from time to time, the provision for steady employment and satisfaction with the chance to do things for other people, the mean obtained was 3.71 with standard deviations of 1.016, 0.916 and 0.873 respectively. This implies that the respondents were satisfied with the prospects of a steady or regular employment, the

chance to do different things from time to time and with the opportunity to do things for others.

In addition respondents were requested to give an indication on the chance to tell people what to do, the mean obtained was 3.62 with a standard deviation of 1.0 implying that the respondents were satisfied with the opportunity to tell others what to do. The respondents were asked to rate their satisfaction with the chance to work alone on the job. The rating obtained a mean of 3.53 with a standard deviation of 1.09 implying satisfaction with the ability to work alone on the job. On supervisors' competence in decision making the mean was 3.51 with a standard deviation of 1.03 implying that respondents were satisfied with supervisors' decision making. The rating obtained for satisfaction with the feeling of accomplishment derived from the job had a mean of 3.51 with a standard deviation of 0.999. This indicates that the respondents are satisfied with the feeling of accomplishment derived from the job.

Additionally respondents were asked to rate their satisfaction with how bosses handle workers. The mean for this item was 3.49 with a standard deviation of 1.08 this means that the respondents are neither satisfied nor dissatisfied with the way the bosses handle workers. Satisfaction with the way co-workers get along with each other had a mean of 3.44 with a standard deviation of 0.938 implying that respondents were neither satisfied nor dissatisfied with how co-workers get along. The respondents were neither satisfied nor dissatisfied with the praise given for doing a job which had a mean of 3.27 with a standard deviation of 1.087. Respondents also indicated neutrality with satisfaction at the opportunity for trying out one's own methods in the job. This item had a mean of 3.23 with a standard deviation of 1.07. On working conditions respondents were neither satisfied nor dissatisfied. The item had a mean of 3.21 with a standard deviation of 1.036.

When asked to rate how satisfied they were with the freedom to use their own judgement, the way in which organization policies are put into practice and the chances for advancement on the job responses indicated means of 3.17, 3.15 and 3.02 with standard deviations of 1.127, 1.055 and 1.135 respectively. These results indicate that respondents

are neutral in terms of satisfaction with the freedom to use their judgement, implementation of organization policies and opportunities for advancement on the job. On satisfaction with the pay and the amount of work done, the mean obtained was 2.97 with a standard deviation of 1.15 implying that the respondents were dissatisfied with the pay and the amount of work done. The composite mean was 3.48 this shows that overall the respondents were moderately satisfied.

4.10 Organizational Citizenship Behaviour

The questionnaire for organizational citizenship behaviour (OCB) or willingness to cooperate had twenty nine questions measured on a five point likert scale. One (1) represented 'disagree very much' and five (5) represented 'agree very much'. Respondents were asked to think about a work mate or colleague with whom they interact on a day to day basis in the course of their duties and then rate them against the statements given in the questionnaires. The high scores (>2.5) showed a high presence of OCB and low scores (<2.5) showed a low presence of those behaviours in the organization. Bateman and Organ (1983) had a Cronbach alpha coefficient of 0.80 and the current study had a Cronbach alpha coefficient of 0.90 meaning that the scale had an acceptable reliability. The mean and standard deviations obtained are given in Table 4.16.

Table 4.16: Distribution of Means for Organizational Citizenship Behaviour

OCB Items	Mean	SD	N
Seeks others' help when needed	3.92	.782	176
Exhibits punctuality in arriving at work on time	3.86	.909	176
Has people go to him / her for assistance	3.79	.879	176
Co-operates well with those around them	3.77	.853	176
Makes sure things are neat, clean and orderly	3.75	.891	176
Trains or helps others perform their jobs better	3.73	.952	176
Acts cheerfully	3.73	.921	176
Conscientiously follows organizational rules	3.73	.965	176
Makes constructive statements about the department	3.72	.911	176

Exhibits punctuality in carrying out his / her responsibility	3.70	.904	176
Comes up with new , original ideas for handling work	3.65	.985	176
Makes positive statements about her immediate supervisor	3.58	.965	176
Goes out of their way to protect organizational property	3.57	1.051	176
Goes out of their way to protect other employees	3.39	.979	176
Takes a personal interest in other employees	3.33	1.039	176
Has ups and downs in mood	3.23	1.135	176
Resists influence from others including the boss	3.22	1.015	176
Acts impulsively on the spur of the moment	2.97	1.019	176
Expresses resentment at being given orders	2.82	1.073	176
Critically finds fault with other employees	2.77	1.094	176
Complains about insignificant things at work	2.61	1.095	176
Takes undeserved work breaks	2.56	1.114	176
Exhibits poor work quality	2.48	1.063	176
Starts arguments with other employees	2.47	1.136	176
Exhibits annoyance with other employees	2.47	1.063	176
Talks about wanting to quit the job	2.40	1.075	176
Wastes materials or harms organizational property	2.39	1.166	176
Loses touch with things going on around them	2.39	.985	176
Purposefully interferes with someone else doing their job	2.32	1.097	176

Cronbach Alpha coefficient = 0.90

Composite mean = 3.18

Composite std. Deviation = 0.358

Source: Research Data (2010)

Respondents were asked to rate whether they sought others' help when needed the mean for this item was 3.92 with a standard deviation of 0.782. This means that employees had good relationships and could communicate and help each other as needed. On punctuality and arriving at work on time the mean was 3.86 with a standard deviation of 0.909 implying that employees came to work on time and therefore had a sense of duty. Respondents were asked to rate how much others went to them for assistance. The mean

for this item was 3.79 with a standard deviation of 0.879 indicating that the respondents were willing to assist when it was required of them

On whether employees cooperated well with those around them, the mean was 3.77 with a standard deviation of 0.853 implying that the respondents agreed that their colleagues were cooperative. Respondents agreed that their colleagues were neat and orderly as indicated by the mean of 3.75 and a standard deviation of 0.891. The respondents were asked to rate how their colleagues trained or helped others perform their jobs better and recorded a mean of 3.73 and a standard deviation of 0.952. This implies that respondents agreed that their colleagues do train and help each other to perform work better. On acting cheerfully the mean obtained was 3.73 with a standard deviation of 0.921 implying that respondents agreed that their colleagues were cheerful.

Respondents were asked to rate if they conscientiously followed organizational rules. The mean obtained for this item was 3.73 with a standard deviation of 0.965 indicating that the respondents agreed that their colleagues do follow organizational rules conscientiously. Respondents agreed that their colleagues do make constructive statements about their departments with a mean of 3.72 and a standard deviation of 0.911. On exhibiting punctuality in carrying out responsibilities, the mean was 3.70 with a standard deviation of 0.904, implying that the respondents agreed that their colleagues were punctual in carrying out their responsibilities. On whether their colleagues were able to come up with new, original ideas for handling work, the mean obtained was 3.65 with a standard deviation of 0.985. This implies that the respondents agreed that their colleagues did come up with new and original ways of handling work.

The respondents also were asked to rate whether their colleagues make positive comments about their supervisors and if they went out of their way to protect organizational property. The means obtained for these items were 3.58 and 3.57 with standard deviations of 0.965 and 1.05 respectively implying that the respondents agree that their colleagues do comment positively about their supervisors and go out of their way to protect organizational property. On whether their colleagues take a personal

interest in their colleagues, the mean obtained was 3.39 with a standard deviation of 0.979 implying that the respondents were not sure that their colleagues had a personal interest in other employees.

Respondents were asked to rate whether their colleagues had ups and downs in mood and whether they resisted influence from others including the boss. The means for these items were 3.23 and 3.22 with standard deviations of 1.135 and 1.01 respectively implying that the respondents were not sure whether their colleagues had mood swings and whether they could resist influence from others including the boss. Respondents were further asked to rate whether their colleagues acted impulsively on the spur of the moment, exhibited resentment on being given orders, critically found fault with others, complained about insignificant things at work, took undeserved breaks or exhibited poor work quality. The following means were recorded for these items; 2.97, 2.82, 2.77, 2.61 and 2.56 with standard deviations of 1.01, 1.07, 1.09, 1.09 and 1.14 respectively. This implies that the respondents were not sure whether their colleagues acted impulsively, showed resentment at being given orders, were critical at fault finding, complained about insignificant work, took undeserved breaks or even exhibited poor quality work. The standard deviations indicate a wide dispersion from the midpoint indicating differing respondent views on these items.

The scale also required the respondents to rate their colleagues on whether they started arguments with other employees, exhibited annoyance with other employees, talked about quitting the job, wasted materials or harming organizational property and whether they purposefully interfered with someone else doing their jobs. These items had means of 2.47, 2.47, 2.40, 2.39 and 2.32 and standard deviations of 1.13, 1.06, 1.07, 1.16 and 1.09 respectively. This implies that the respondents disagreed that their colleagues start arguments, talk about quitting their jobs, waste materials or harm organizational property and they do not interfere with others when doing their jobs. On whether their colleagues lose touch with things going on around them, the mean obtained was 2.39 with a standard deviation of 0.98 implying that the respondents disagreed that their colleagues lose touch

with what goes on around them. The combined mean was 3.18 implying that the respondents agreed that there was willingness to cooperate in the organization.

4.11 Organizational Commitment

Commitment is perceived as a consequence of personal variables and was measured using a five point Likert scale. The questionnaire had 16 items with a scale ranging from 1 to 5. One (1) represented 'strongly agree' and five (5) represented 'strongly disagree'. High scores (>2.5) were associated with low levels of commitment and low scores (<2.5) were associated with high levels of commitment. The midpoint of the scale was three (3) representing 'no opinion'. The scale had a good internal consistency with a Cronbach alpha coefficient of 0.85. The respondents were asked to indicate how committed they were to the organization. The means and standard deviations for all the respondents are presented in Table 4.17.

Table 4.17: Distribution of Means and Standard Deviations for Organizational Commitment

Organizational Commitment Items	N	M	SD
Employee feels a sense of belonging to the organization	179	2.30	1.180
The organization deserves employee loyalty	178	2.37	1.103
Employee feels part of the family in the organization	179	2.39	1.223
Employee feels indebted to the organization	179	2.45	1.092
Organization has a personal meaning for employee	179	2.46	1.223
Staying in the organization a matter of necessity	179	2.50	1.158
Happy to spend the rest of career with the organization	179	2.67	1.369
Obligation to remain with the current employer	179	2.74	1.227
Disruption of personal plans if one decided to leave the organization	179	2.83	1.306
Owning the organizations' problems.	179	2.86	1.301
Cannot leave the organization right now because too much of one's life would be disrupted.	179	2.92	1.201
Cannot leave the organization right now because of a sense of	179	2.93	1.169

obligation to the people in it

Very hard to leave organization right now , even if that is what
one wants

Too few options to consider leaving the organization 179 3.00 1.185

Even for personal advantage, does not feel it would be right to
leave the organization 179 3.07 1.183

Feelings of guilt for if one left the organization 179 3.13 1.215

Cronbach Alpha = 0.85

Composite Mean = 2.72 Standard deviation = 0.695

Source: Research Data (2010)

When asked to rate if they felt a sense of belonging to the organization responses obtained a mean of 2.30 with a standard deviation of 1.18 implying that the respondents agreed that they felt a sense of belonging to the organization. On whether their organization deserved employee loyalty, the mean was 2.37 with a standard deviation of 1.10 indicating that the respondents agreed that the organization deserved employee loyalty. In addition respondents were asked to rate whether they felt part of a family in the organization. The mean obtained was 2.39 with a standard deviation of 1.22 implying that the respondents agreed that they felt part of a family in their organizations.

Next respondents were asked to rate if they felt indebted to the organization. The mean for this item was 2.45 with a standard deviation of 1.09 implying that the respondents agreed that they felt indebted to the organization. On whether the organization had personal meaning for the employee, the means for the item were 2.46 with a standard deviation of 1.22. This indicates that the respondents agreed that the organization had personal meaning for the employees. Respondents were asked to rate whether staying in the organization was a matter of necessity. The mean obtained was 2.50 with a standard deviation of 1.15 implying that the respondents agreed that staying in the organization was a matter of necessity.

Respondents were asked to rate whether they were happy to spend the rest of their career with the organization, whether they were obligated to remain with the current employer and if their personal plans would be disrupted if they decided to leave their organizations. The means obtained for these items were 2.67, 2.74 and 2.83 with standard deviations of 1.36, 1.22 and 1.30 respectively. These implied that the respondents were not very clear on these items given that the mean is greater than 2.5 it can be rounded off to imply that the respondents were not sure whether they would be happy spending the rest of their careers in the organization, whether they were obligated to remain with the employer or their personal lives would be disrupted if they left the organization and hence did not have an opinion. On the question of whether the employees owned the organization's problems the mean was 2.86 with a standard deviation of 1.30 implying that the respondents were not sure or had no opinion on whether they owned the organization's problems. On not leaving the organization because too much disruption of one's life would occur, the mean obtained was 2.92 with a standard deviation of 1.20 implying that the respondents did not have an opinion as to whether their lives would be disrupted too much if they chose to leave the organization. On not leaving because of feeling obligated to the people in the organization; the mean was 2.93 with a standard deviation of 1.16. This implies that the employees do not have an opinion whether they will not leave the organization because of the people in it. In other words, respondents' did not consider it a matter of personal obligation to continue staying in the organization.

Furthermore the respondents were asked to rate whether it will be very hard to leave the organization right then even if they wanted to. The mean was 2.98 with a standard deviation of 1.25 implying that the respondents were not sure whether they would leave the organization immediately even if that is what they wanted. On whether the employees could not leave because of too few options, whether it would not feel right to leave the organization even for personal advantage and on feeling guilty if they left; the means obtained for these items were 3.0, 3.07 and 3.13 with standard deviations of 1.18, 1.18 and 1.21 respectively. This implies that the respondents were neutral (neither agreed nor disagreed) that there were too few options to consider leaving, that it would not feel right

to leave an organization even for personal advantage and that they would feel guilty upon leaving the organization.

For most of the items the standard deviations were large showing differing observations from the respondents. The combined mean for all the sixteen questionnaire items was 2.72 with a standard deviation of 0.7. This implies that the respondents are committed to their organizations though not to a large extent.

4.12 Human Resource Practices

The questionnaire on Human Resource practices had thirteen questions covering organizational human resource practices as understood by employees. The practices were measured on a five point Likert scale. The scale range was from 1 to 5, with five (5) representing 'very good' and one (1) representing 'extremely poor'. High scores (>2.5) were associated with good human resource practices while low scores (<2.5) were associated with poor human resource practices. The scale had a good internal consistency with a Cronbach alpha coefficient of 0.87. The research findings are presented in Table 4.18.

Table 4.18: Distribution of Means for Human Resource Practices

Human Resource Practices	N	M	SD
An understanding of the job duties	181	4.34	.741
Mastery of the required tasks of the job	181	4.27	.728
Proud of working for the organization	181	3.82	1.050
Clarity of what employee handbook states and what is required of each person.	181	3.66	1.045
Communication of organizational change to employees	181	3.54	1.051
Communication of decisions and decision making by managers to employees.	181	3.40	1.020
Effective and comprehensive orientation programmes.	181	3.40	1.219

Intra – departmental communication effectiveness to employees.	181	3.37	1.106
Timely and adequate feedback all the time	181	3.18	1.044
Expectations of employer before joining the organization have been met	180	3.16	1.149
Human resource policies of the organization are implemented fairly.	181	3.15	1.123
Managers meet regularly with employees to identify and recommend solutions to problems	181	2.89	1.183
Managers seek employees views before making decisions	180	2.68	1.132

Cronbach Alpha = 0.87

Composite Mean = 3.5 Std. Deviation = 0.665

Source: Research Data (2010)

Respondents were asked to rate whether they understood their job duties well and the mean obtained for this item was 4.34 with a standard deviation of 0.741 implying that the respondents agreed that employees understood their job duties well. Respondents were then asked to rate whether they had mastered the required tasks of the job. This item had a mean of 4.27 with a standard deviation of 0.728 implying good mastery of the tasks required for the job. On whether respondents were proud of working for the organization, the mean was 3.82 with a standard deviation of 1.05 indicating that employees were proud of working for their organizations.

The questionnaire also required respondents to rate whether there was clarity between what is stated in the handbook and what was required of them. The mean for this item was 3.66 with a standard deviation of 1.04 indicating that the clarity between what is required of employees and what is in the employee handbook of the organization was good. On communicating change to employees, the mean was 3.54 with a standard deviation of 1.05; implying that respondents agreed that there was good communication of organizational change to employees. The mean obtained for the item on communication of decisions and decision making by managers to employees was 3.40

with a standard deviation of 1.02. This implies that the communication of decisions made by managers to employees was neither good nor bad.

When the respondents were asked to rate whether the orientation programs were effective and comprehensive a mean of 3.40 was obtained with a standard deviation of 1.21. This indicates that the respondents were not sure if they agreed that the orientation programs were effective and comprehensive. The standard deviation shows a wide dispersion from the midpoint showing that the respondents differed widely on this item. On intra-departmental communication, the mean was 3.37 with a standard deviation of 1.10 implying that the respondents were not sure they agreed that communication within their departments was effectively done to employees.

Furthermore respondents were asked to respond to whether they always received adequate and timely feedback. This item's mean was 3.18 with a standard deviation of 1.04 implying that they were not sure whether the feedback received was adequate and timely. Employee expectations' before joining the organization having been met had a mean of 3.16 with standard deviation of 1.14 implying the respondents were not sure whether the expectations they had before joining the organization had been met. How fairly the human resources policies of the organization were implemented, had a mean of 3.15 with a standard deviation of 1.12 which indicates that the respondents were not sure about the fairness of the implementation of the human resource policies.

Lastly, respondents were asked if managers met regularly with employees to identify and recommend solutions to problems, the mean obtained for this item was 2.89 with a standard deviation of 1.18. This implies that the respondents' view on managers' meeting employees regularly to identify problems and seek solutions was poor. On whether the managers sought employees' views before making decisions, the mean was 2.68 with a standard deviation of 1.13; implying a poor performance with regard to this item on whether managers sought employees' views before making decisions. The combined mean was 3.5 implying that overall the respondents agreed that the human resource practices as carried out in their organizations were good.

4.13 Organizational Justice

To test for organizational justice a fourteen item questionnaire measured on a five point Likert scale was used. The scale range was from 1 to 5. One (1) represented 'strongly disagree' and five (5) represented 'strongly agree' with high scores (>2.5) associated with fairness and low scores (<2.5) indicating unfairness or injustice. The questions covered aspects of procedural justice, distributive justice and interactional justice. The overall scale had good internal consistency with a Cronbach alpha coefficient of 0.91. The subscales had Cronbach alpha coefficients of 0.90, 0.88 and 0.70 respectively. The distribution of the means and standard deviations are presented in Table 4.19 below.

Table 4.19: Distribution of Means for Organizational Justice Items

Organizational Justice Items	N	M	SD
Supervisor's actions show respect for the employee	181	3.82	1.030
The supervisor treats employees kindly	181	3.79	1.006
The supervisor is polite	181	3.78	1.040
The supervisor shows concern for the impact actions have on employees	181	3.67	.948
Formal procedures in place to ensure that officials do not allow personal biases to affect decisions	181	3.57	1.091
Formal procedures for accurate information for official decision making.	181	3.57	1.096
Adequate procedures for handling grievances	181	3.46	1.103
Formal channels allowing employees to express views and opinions before decisions are made.	181	3.37	1.184
Rewards accurately reflect contributions to the organization	181	3.35	1.306
Complaints are handled fairly	181	3.25	1.071
Adequate opportunity to voice complaints	181	3.13	1.234
Formal means provided for employees to challenge decisions they feel are erroneous	181	3.12	1.219
Complaints are handled in good time	181	2.93	1.197

The most productive employees receive the highest rewards. 181 2.56 1.239

Cronbach Alpha Coefficient = 0.91

Composite mean = 3.4 Std, Deviation = 0.351

Source: Research Data (2010)

Respondents' rating of whether the supervisors' actions show respect for the employee had a mean of 3.82 and a standard deviation of 1.03 implying that respondents agreed that supervisor' actions demonstrate respect for the employee. On whether the supervisor treats employees kindly the mean was 3.79 with a standard deviation of 1.0 implying that respondents agreed that supervisors did treat the employees kindly. On supervisors' politeness the mean obtained was 3.79 with a standard deviation of 1.04 indicating that respondents agree that the supervisors are polite. The respondents were also asked to respond to whether the supervisors' show concern for the impact actions have on employees. The mean obtained for this was 3.67 with a standard deviation of 0.94 implying that the employees agreed that supervisors' showed concern on the impact of actions on employees.

Additionally the respondents had to respond to whether there were formal procedures in place to deter officials from using personal biases in decision making and also whether there were formal procedures for accurate information to allow for accurate decision making. The means obtained for this were 3.57 with a standard deviation of 1.09 implying that respondents agreed that formal procedures existed for accurate information gathering for decision making as well as for deterring personal biases in decision making. They were also asked if there were adequate procedures for grievance handling; the mean for this item was 3.46 with a standard deviation of 1.10 indicating that the respondents agreed slightly that the procedures for handling grievances were adequate.

On formal channels allowing free expression of employee opinions and views before decision making, the mean obtained was 3.37 with a standard deviation of 1.18. This indicates that the respondents were not sure that formal channels were there for use by employees in airing views and opinions before decisions are made. Respondents were

asked to rate whether rewards accurately reflect contributions to the organization. The mean obtained for this item was 3.35 with a standard deviation of 1.30 implying that respondents were not sure the rewards accurately reflected employees' contribution to the organization. The standard deviation shows a wide dispersion from the midpoint implying that respondents differed widely on this item.

Fair handling of complaints had a mean of 3.25 with a standard deviation of 1.07 implying that respondents were not sure whether complaints were handled fairly in the organization. As to adequate opportunity to voice complaints the mean was 3.13 with a standard deviation of 1.23 implying that the respondents were not sure there was adequate opportunity for voicing complaints. The standard deviation indicates that respondents differed widely on this item. On formal means for challenging decisions employees feel are erroneous, the mean obtained was 3.12 with a standard deviation of 1.21 implying that respondents were not sure organizations provided for means by which to challenge decisions they felt are erroneous. The standard deviation implies that respondents differed widely on this item.

Respondents also had to respond to whether their complaints were handled in good time. The mean obtained was 2.93 with a standard deviation of 1.19 implying that respondents disagreed that complaints were handled in good time. When asked if the most productive employees receive the highest reward, the mean obtained was 2.56 with a standard deviation of 1.23 indicating that the respondents disagreed that the highest rewards were given to the most productive employees. The standard deviation shows a wide dispersion from the midpoint implying respondents differed widely on this point. Overall the items regarding interactional justice were rated favourably indicating that interactional justice was good in the public corporations. However procedural and distributive justices were not rated favourably. The combined mean was 3.4 implying that the respondents were not sure about justice issues in the organization.

4.14 Occupational Attributional Style

The scale used in the study of occupational attributional style had a seven-point range requiring respondents to imagine themselves in various positive and negative events and rate how much it had affected them. The respondents were asked to imagine themselves in specific work related scenarios and respond along a seven-point scale with '6 representing - totally due to me' and '0- not at all due to me'. The midpoint of the scale was 3. Scores less than 3 were associated with external attribution, while those greater than 3 implied an internal attribution. The distribution of means and standard deviations are presented in Table 4.20. The scale had a Cronbach Alpha of 0.60 which is an acceptable reliability.

Table 4.20: Distribution of Means for attribution Style questionnaire

Imaginary Attributional Style Items	N	M	SD
You apply for promotion and get it	168	4.61	1.468
You are voted the most popular boss in your section	167	4.28	1.586
You successfully lead a project with a successful outcome	167	4.25	1.600
You solve a major problem that has occurred at work	167	4.17	1.601
You are given a special performance reward at work	167	4.11	1.572
Your boss always acts aggressively towards you	167	4.02	1.589
You can't get all the work done that others expect of you	167	3.53	1.682
You are turned down at a job interview	167	3.25	1.734
You gave an important talk in front of your colleagues and they acted negatively	167	3.18	1.781
You are given a poor annual report by a superior	168	2.90	1.722

Cronbach Alpha coefficient = 0.60

Composite mean = 3.82

Source: Research Data (2010)

Respondents were asked to rate the way they attributed the promotion they got at work. The mean obtained for this item was 4.61 with a standard deviation of 1.46 implying that the respondents attributed the promotion they got to themselves. On being voted the most

popular employee in their section, the mean was 4.28 with a standard deviation of 1.58 implying that the respondents attributed being voted best employee to themselves. And attribution for leading a successful project outcome obtained a mean of 4.25 with a standard deviation of 1.60 implying the successful project was attributed to the individual. Attribution for solving a major problem at work obtained a mean of 4.17 with a standard deviation of 1.60. This implied that problem solving was attributed to the individual.

In addition, respondents' attribution for getting a performance reward at work obtained a mean of 4.11 with a mean of 1.57 implying that the attribution for getting a performance reward was largely due to the individual. On the aggressive behaviour of the boss towards the employee, the mean for the item was 4.02 with a standard deviation of 1.58 implying that the boss acting aggressively towards the employee was largely due to the individual employee. When respondents are unable to get all the work expected of them done, the attribution was in between others and the individual. This item obtained a mean score of 3.5 with a standard deviation of 1.68. On being turned down at a job interview, the mean obtained was 3.25 with a standard deviation of 1.73 implying that the attribution was neither on the individual or others. On giving a speech that is received negatively by colleagues, the mean for this item was 3.18 with a standard deviation of 1.78 implying that the respondents were neutral on the attribution made. The mean of 2.90 with a standard deviation of 1.72 was recorded for attribution for a poor annual report by a superior. This implies that respondents attributed the poor annual report to the superior, others or other external causes. Overall the standard deviations show a wide dispersion from the midpoint implying that respondents differed widely on these items. The combined mean was 3.82 implying that overall the attributions done were more towards the individual (internal) than towards others (external).

4.15 Psychological Contract

The psychological contract was measured using the Psychological contract inventory as developed by Rousseau (1989). The questionnaire had four parts; employer obligations,

employee obligations, employer transitions and responsibility for fulfilling the psychological contract. The questionnaires had a five point Likert scale. In all items the scale range was from 1-5, 1- represents 'not at all' 2- 'to a less extent' 3- 'to a moderate extent' 4- 'to a great extent' and 5- 'to a very great extent'. So higher scores (>2.5) are associated with met or fulfilled expectations while lower scores (<2.5) imply unmet or unfulfilled expectations. The overall combined mean for the four scales was 2.6 implying that to a large extent respondents' felt that the psychological contract was not fulfilled. This overall mean has implications for the analysis carried out in chapter five and the interpretations of the study results. The results of each individual scale of the psychological contract inventory are presented in tables 4.21 -4.25.

4.15.1 Employer Obligations

These represent the expectations of the employee from the employer concerning the psychological contract. The perceptions of employees on employer obligations were measured using 26 items. The distribution of means is given in Table 4.21.

Table 4.21: Distribution of Means for Employer Obligations in the Psychological Contract

Psychological Contract Employer Obligation Items	M	SD	N
Concern for personal welfare and work	3.34	1.007	181
Support to attain the highest possible levels of performance	3.25	1.028	181
Steady employment	3.18	1.081	181
A job only as long as the employer requires	3.15	1.090	181
Secure employment	3.12	1.185	181
A job limited to specific, well-defined responsibilities	3.07	.981	181
Concern for long-term well being	3.06	1.165	181
Enable one adjust to new, challenging performance requirements	3.06	1.101	181
Opportunity for career development within this firm	3.05	1.170	181
Support in meeting increasingly higher goals	3.00	1.090	181
Stable benefits for family	2.99	1.120	181
Dependable wages and benefits	2.95	1.034	181

Help to develop marketable skills	2.94	1.139	181
Be responsive to personal concerns	2.94	1.028	181
Advancement within the firm	2.93	1.085	181
Job assignments that enhance external marketability	2.88	1.089	181
Developmental opportunities within this firm	2.86	1.081	181
Training only for the current job	2.83	1.164	181
Limited involvement in the organization	2.78	.884	181
Opportunities for promotion	2.75	1.183	181
Make decisions with employee's interest in mind	2.74	1.087	181
Required to perform only a limited set of duties	2.66	1.156	181
Makes no commitment future retention	2.64	1.105	181
Potential job opportunities outside the firm	2.50	1.172	181
Contacts that create employment opportunities elsewhere	2.38	1.097	181
Short term employment	2.25	1.220	181
A job for short time only	2.07	1.162	181

Composite mean = 2.86

Cronbach Alpha coefficient = 0.89

Source: Research Data (2010).

Some of the items required respondents to rate how well the employer had met expectations for personal employee welfare and concern, support for attaining the highest performance possible and provision of a steady employment. The means obtained for these items were 3.34, 3.25 and 3.18 with standard deviations of between 1.0 and 1.02 implying that the employer had met employee expectations for personal welfare, performance support and steady employment to a good extent. On whether respondents had a job only as the employer required, the mean was 3.15 with a standard deviation of 1.09 implying that the respondents felt that to a moderate extent the employees had jobs only as long as the employer required them.

On secure employment and jobs limited to well-defined specific responsibilities; the mean obtained was 3.12 and 3.07 with a standard deviation of 1.18 and 0.98 respectively.

This implies that the employment was secure to a moderate extent and to a moderate extent employees had well defined jobs with limited specific responsibilities. Respondents were also asked to rate their perceptions on the employers concern for their long term well being, on how they are enabled to adjust to new and challenging performance requirements and on opportunities for career development within their firms. The means obtained for these items were 3.06 and 3.05 with standard deviations of 1.65, 1.01 and 1.17 respectively. This indicates that the employer's concern for the employees long term well being, enabling employees adjust to new challenges and opportunity for employee career development within the firm was to a moderate extent. The standard deviations indicate that respondents' differed widely on these items.

The mean for perceptions of the employers' support for employees in meeting increasingly higher goals was 3.00 with a standard deviation of 1.09 implying that the support was given to a moderate extent. On the question of stable benefits for the family, the mean obtained for this item was 2.99 with a standard deviation of 1.12 implying that the employer provided stable benefits for the family to a moderate extent. Respondents also rated dependable wages and benefits provided by the employer the mean obtained was 2.95 with a standard deviation of 1.03 implying that the employer gave dependable wages and benefits to a moderate extent. On helping employees develop marketable skills, the mean was 2.94 with a standard deviation of 1.13 implying that to a moderate extent the employer helped employees develop marketable skills.

When asked to rate training only for the current job the mean was 2.83 with a standard deviation of 1.16 indicating that the employer trained the employees for the current job only to a moderate extent. A mean of 2.78 with a standard deviation of 0.88 was obtained for limited involvement in the organization implying that the employees were involved in the organization to a moderate extent. On employers' making decisions with employees' interests in mind, the mean was 2.74 with a standard deviation of 1.08 implying that this item was only done to a moderate extent. Respondents were asked if they had potential job opportunities outside the firm and also whether the employment enabled them to create contacts that gave them job opportunities elsewhere. The mean obtained for these

items was 2.50 and 2.38 with standard deviations of 1.09 and 1.2 respectively, implying that these items were done to a very small extent and the standard deviation shows that the respondents differed widely on whether the employment created contacts for job opportunities elsewhere.

On short term employment the means obtained were 2.25 and 2.07 with standard deviations of 1.20 and 1.16 respectively. These imply that short term jobs and employment were only used to a very small extent. However, the standard deviations show that the respondents had different opinions on these items. Overall the composite mean for employer obligations was 2.86 implying that the employer obligations were met to a moderate extent.

4.15.2 Employee Obligations

Employee obligations comprise the perceptions of the reciprocal obligations between an employee and their organization. These obligations are based on perceived promises and are not necessarily recognized by the management. The questionnaires measured on a five point Likert scale. In all items the scale range was from 1-5, 1- represents 'not at all' 2- 'to a less extent' 3- 'to a moderate extent' 4- 'to a great extent' and 5- 'to a very great extent'. High scores were associated with fulfilment of the obligations while lower scores were associated with poor performance or non fulfilment of obligations.

Table 4.22: Distribution of means for Employee Obligations of the Psychological Contract

Employee Obligation Items	M	SD	N
Protect this organization's image	4.08	.986	181
Respond positively to dynamic performance requirements	3.91	.959	181
Actively seek internal opportunities for training and development	3.86	.999	181
Accept new and different performance demands	3.80	.980	181
Accept increasingly challenging performance standards	3.76	.939	181
Adjust to changing performance due to business necessity	3.76	.897	181
Commit personally to this organization	3.59	1.120	181

Seek out developmental opportunities that enhance value to employer	3.57	1.141	181
Build skills to increase future employment opportunities elsewhere	3.54	1.254	181
Seek out assignments that enhance employability	3.54	1.152	181
Make personal sacrifices	3.51	1.167	181
Make myself increasingly valuable to my employers outside the firm	3.49	1.259	181
Continue to work here	3.44	1.112	181
Build contacts outside this firm that enhance career potential	3.26	1.166	181
Take this organization's concerns personally	3.21	1.207	181
Plan to stay here a long time	3.09	1.240	181
Fulfil limited number of responsibilities	3.00	1.256	181
Perform only required tasks	2.72	1.271	181
No obligation to remain with this employer	2.70	1.308	181
Remain with this organization indefinitely	2.65	1.311	181
Make no plans to work anywhere else	2.51	1.302	181
Only perform specific duties agreed to when hired	2.43	1.305	181
Leave at any time	2.33	1.230	181
Do only what one is paid to do	2.17	1.219	181
No future obligations with this employer	2.08	1.147	181
Quit whenever I want	1.95	1.217	181

Composite Mean = 3.15

Cronbach Alpha coefficient = 0.81

Source: Research Data (2010)

Table 4 22 indicates that when respondents were asked to rate whether they would protect the organization's image a mean of 4.08 was obtained with a standard deviation of 0.98 implying that to a great extent the respondents were willing to protect the organization's image. On whether the respondents would respond positively to dynamic performance requirements, the mean was 3.91 with a standard deviation of 0.95 implying that to a

great extent the respondents would respond positively to dynamic work requirements. The mean obtained when respondents rated whether they actively sought internal opportunities for training and development was 3.86 with a standard deviation of 0.99 implying that to a great extent employees sought actively internal opportunities for training and development.

On whether the respondents would accept new and different performance standards the mean was 3.80 with a standard deviation of 0.98 indicating that to a great extent respondents would accept new and different performance standards from the employer. Similarly the respondents were asked to rate whether they would accept increasingly challenging performance standards. The mean obtained for this item was 3.76 with a standard deviation of 0.93 implying that respondents were willing to a great extent to accept increasingly challenging standards. The mean obtained for respondents' willingness to adjust to changes in performance due to business necessity was 3.76 with a standard deviation of 0.89 implying that the respondents were willing to a large extent to adjust to performance changes due to business requirements.

Respondents were also asked to rate whether they were willing to personally commit and continue working in the organization, seek out assignments that enhance employability, make personal sacrifices for the organization and take the organization's concerns personally. The following means were obtained 3.59, 3.44, 3.54, 3.51 and 3.21 with standard deviations ranging from 1.11 to 1.20. This implies that the respondents' to a moderate extent were willing to commit personally and continue working for the organization as well as seek assignments that increase their employability within the firm and to take the organization's concerns personally.

On seeking out developmental opportunities that add value to the employer, on plans for staying long with the employer and indefinitely staying with the organization as well as making no plans for working elsewhere, the means obtained for these items were 3.57, 3.09, 2.65 and 2.51 with standard deviations of 1.14 to 1.31. This implies that the respondents were willing to a moderate extent to seek out development opportunities that add value to the employer, had plans to stay long with the employer and the respondents

to a moderate extent were not making plans to work elsewhere. The standard deviations show that the respondents had varied opinions on these items.

The combined mean for employee obligations was 3.15 indicating that the respondents to a moderate extent fulfilled their obligations.

4.15.3 Employer Transition

These refer to the way employers handle and communicate changes in the organization. Eleven items were used to measure employer transitions on a five point Likert scale. The scale range was from 1-5, 1- represents 'not at all' 2- 'to a less extent' 3- 'to a moderate extent' 4- 'to a great extent' and 5- 'to a very great extent'. The Cronbach alpha coefficient for the scales was 0.92 implying an acceptable reliability. The distribution of means is given in Table 4.23.

Table 4.23: Distribution of Means for Employer Transitions

Employer Transition Obligations	N	M	SD
Introduces changes without involving employees	181	2.85	1.254
Demands more from me while giving me less in return	181	2.82	1.323
Difficult to predict future direction of its relations with me	181	2.65	1.152
Withholds information from its employees	181	2.61	1.195
Uncertainty regarding its commitments to employees	181	2.56	1.175
More and more work for less pay	181	2.54	1.376
Acts as if it doesn't trust its employees	181	2.42	1.346
An uncertain future regarding its relations with me	181	2.40	1.139
Uncertainty regarding its commitment to me	181	2.40	1.210
Stagnant or reduced wages the longer I work here	3272	2.28	1.318
Decreased benefits in the next few years	181	2.07	1.155

Composite Mean = 2.5

Cronbach Alpha coefficient = 0.92

Source: Research Data (2010)

Respondents were asked to rate whether the employer introduces changes without involving the employees. The mean for this item was 2.85 with a standard deviation of 1.25 implying that to a moderate extent the employer introduces changes without involving the employees. On whether the employer demanded too much from the employee while giving less in return, the mean obtained was 2.82 with a standard deviation of 1.32 implying that to a moderate extent the employer was demanding more from employees while giving less in return. Similarly, respondents were asked to rate whether they are given more work for less pay. The mean for this item was 2.54 with a standard deviation of 1.37 implying that to a moderate extent respondents felt they were given more work for less pay. The standard deviation of these three items shows a wide dispersion from the midpoint implying that respondents differed widely on these items. Asked to respond to how difficult it was for employees to predict the future direction of the employers' relations with the employee; the mean obtained was 2.65 with a standard deviation of 1.15. This indicates that to a moderate extent it was not easy for employees to predict the direction of future relations with the employer.

Respondents were also asked to rate whether employers withheld information from their employees. The mean for this item was 2.61 with a standard deviation of 1.19 implying that to a moderate extent employers withheld information from their employees. On uncertainty regarding future relations to employees and its commitments to employees; the mean was 2.40 and 2.56 with standard deviations of 1.17 and 1.13 implying that to a small and moderate extent the employer was concerned for the future commitment of the employees. On stagnant wages as one continues working for the organization and reduced benefits the means obtained were 2.28 and 2.07 with standard deviations of 1.31 and 1.15 implying that to a small extent the longer an employee worked the wages and benefits were reduced. Respondents' views differed widely on these two items as shown by the standard deviation. The combined mean for all these items was 2.50 implying that the employers' communication and handling of change that affects employees was good.

4.15.4 Fulfilment of Obligations

Five items were used to measure employee perceptions of how well different parties have fulfilled the psychological contract obligations on a five point Likert scale. The scale range was from 1-5, 1- represents 'not at all' 2- 'to a less extent' 3- 'to a moderate extent' 4- 'to a great extent' and 5- 'to a very great extent'. The Cronbach alpha coefficient for the scales was 0.72 implying an acceptable reliability. The distribution of means is given in Table 4.24.

Table 4.24: **Distribution of Means for Fulfilment of Psychological Contract Obligations**

Fulfilment of Obligation	N	M	SD
Overall, how well have you fulfilled your commitments to your employer	180	3.96	.731
In general, how well do you live up to your promises to your employer	180	3.91	.796
Overall, how satisfied are you in your job?	180	3.39	.906
Overall, how well does your employer fulfil its commitments to you	180	3.26	.905
In general, how well does your employer live up to its promises to you	180	3.18	.942

Cronbach Alpha coefficient = 0.72
Composite Mean = 3.54

Source: Research Data (2010)

In the scale respondents were asked to rate how well they had fulfilled their commitments to the employer. The mean for this item was 3.96 with a standard deviation of 0.73 implying that the respondents felt they had fulfilled their commitments to the employer to a great extent. When asked to respond to how well they lived up to their promises to the employer, the mean obtained was 3.91 with a standard deviation of 0.796 implying the respondents felt that they had lived up to their promises to a great extent. On satisfaction

with their jobs, the mean was 3.39 with a standard deviation of 0.90 implying that respondents were moderately satisfied with their jobs.

Furthermore, respondents were asked to rate how well the employer had fulfilled commitments to employees. The mean for this item was 3.26 with a standard deviation of 0.90 implying that the employer had fulfilled obligations to employees to a moderate extent. On how well the employer lived up to promises made to employees the mean was 3.18 with a standard deviation of 0.94 implying that the employer lived up to promises made only to a moderate extent. The composite mean for these items was 3.54 implying that fulfilment of psychological contract obligations was perceived to have been fulfilled to a great extent.

4.15.5 Responsibility of fulfilling Psychological Contract Obligations

Whenever the psychological contract is breached or promises seem to have been broken then someone has to be held responsible. When psychological contracts go unfulfilled, employees' attributions regarding the reason for the breach play an important role in determining how they will respond. The respondents were asked to rate those responsible for making sure the psychological contract obligations are fulfilled. This was done on a five point likert type scale. The scale range was from 1-5, 1- represents 'not at all' 2- 'to a less extent' 3- 'to a moderate extent' 4- 'to a great extent' and 5- 'to a very great extent' The distribution of means and standard deviations are presented in Table 4.25.

Table 4.25: Distribution of Means for Responsibility for Fulfilling Obligations

Who is Responsible?	N	M	SD
The organization	181	3.65	.940
Senior management	181	3.46	.997
Your boss/ manager	181	3.32	1.073
Your co-workers/ work group	181	3.17	1.032
Composite mean = 3.4			
Cronbach Alpha coefficient = 0.70			

Source: Research Data (2010)

The respondents were asked to rate how much they considered the organization had a responsibility for fulfilling obligations. The mean for this item was 3.65 with a standard deviation of 0.94 implying that the respondents perceived that to a great extent the organization had the responsibility of fulfilling contract obligations. Senior management's role in fulfilling psychological contract obligations had a mean of 3.46 with a standard deviation of 0.99 implying that respondents perceived that senior management were responsible for fulfilling the psychological contract to a great extent.

The question of responsibility of the boss or immediate manager in fulfilling psychological contract obligations obtained a mean of 3.32 with a standard deviation of 1.07. This indicates that respondents perceived that the boss or immediate manager was responsible for fulfilling obligations to a moderate extent. Co-workers and colleagues were also perceived to be responsible for the fulfilment of obligations to a moderate extent with a mean of 3.17 and a standard deviation of 1.03. The combined mean for these items was 3.4 implying that overall responsibility for fulfilment of contractual obligations by various parties was done to a moderate extent.

Summary of the Chapter

This chapter presented descriptive data analyses in terms of frequency distributions, percentages, means, standard deviations and the response rate for the research data. The combined mean and alpha coefficients are presented herein. The combined mean refers to the mean of all the respondents' arithmetic means. It is an aggregate of each variable from all the respondents. A summary of the descriptive statistics presented in the chapter is given in Table 4.26.

Table 4.26: Summary of Combined Means for Interval Scale Items

Variable	Table	Combined Mean	Scale Mid-point	α	Remarks
1 Work locus of control	4.13	3.88	3.5	.70	Most respondents were more inclined to internal locus of control
2 Employee trust	4.14	3.12	3.0	.79	Employees were not sure whether they trusted the employer
3 Job satisfaction	4.15	3.48	3.0	.89	Employees expressed satisfaction with jobs
4 OCB	4.16	3.18	3.0	.90	There was cooperative behaviour expressed in the organization
5 Organization commitment	4.17	2.72	3.0	.85	Employees were committed to their organizations
6 Human Resource practices	4.18	3.5	3.0	.87	Human resources practices were good in the organizations
7 Organization justice	4.19	3.4	3.0	.91	Employees were not sure of the justice practices in the organization
8 Attribution	4.20	3.82	3.0	.60	Attribution was more to the individual (self) than to others
9 Psychological Contract		2.6	3.0	.80	The psychological contract was violated
Employer Obligations	4.21	2.86	3.0	.89	Employer obligations

					met to a moderate extent
Employee obligations	4.22	3.15	3.0	.81	Employee's fulfilled obligations to a moderate extent.
Employer transitions	4.23	2.5	3.0	.92	Communicating and handling change was not done well.
Fulfilment of obligations	4.24	3.54	3.0	.72	Fulfilment of promises made on both sides was done to a great extent
Responsibility of fulfilment	4.25	3.4	3.0	.70	Overall responsibility for fulfilment of contractual obligations was done to a moderate extent.

Having done these, the data can be used to statistically test the hypotheses in chapter five. Further discussion of the implications of these findings will be presented in chapter six.

CHAPTER FIVE

TEST OF HYPOTHESES

5.1 Introduction

The aim of this chapter was to test the hypotheses of the study. Twelve hypotheses were developed from the five research objectives. The hypotheses describe the linkages among the various variables depicted in the conceptual framework that provided the foundation for this study. These variables include employee age, work locus of control, contextual factors, cognitive factors (attribution, psychological contract, organizational justice) and employee outcomes (trust, job satisfaction, employee commitment and organizational citizenship behaviours).

Interval Likert-type scale was used to collect the data. Pearson's product moment correlation and stepwise multiple regression techniques were utilised to test hypotheses. The results of the tests of the hypotheses are presented in sections 5.2 to 5.6 and in tables 5.1 to 5.26. All the hypotheses are analysed in line with the objectives of the research, the pertinent literature reviewed in chapter two and the conceptual framework shown in Figure 2.1.

5.2 Age, Work Locus of Control and Employee Outcomes

Objective one of the study was to establish the nature of the relationship between employee age, locus of control and employee outcomes. To analyze data for this objective, Pearson Product Moment Correlation technique was used. This objective had two hypotheses and they are tested in section 5.2.1 and 5.2.2. These hypotheses were informed by this objective, the pertinent literature and the conceptual framework.

5.2.1 Age and Employee outcomes

Pearson Product Moment Correlation technique was used to analyze this hypothesis.

Hypothesis 1a:

H_{1a}: There is a relationship between age and employee outcomes (trust, commitment, and organizational citizenship behaviour and job satisfaction)

Data used to test this hypothesis were obtained by asking respondents to rate the items on the questionnaires on job satisfaction, organizational commitment, OCB and employee trust To find out the relationship between age and employee outcomes, correlation was done using Pearson's Product Moment Correlation technique. The output of the correlation is shown in Table 5.1.

Table 5.1: **Pearson's Product Moment Correlation Coefficients for the Relationships between Age and Employee Outcomes**

Variables	N	r	P
Employee trust and age	178	-.019	0.799
Organizational citizen behaviour and age	176	.044	0.562
Job satisfaction and Age	178	.055	0.465
Organizational commitment and Age	178	-.064	0.399

Source: Research Data (2010)

The results in Table 5.1 show that correlations between age and the various employee outcomes were not significant. The p-values for the Pearson product moment correlation coefficients were all greater than .05 ($r = -.019, .044, .055, .064$ $P > 0.05$).

The results shown in Table 5.1 imply that age did not have statistically significant effects on any of the employee outcomes suggesting that employee age does not determine employee outcomes. Based on these findings, it is noted that the relationship between age and employee outcomes is not significant; hence the hypothesis that there is a relationship between age and employee outcomes is not supported. This finding is discussed below.

Discussion for the Relationship between Age and Employee Outcomes

The first objective was to establish the nature of the relationship between employee age and employee outcomes. This relationship was explored using the Pearson Product Moment correlation coefficient as shown in Table 5.1. The hypothesis developed under this objective stated that a relationship exists between employee's age and employee outcomes. The data presented in table 5.1 shows that the relationship between age and employee outcomes (job satisfaction, commitment, organizational citizenship behaviour and employee trust) is not statistically significant at $p < 0.05$. This result is similar to results obtained by Tu, Plaisent, Bernard and Maguiraga (2005). In their study of age and job satisfaction of faculty at higher education level in China and Taiwan, they found no statistically significant relationships between age and job satisfaction. The present findings were also similar to those found by Green Jr. et al (2005) in their study of relational differences between supervisors and their subordinates in a dyad. Specifically they found that overall age did not impact on job satisfaction and commitment.

However, the results of this study differ from those found by Hickson and Oshagbemi (1999) which indicated a positive relationship between age and satisfaction of teaching faculty in higher education. They also differed with the findings of Scott and Cook (1981) who found that a relationship exists between age and trust. The results of the present study were not statistically significant for the relationship between age and OCB. Previous studies had not tested this particular relationship as most of them considered the relationship between personal dispositions and OCB. The relationship between age and employee OCB had not been studied before. Most previous studies concentrated on the

relationship between age and job satisfaction and/or organizational commitment. Thus, by exploring this relationship this study has gone a step further in enhancing knowledge on this relationship. OCB are more affected by organizational climate which may be the reason age does not affect the employees' perceptions of OCB.

Age may not have had significant relationships with the employee outcomes because by itself, it may not be an antecedent influence on employee outcomes. This implies that there are factors not inherent in the individual that influence outcomes. Another plausible explanation for the research findings being different from those that found a significant relationship could be attributed to country settings. The studies that found significant relationships were based in countries where age discrimination issues are more explicit hence causing the people to pay more attention to issues of age than situational factors. The fact that these results are obtained in a different context – Kenya, means that the present research has made a significant contribution to the existing body of knowledge.

5.2.2 The relationship between work Locus of Control and Employee Outcomes

The second part of objective one aimed at determining the nature of the relationship between work locus of control and employee outcomes. To analyze data for this objective Pearson product moment correlation analysis was performed

Hypothesis 1b:

H_{1b}: There is a relationship between work locus of control and employee outcomes (trust, commitment, and organizational citizenship behaviour and job satisfaction)

Pearson Product moment correlations were done to establish the relationship between work locus of control and employee outcomes. The findings are presented in Table 5.2.

Table 5.2: Pearson Product Moment Correlation Coefficients for the Relationship between Work Locus of Control (WLOC) and Employee Outcomes

Variables	N	P	r	R ²
Employee Trust and Work LOC	173	0.441	0.050	-
OCB and Work LOC	171	0.013	0.189*	0.036
Job Satisfaction and Work LOC	173	0.182	-0.102	-
Organization Commitment and Work LOC	174	0.001	-0.248**	0.062

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

Relationships between Work Locus of control (as measured by the Work Locus of control Scale) and employee outcomes were tested using Pearson Product Moment Correlation technique. The results are presented in Table 5.2 and they show that, there was a weak positive correlation between organizational citizenship behaviour and work locus of control, ($r=0.19$, $N= 171$, $p<.05$) with high levels of internal work locus of control associated with high organizational citizenship behaviour and vice versa. This interpretation is based on the fact that the combined mean on the Locus of Control scale was 3.88 out of a maximum of 6. The r value was 0.189 implying that 18.9% of the variance in OCB was due to work locus of control.

There was a weak negative correlation between organization commitment and work locus of control, ($r= -0.25$, $N=174$, $p<0.01$). This suggests that high levels of internal work locus of control were associated negatively with high organizational commitment. The r value was 0.248, indicating that 24.8% of the variance in organizational commitment was due to locus of control. There were no statistically significant relationships between work locus of control with employee trust ($r = .050$ $N=173$ $p>.05$) and with job satisfaction ($r = -0.102$ $N = 173$ $p>.05$).

The findings indicate that there were no statistically significant relationships between work locus of control with job satisfaction and trust. However, it was noted that the relationship between work locus of control and OCB and organizational commitment was significant. Thus, the hypothesis that there was a relationship between work locus of control and employee outcomes was confirmed for two of the employee outcomes. The findings are discussed below.

Discussion on the Relationship between Locus of Control and Employee Outcomes

Hypothesis 1b stated that locus of control had a relationship with employee outcomes. The findings are presented in Table 5.2. The present study had four employee outcomes namely trust, commitment, organizational citizenship behaviour and job satisfaction. Work locus of control had significant relationships with two of them namely, OCB and organizational commitment. This result is similar to that found by Macan et al (1996) where job satisfaction did not have any relationship with work locus of control while organizational commitment had a significant negative relationship with work locus of control. It is also similar to that found by Aube et al (2007) where locus of control was positively related to organizational commitment.

The results of the current study differ with those found by Chen and Silverthorne (2008). Their study found that job satisfaction had a positive relationship with locus of control. Work locus of control had a significant relationship with OCB and this is consistent with previous research by Podsakoff et al, (2000) who found that this personality disposition had significant relationship with OCB. They argued that personality dispositions predispose individuals to certain orientations which increase the likelihood of receiving treatment that they consider satisfying or supportive and worthy of commitment.

The current results also showed a significant relationship between Work locus of control and employee commitment and this finding is consistent with the findings of Lilly and Virrick (2006) and Lim and Teo (1998) who found significant relationships between locus of control and employee commitment. However, it is worth noting that the same studies

found a significant relationship between locus of control and job satisfaction but the current study failed to confirm the same. Work locus of control had no effect on trust and job satisfaction and this could be attributed to the fact that these two variables have antecedents that are not necessarily anchored in the personality dispositions. Thus we can conclude that in terms of trust and job satisfaction individuals are neutral until something triggers off favourable or unfavourable reactions.

5.3 Employee Characteristics, Contextual Factors and Employee Outcomes

The second objective of the study was to determine the moderating role of contextual factors in the relationship between employee characteristics (age and work locus of control) and employee outcomes. The contextual variables comprised Human Resource Practices and organizational size. Two hypotheses were formulated from the above objective and the conceptual framework. These hypotheses were tested one at a time and the results of the analyses are presented in section 5.3.2 and 5.3.3. However, before testing the hypothesis correlation analysis was done using Pearson's Product Moment Correlation to establish the relationship between the contextual factors and employee outcomes. The results are presented in table 5.3.

Table 5.3: Results of Correlation Analysis between Contextual Factors and Employee Outcomes.

Variables		Human Resource Practices	Organization Size
Trust	Pearson Correlation r	.299**	-
	Sig (2-tailed)	.000	-
	N	178	
Job satisfaction	Pearson Correlation r	.524**	.356**
	Sig (2-tailed)	.000	.001
	N	178	166
Organizational commitment	Pearson Correlation r	-.302**	-.179**
	Sig (2-tailed)	.000	.000
	N	178	165
OCB	Pearson Correlation r	-	-.102*
	Sig (2-tailed)	-	.032
	N		163

** Correlation is significant at the 0.01 level (2-tailed) *Correlation is significant at the 0.05 level (2-tailed)

The relationship between employee trust (as measured by the organizational trust scales) and with each of the contextual factors (organizational size and Human resource practices) was analysed using Pearson Product Moment Correlation technique. There was a weak positive correlation between trust and human resource practices ($r = 0.299$ $n = 178$ $p < 0.01$) with high scores of Human resource practices associated with high levels of trust. There were no statistically significant correlations between trust and organizational size.

The relationship between employee job satisfaction (as measured by the job satisfaction scales) and with each of the moderating contextual factors (organizational size and Human resource practices) was subjected to Pearson Product Moment Correlation statistical tool. There was a strong positive correlation between job satisfaction and human resource practices, ($r = 0.524$ $n = 178$ $p < 0.01$) with high human resource practices' scores associated with high levels of satisfaction. In addition, there was a moderate positive correlation between employee job satisfaction and organization size ($r = 0.356$

n= 178 p <0.01) with smaller organizations being associated with higher levels of satisfaction.

Relationships between employee organizational commitment (as measured by the organizational commitment scales) and with each of the moderating contextual factors (organization size and Human resource practices) was explored using Pearson Product Moment Correlation technique. There was a moderate negative correlation between organizational commitment and human resource practices ($r = -.302$ n = 178 p <0.01) with low HR practices' scores associated with low levels of commitment. There was a weak negative correlation between employee commitment and organization size ($r = -.0179$ n= 178 p <0 01) with large organizations associated with low levels of commitment.

Relationships between employee organizational citizenship behaviours (as measured by the organizational citizenship behaviour scales) and with each of the moderating factors (organizational size and HR practices) was analysed using Pearson Product Moment Correlation technique. There were no statistically significant correlations between organizational citizenship behaviour and HR practices. However, there was a weak negative correlation between OCB and organization size ($r = .102$ n = 176 p >0.05) with large organizations associated with lower OCB.

5.3.1 Test of Hypotheses for the Relationship between Employee Characteristics, Contextual Factors and Employee Outcomes

Objective two of the study was to establish the moderating role of contextual factors in the relationship between employee characteristics and employee outcomes. There were two hypotheses to be tested for this relationship and stepwise multiple regression was used.

5.3.1.2 The Relationship between Age and Contextual Factors

The regression was done for age, gender, education and contextual variables (organization size and HR practices) with employee outcomes.

Hypothesis 2a:

H_{2a}: The strength of the relationship between employees' age and employee outcomes depends on the context.

To analyse the relationship between age, contextual variables and employee outcomes multiple regression was used. The findings are presented in Table 5 4

Table 5.4 Regression Results for the Relationship between Age, contextual variables and Employee Outcomes

Model	r	R ²	Adjusted R ²	F	beta	Predictor variable
OCB	.200	.040	.012	1.405	.174	HR Practices
					.159	Org. Size
Trust	.317	.100	.074	3.797*	.333	HR Practices
Job Satisfaction	.566	.321	.319	20.186*	.221	Org. Size
					.452	HR Practices
					.138	Gender
Organization Commitment	.339	.115	.090	5.565*	-.258	HR Practices
					-.189	Org. size

Predictors: (constant), age, education, HR practices, organization size and gender

*Model significant at P<0.05 level

Multiple regression was performed to determine the best linear combination of gender, education, organization size, HRP and age for predicting employee outcomes. This combination of variables significantly predicted change in employee trust ($F_{5, 175} = 3.79$ $p < 0.05$), Job satisfaction ($F_{5, 175} = 20.19$ $p < 0.05$), and organizational commitment ($F_{5, 175} = 5.57$ $p < 0.05$) with all the five variables significantly contributing to the prediction. The r values in table 5.4 show that the model explained 31.7 percent, 56.6 percent and 33.9 percent of the relationship between age and trust, job satisfaction and organizational commitment respectively.

The beta weights presented in table 5.4 suggest that HR practices and organization size contributed most to moderating the relationship between age and employee outcomes. Gender also mediated the relationship between age and job satisfaction. The F values indicate that HR practices, organization size and gender contributed significantly to the moderation of the relationship between age and employee outcomes. They further indicate that HR practices have a large impact on employee job satisfaction, commitment and trust. The model for OCB was not statistically significant even though the r value shows that the model accounted for twenty percent of the variance in OCB. The beta values were significant with HR practices contributing 17.4 percent to the change in OCB while organization size contributed 15.9 percent of the variance.

The results in table 5.4 are arrived at when the five variables of age, education, gender, HR practices and organization size are entered simultaneously into the regression model. However, to find out the impact of removing each contextual variable, stepwise multiple regression analyses using enter method was done while excluding the contextual variables one at a time. The results are presented in tables 5.5 to 5.8. To determine the effect of the exclusion of the variables the changes in r , R^2 and F values were taken into account.

Table 5.5: Regression Results for the Moderating Effect of Contextual Factors on Age and Employee Outcomes when Organization Size is included and when it is excluded

Model	Org. Size Included			Org. size Excluded		
	r	R ²	F	r	R ²	F
OCB	.200	.040	1.405	.133	.018	.766
Employee Trust	.317	.100	3.797*	.306	.094	4.430*
Job Satisfaction	.566	.321	20.186*	.550	.303	18.516*
Organization Commitment	.339	.115	5.565*	.326	.106	5.067*

*model significant at P<0.05 level

Predictors: Age, education, Gender, HR Practices

In table 5.5, the predictors in each of the models are age, education, gender, and HR practices. The results presented in table 5.5 show the effect of including organization size and the effect of excluding the same. When organization size was excluded from each model there were significant changes in the r values ($r = .200, .317, .566, .339 > r = .133, .306, .550, .326$). The changes were between .015 and .025 indicating that the change was a reduction of about two percent in all the models. This demonstrates the moderating effect of organization size. There was a drop in the F values ($F = 1.405, 20.186, 5.565 > .766, 18.516, 5.067$) implying that organization size had a significant influence in all the models.

Table 5.6: Regression Results for the Moderating Effect of Contextual Factors on Age and Employee Outcomes when Education is included and when it is excluded

Model	Education Included			Education Excluded		
	r	R ²	F	r	R ²	F
OCB	.200	.040	1.405	.200	.040	1.763
Employee Trust	.317	.100	3.797*	.317	.100	4.769*
Job Satisfaction	.566	.321	20.186*	.579	.335	21.576*
Organization Commitment	.339	.115	5.565*	.321	.103	4.908*

*model significant at P<0.05 level

Predictors: Age, organization size, Gender, HR Practices

In table 5.6 the exclusion of education from the model did not affect r in the model for OCB (r = .200) and employee trust (r = .317). The exclusion of education from the model of job satisfaction improved the F (21.576 > 20.186) and r (r = .579 > .566) values of the model implying that education did not contribute much to the predictability of the model. In the regression model of commitment, the exclusion of education reduced the value of r (.321 < .339) by almost two percent implying that education contributes to the predictability of organization commitment.

Table 5.7: Regression Results for the Moderating Effect of Contextual Factors on Age and Employee Outcomes when Gender is included and when it is excluded

Model	Gender Included			Gender Excluded		
	r	R ²	F	R	R ²	F
OCB	.200	.040	1.405*	.200	.040	1.763
Employee						
Trust	.317	.100	3.797*	.308	.095	4.493*
Job						
Satisfaction	.566	.321	20.186*	.566	.321	20.186*
Organization						
Commitment	.339	.115	5.565*	.339	.115	5.565*

*model significant at P<0.05 level

Predictors: Age, education, organization size, HR Practices

Table 5.7 shows the outcome when gender is included or excluded from the models. In the model for OCB, job satisfaction and organizational commitment, the exclusion of gender did not affect the r (r = .200, .566, .339) values for OCB, trust, job satisfaction and commitment respectively implying that the contribution of gender to the predictability of these models could not be demonstrated. In the model for employee trust the value of r (.308 < .317) reduced when gender was excluded hence showing that gender had an impact in the predicting of employee trust.

Table 5.8: Regression Results for the Moderating Effect of Contextual Factors on Age and Employee Outcomes when HR Practices are included and excluded

Model	HR Practices Included			HR Practices Excluded		
	r	R ²	F	r	R ²	F
OCB	.200	.040	1.405*	.116	.013	.578
Employee Trust	.317	.100	3.797*	.051	.003	.114
Job Satisfaction	.566	.321	20.186*	.381	.145	7.291*
Organization Commitment	.339	.115	5.565*	.236	.056	2.537*

*model significant at P<0.05 level

Predictors: Age, education, Gender, organization size

The inclusion and exclusion of human resource practices is presented in table 5.8. In all the models presented, the exclusion of HR practices had a significant reduction in the values of F (1.405, 3.797, 20.186, 5.565 > .578, .114, 7.291, 2.537) for OCB, trust, job satisfaction and commitment respectively, r (.200, .317, .566, .339 > .116, .051, .381, .236) in respect of OCB, trust, job satisfaction and commitment respectively. The removal of HR practices from the model for trust and OCB caused them not to be statistically significant implying that the other variables of gender, age, education and organization size could not explain the variance in employee trust and OCB. The R² value dropped by 26.6 percent in the employee trust model, by 17.6 percent in the job satisfaction model while there was a six percent drop in the organization commitment model. These findings demonstrate that HR practices contributed to a great extent in the variability of the models.

The findings presented in Table 5.4, indicate that most of the relationships between age, contextual variables and employee outcomes were statistically significant. Further analyses as presented in tables 5.5 to 5.8 indicated that the contextual variables influenced the relationships between age, and employee outcomes. They confirmed that the contextual variables did have a moderating role in the relationship between age and employee outcomes. Consequently, the hypothesis stating that the strength of the relationship between age and employee outcomes depends on the context was supported.

Discussion on age, contextual variables and employee outcomes

Hypothesis 2a stated that the strength of the relationship between employees' age and employee outcomes depended on the context. Multiple regression was performed to test this relationship. The results in Table 5.4 indicated that all the models were statistically significant except for the organizational citizenship behaviour (OCB) model. The beta values in Table 5.4 indicate that education did not have any statistically significant contributions to the relationships between age and employee outcomes.

This result of this study is similar to that obtained by Nijhof, De Jong and Beukhof (1998). In their study education level did not have significant correlations with organizational commitment. In the current study it was presumed, that education enhances an employee's level of confidence and assurance associating it with enhanced self efficacy. This will cause employees to be more committed to their organization because they feel confident to handle the job in view of their education. The trend in organizations has been to reward any additional training acquired and hence the assumption that education level leads to employee commitment arising from this recognition.

The results obtained from the relationship between age, education and the other employee outcomes have practical significance and may be explained as follows; OCB was not significantly related to education and we can conclude that these are behaviours that are exhibited in spite of the education level of the individual and thus are not dependent on

the individual's education. The propensity to trust is not dependent on education level. In as much as education may increase one's understanding and therefore enhance trustworthy behaviour, it is not the base for trust among individuals. Similarly, one can be satisfied with their jobs without pegging it on education level. We can conclude that these results have practical significance.

The study found a statistically significant relationship between age, gender and job satisfaction as shown by the predictor variable in Table 5.4. Gender was able to explain 13.8 percent of the variance in job satisfaction. The result of this study is different from that found by Green Jr et al (2005) whose study on the effect of gender on job satisfaction and organization commitment found that gender did not have an impact on job satisfaction or commitment. The current research asked questions that were gender neutral and therefore it was expected that perceptions of gender differences could not interfere with the responses. The high education levels of the respondents involved in the study (Table 4.12) could also alleviate the possibility of interpreting and responding to questions from gender perspectives. It is clear from this finding that despite the lopsided male to female ratio of the respondents; the male comprised 70.7 percent of the respondents while the female comprised 29.3 percent (Table 4.10) the gender differences in job satisfaction were still noticeable. A possible explanation for this could be the fact that male and female employees will look for different satisfiers in their jobs.

Table 5.5 demonstrates the moderating effect of organizational size in the relationship between age and employee outcomes. The study had three different sizes of organizations in terms of employee size. Small organizations employed less than 400 people; medium organizations had more than 401 people but less than 1000, while large organizations were those that had more than 1000 people. Organization size moderated all the relationships with employee outcomes and this is an area that was not covered in extant literature and therefore is a contribution to the body of knowledge.

The relationship between age and employee outcomes was moderated by human resource practices (Table 5.8). This is demonstrated in table 5.4 whereby the beta value for every model was significant on the contribution of human resource practices. This essentially implies that good and favourable HR practices are appreciated by all regardless of age. Considering that the HR practices covered in the study included aspects on communication, change practices, decision making, employee involvement and organizational pride we can conclude that all people across the age spectrum will appreciate all these factors when they are implemented well in any organization. Previous studies reviewed in the current study did not consider the influence of human resource practices on the relationship between age and employee outcomes. This therefore, is a contribution that the study is making to the existing body of knowledge.

The second objective aimed at determining the moderating role of contextual factors in the relationship between employee characteristics and employee outcomes. The first part of this objective analysed the relationship between age and employee outcomes under hypothesis 2a. The second part of this objective is discussed in the next section and it considers the relationship between work locus of control, contextual variables (organization size and HR practices) and employee outcomes under hypothesis 2b.

5.3.2 The Relationship between Work Locus of Control, Contextual Factors and Employee Outcomes

The second hypothesis of objective two was to test the strength of the relationship between employees' work locus of control and employee outcomes. The hypothesis is tested in this section.

Hypothesis 2b:

H_{2b}: The strength of the relationship between employees' Work Locus of Control and employee outcomes depends on the context

To test the relationship between work locus of control, contextual variables and employee outcomes multiple and stepwise regression was used. The results are presented in Table 5.9

Table 5.9. Regression Results between Work Locus of Control, contextual variables and Employee Outcomes

Model	r	R ²	Adjusted R ²	F	Beta	Predictor variables
OCB	.256	.065	.037	2.309*	-.169	WLOC
					.158	HRP
Trust	.318	.101	.074	3.747*	.328	HRP
Job Satisfaction	.586	.343	.323	17.444*	.188	Org. Size
					-.131	Gender
					.477	HRP
Organization Commitment	.429	.184	.160	7.584*	-.160	Org. Size
					-.234	HRP
					.128	Education
					-.275	WLOC

Predictors: (constant), work locus of control, education, HR practices, organization size and gender.

*Model significant at P<0.05

Multiple regression was performed to determine the best linear combination of gender, education, organization size, HRP and locus of control for predicting employee outcomes. This combination of variables significantly predicted change in trust ($F_{5, 167} = 3.75$ $p < 0.05$), OCB ($F_{5, 165} = 2.31$ $p < 0.05$), Job satisfaction ($F_{5, 165} = 17.44$ $p < 0.05$) and organizational commitment ($F_{5, 168} = 7.58$ $p < 0.05$) with all the five variables significantly contributing to the prediction. The r values in table 5.8 show that the model explained 25.6 percent, 31.8 percent, 58.6 percent and 42.9 percent of the relationship between Locus of control and trust, OCB, job satisfaction and organizational commitment respectively.

The beta values suggest that HRP contributed towards predicting trust, OCB, job satisfaction and organizational commitment. They further suggest that organization size contributed towards the variance in job satisfaction and organizational commitment. Locus of control contributed towards predicting OCB and organizational commitment. The relationships between locus of control and employee commitment were negative implying that as the locus of control became more external the more the employee citizenship behaviours and commitment decreased and vice versa. The relationship between gender and job satisfaction showed a negative relationship. The t values indicate that HR practices and work locus of control have a large impact on trust, job satisfaction and commitment. Gender and organization size have an impact on the predictability of job satisfaction. Size and education have an influence on the predictability of commitment.

The results obtained in table 5.9 were as a result of simultaneous entry of all the variables into the stepwise regression model using enter method. The results presented comprise the contribution of each of the five variables namely; WLOC, gender, organization size, education and HR practices. To understand the effect of the exclusion of each of these variables from the model, stepwise multiple regression analysis was done for each of the models while excluding particular contextual variables and the findings are presented in tables 5.10 to 5.13.

Table 5.10 Regression Results for the Moderating Effect of Contextual Factors on Work Locus of control and Employee Outcomes when Organization Size is included and Excluded

Model	Org. Size Included			Org. size Excluded		
	r	R ²	F	r	R ²	F
OCB	.256	.065	2.309*	.228	.052	2.274
Trust	.318	.101	3.747*	.309	.096	4.443*
Job Satisfaction	.586	.343	17.444*	.560	.313	19.157*
Organization Commitment	.429	.184	7.584*	.403	.163	8.198*

*model significant at P<0.05 level

Predictors: Work Locus of Control, education, Gender, HR Practices

The results of the multiple regression analysis when organization size is included in the model and when it is excluded are presented in table 5.10. When organization size is excluded from all the models, there is a significant reduction in the r (.256, .318, .586, 429 > .228, .309, .560, .403) values for OCB, trust, job satisfaction and commitment respectively. The reduction in the R value can account for about two to three percent in the model for OCB, employee trust, job satisfaction and employee commitment. This implies that organization size does have an influence on the predictability of all the models.

Table 5.11 Regression Results for the Moderating Effect of Contextual Factors on Work Locus of control and Employee Outcomes when Gender is included and excluded

Model	Gender Included			Gender Excluded		
	r	R ²	F	r	R ²	F
OCB	.256	.065	2.309*	.248	.062	2.730
Employee						
Trust	.318	.101	3.747*	.309	.095	4.426*
Job						
Satisfaction	.586	.343	17.444*	.572	.327	20.395*
Organization						
Commitment	.429	.184	7.584*	.424	.180	9.279*

*model significant at P<0.05 level

Predictors: Work locus of control, education, organization size, HR Practices

Table 5.11 indicates the results of the multiple regression analysis when gender is included and when it is excluded from the models. The values of r (.256, .318, .586, .429 > .248, .309, .572, .424) for OCB, trust, job satisfaction and commitment respectively, changed in varying proportions for all the models when gender was excluded. The most significant change occurred in the model for job satisfaction whereby the r value reduced by at least two percent. This implies that gender has an effect on the variability of the model for OCB, employee trust, job satisfaction and organizational commitment.

Table 5.12 Regression Results for the Moderating Effect of Contextual Factors on Work Locus of control and Employee Outcomes when Education is included and excluded

Model	Education Included			Education Excluded		
	r	R ²	F	r	R ²	F
OCB	.256	.065	2.309*	.255	.065	2.890
Employee						
Trust	.318	.101	3.747*	.317	.101	4.706*
Job						
Satisfaction	.586	.343	17.444*	.583	.340	21.636*
Organization						
Commitment	.429	.184	7.584*	.410	.168	8.551*

*model significant at P<0.05 level

Predictors: Work locus of control, organization size, Gender, HR Practices

When education was excluded from all the models as shown in Table 5.12, the difference in r values for trust (r = .318 vs. .317) and job satisfaction (r = .586 vs. .583) models was negligible. However, the exclusion of education from the model for employee commitment showed a significant reduction in the r (.429 > .410) value. The r value dropped by about two percent implying that, education moderates the relationship between work locus of control and employee commitment to an organization.

Table 5.13 Regression Results for the Moderating Effect of Contextual Factors on Work Locus of control and Employee Outcomes when HR Practices are Included and when they are Excluded

Model	HRP Included			HRP Excluded		
	r	R ²	F	r	R ²	F
OCB	.256	.065	2.309*	.209	.044	1.893
Employee						
Trust	.318	.101	3.747*	.083	.007	.295
Job						
Satisfaction	.586	.343	17.444*	.380	.144	7.084*
Organization						
Commitment	.429	.184	7.584*	.369	.136	6.668*

*Model significant at P<0.05 level

Predictors: Work locus of control, organization size, Gender, education

Table 5.13 presents the multiple regression analyses results when HR practices are added and when they are removed from all the models. There was a significant drop in the values of F (2.309, 3.747, 17.444, 7.584 > 1.893, .295, 7.084, 6.668) for OCB, trust, job satisfaction and commitment respectively, r (.256, .318, .586, .429 > .209, .083, .380, .369) for OCB, trust, job satisfaction and commitment respectively after HR practices were excluded. The models for OCB and trust were not statistically significant after HR practices were excluded. The r value changes in all the models ranged between five and twenty percent. This implies that HR practices have a large influence on the predictability of employee outcomes.

Based on the findings presented in Table 5.9, it is noted that most of the relationships between work locus of control, contextual variables and employee outcomes were statistically significant. All the contextual variables moderated the relationship between work locus of control and employee outcomes. Further, the results presented in tables

5.10 to 5.13 demonstrate that the contextual variables do influence the relationship between work locus of control and employee outcomes. Hence, the hypothesis that the strength of the relationship between work locus of control and employee outcomes depends on the context was supported.

Discussion on the Relationship between Locus of Control, Contextual Variables and Employee Outcomes

In the current study the relationship between work locus of control and employee outcomes was moderated by the individual variables of gender and education in its relationship with job satisfaction and organizational commitment. The relationship between job satisfaction, gender and locus of control was negative implying that as the gender changed the level of job satisfaction also changed. The relationship between locus of control, gender and organizational commitment was negative indicating that as education level increased the more one was committed to the job. However, the reviewed literature did not have anything on these relationships and therefore this can be considered as an addition to the existing body of knowledge.

On the other hand locus of control had statistically significant relationships with organizational contextual variables namely organization size in terms of number of employees and human resource practices. Significant relationships were found between job satisfaction ($F_{5,173} = 17.444$ $p = 0.001$) and organization size and organization commitment ($F_{5,173} = 7.584$ $p = 0.001$) with organization size. The study results showed that there was a difference in job satisfaction levels among large organizations as compared to small organizations. In the extant literature for this research no study had looked at the relationship between job satisfaction and organization size. In the same way, there was a statistically significant relationship between organization commitment and organization size. The small organizations were different from the large organizations in terms of commitment. Previous literature considered did not look at this relationship. In view of the current study, these findings are a contribution to the body of existing knowledge. Practically, these results signify that as organizations grow and

membership increases it will have an impact on commitment and job satisfaction. Trust and OCB did not have statistically significant relationships with organizational size.

On the relationship between locus of control, human resource practices and employee outcomes, there were significant relationships with trust, organizational citizenship behaviours, job satisfaction and organizational commitment (Table 5.9 beta = .328, .158, .477 and -.234 $p \leq 0.05$ for human resource practices respectively). The results of this study agree with those found by Edgar and Geare (2005) they examined the relationship between Human Resource Management practices and employee job satisfaction and organizational commitment and found that statistically significant relationships exist between them.

They also agree with those of Chew and Chan (2008) who found a relationship between HR practices and organizational commitment. These results are significant because they underscore the point that appropriate HR practices result in employee commitment and satisfaction and ultimately impact organizational performance (Delaney and Huselid, 1996). The results also show that good HR practices are directly related to positive employee attitudes. HR practices are the means through which an organization signals its intentions about the exchange relationship and it results in the formation of trust (Whitener, Brodt, Korsgaard & Berneth, 1998). These results confirm this perspective. OCB had a statistically significant relationship with HR practices and this is supported by extant literature. In a study conducted by Podsakoff et al (2000), it was found that human resource practices do influence employee organizational citizenship behaviours. Similarly, Turnipseed and Murkison (1996) found that workplace practices do influence organizational citizenship behaviours.

It is clear from Table 5.9 to Table 5.13 that contextual factors play a significant role in moderating the relationship between work locus of control and employee outcomes. These findings agree with those found by walker et al (2007) who found that context mediated the relationship between individual differences and change in organizations.

Hypothesis 2a and 2b were accepted and hence the current study has shown that contextual variables do influence the relationship between age, locus of control and employee outcomes. However, contextual factors comprising organization size and human resource practices contributed more to these relationships and we can conclude that for organizations to influence employee outcomes they ought to lay more emphasize on organizational contextual variables and more so the human resource practices.

5.4 Cognitive Factors and Employee Outcomes

The third objective of the study was to establish the moderating role of cognitive factors on the relationship between employee characteristics and employee outcomes. The cognitive factors were organizational justice, psychological contract and attribution. These variables were measured on an interval scale. From the literature reviewed on empirical studies there was evidence that cognitive factors could influence employee outcomes. Six hypotheses were developed to test the relationship between cognitive factors and employee outcomes.

5.4.1 Relationship between Cognitive Factors and Employee Outcomes

To establish the relationship between cognitive factors and employee outcomes Pearson Product Moment Correlation analysis technique was used. The findings are presented in Table 5.14.

Table 5.14: Results of Correlation Analysis between Cognitive Factors and Employee Outcomes.

Variables		Organizational	Attribution	Psychological
		justice		contract
Trust	Pearson Correlation r	.268**	.064	.098
	Sig (2-tailed)	.000	.416	.192
	N	178	165	178
Job satisfaction	Pearson Correlation r	.450**	.260**	.196**
	Sig (2-tailed)	.000	.001	.009
	N	178	166	178
Organizational commitment	Pearson Correlation r	-.349**	-.106	-.263**
	Sig (2-tailed)	.000	.174	.000
	N	178	165	178
OCB	Pearson Correlation r	.104	.062	.108
	Sig (2-tailed)	.170	.432	.153
	N	176	163	176

** Correlation is significant at the 0.01 level (2-tailed)

The relationship between employee trust (as measured by the organizational trust scales) and with each of the moderating factors (organizational justice, Attribution and Psychological Contract) was analysed using Pearson Product Moment Correlation technique. There was a weak positive correlation between trust and organization justice ($r = 0.268$ $n = 178$ $p < 0.01$) with high scores of justice associated with high levels of trust. There were no statistically significant correlations between trust and psychological contract ($r = 0.098$ $n = 178$ $p > 0.05$) and with attribution ($r = 0.064$ $n = 165$ $p > 0.05$).

The relationship between employee job satisfaction (as measured by the job satisfaction scales) and with each of the moderating factors (organizational justice, Attribution and Psychological Contract) was subjected to Pearson Product Moment Correlation statistical tool. There was a moderate positive correlation between job satisfaction and organizational justice, ($r = .45$ $n = 178$ $p < 0.001$) with high justice scores associated with high levels of satisfaction. In addition, there was a weak positive correlation between employee job satisfaction and attribution ($r = 0.26$ $n = 166$ $p < 0.001$) with internal

positive attributions being associated with higher levels of satisfaction. There was also a weak positive correlation between employee job satisfaction and psychological contract ($r = 0.196$ $n = 178$ $p < 0.001$) with high psychological contract scores associated with high levels of satisfaction.

Relationships between employee organizational commitment (as measured by the organizational commitment scales) and with each of the moderating factors (organizational justice, Attribution and Psychological Contract) was explored using Pearson Product Moment Correlation technique. There was a medium negative correlation between organizational commitment and organizational justice, ($r = .34$ $n = 178$ $p < 0.001$) with high justice scores associated with low levels of commitment. There was a weak correlation between employee commitment and psychological contract ($r = 0.26$ $n = 178$ $p < 0.001$) with high psychological contract scores associated with low levels of commitment. And there was no statistically significant correlation between employee organization commitment and attribution ($r = -0.106$ $n = 165$ $p > 0.05$).

Relationships between employee organizational citizenship behaviours (as measured by the organizational citizenship behaviour scales) and with each of the moderating factors (organizational justice, Attribution and Psychological Contract) was analysed using Pearson Product Moment Correlation technique. There were no statistically significant correlations between organizational citizenship behaviour and organizational justice, psychological contract or attribution ($r = .104$ $n = 176$ $p > 0.05$, $r = 0.108$ $n = 176$ $p > 0.05$, $r = -0.062$ $n = 163$ $p > 0.05$) respectively.

5.4.2 Test of Hypothesis Three

From the literature reviewed and the conceptual framework, six hypotheses were developed. The objective was to establish the mediating role of cognitive factors on the relationship between employee characteristics and employee outcomes. To test the six hypotheses for this objective, stepwise regression analysis was used. The results are presented in tables 5.15 to 5.22

5.4.2.1 Age, Cognitive Factors and Employee Outcomes

Multiple regression analysis was done to explore the relationship between age, cognitive factors and employee outcomes. The results are presented in table 5.15.

Table 5.15: Regression Results for the Effect of Cognitive Factors on the Relationship between Age and Employee Outcomes

Model	r	R ²	F	Beta	Predictor variables
1	.390	.152	7.185*	.165 .289	Psy. Contract Org. Justice
2	.273	.075	3.225*	.263	Org. Justice
3	.142	.020	0.818	-	-
4	.499	.249	13.339*	.208 .412	Attribution Org. justice

1 – Organizational Commitment, 2- Trust, 3- OCB, 4- Job Satisfaction *P<0.05

Predictors: Age, attribution, Psychological Contract, Organizational Justice.

The regression results presented in Table 5.15 show that 39.0 percent of the relationship between organizational commitment and age is explained by cognitive factors ($r = 0.390$, $P < 0.05$). 27.3 percent of the relationship between age and trust was attributable to the cognitive factors, 49.9 percent of the relationship between age and employee job satisfaction was explained by cognitive factors. The relationship between age and OCB was not statistically significant as shown by model 3.

Although employee age was one of the predictor variables in all the models, the beta coefficients in table 5.15 indicate that it did not have a statistically significant effect on any of the employee outcomes. From the beta coefficients in table 5.15 organizational commitment was influenced by psychological contract (0.165) and organization justice (0.289). This implies that a change in organization justice has a relatively larger effect on organizational commitment than that produced by a change in psychological contract. Trust was influenced by perceptions of organization justice (.263) while job satisfaction was influenced by attribution and (.208) and organization justice (.412). This implies that a change in organization justice will have a large effect on job satisfaction than attribution. The results in table 5.15 further indicate that OCB was not influenced by any of the cognitive factors as it did not have any statistically significant beta coefficients.

5.4.2.2 Work Locus of Control, Cognitive Factors and Employee Outcomes

Multiple regression analysis was conducted to investigate the relationship between work locus of control, cognitive factors and employee outcomes. The results are presented in Table 5.16

Table 5.16: Regression Results for the Effect of Cognitive Factors on the Relationship between Work Locus of Control (WLOC) and Employee Outcomes.

Model	r	R ²	F	Beta	Predictor variables
					Org.
1	.423	.179	8.535*	.268	Justice
				.172	WLOC
					Org.
2	.271	.073	3.107*	.259	Justice
3	.215	.046	1.901*	.201	WLOC
					Org.
4	.534	.286	15.619*	.440	Justice
				.196	WLOC

1 – Organizational Commitment, 2- Trust, 3- OCB, 4- Job Satisfaction

*Significant at P<0.05

Predictors: Work LOC, attribution, Psychological Contract, Organizational Justice.

The regression results presented in Table 5.16 show that cognitive factors explained 42.3 percent, 27.1 percent, 53.4 percent and 21.5 percent of the relationship between organizational commitment, trust, OCB and job satisfaction, respectively as shown by the values of r . The strongest relationship (53.4%) was with job satisfaction while the weakest relationship occurred in organizational citizenship behaviour (21.5%). The F ratios imply that all the variables taken together were significantly associated with the dependent variables in each model.

The beta values indicate the contribution of each variable to the models. Based on beta, organization justice contributed largely to the variation in the models explaining employee commitment, job satisfaction and trust. The beta coefficients in table 5.16 further indicate that work locus of control had statistically significant effects on organizational commitment, OCB and job satisfaction. In the model (1) for organizational commitment the beta coefficient results indicate that it was influenced by organization justice (.268) and work locus of control (.172). The results imply that a change in organization justice will have a greater effect in organizational commitment than that produced by a change in work locus of control. The beta coefficient results in table 5.16 further show that employee trust was influenced by organization justice (.259) while OCB was influenced by work locus of control (.201). Job satisfaction was influenced by organization justice (.440) and work locus of control (.196) this implies that a change in organization justice will result in a larger effect in job satisfaction than the effect produced on job satisfaction by a change in work locus of control.

Discussion of the Relationship between Age, Locus of Control, Cognitive Factors and Employee Outcomes

The third objective of the study was to establish the moderating role of cognitive factors on the relationship between employee characteristics and employee outcomes. It had been hypothesized that the cognitive factors would explain the relationship between age and employee outcomes as well as between work locus of control and employee outcomes. The results in Table 5.13 show that all the employee outcomes had different levels of association with the cognitive factors. Only job satisfaction had significant correlations

with all the cognitive factors ($r = 0.450$ $p < .01$, $.260$ $p < .01$, $.196$ $p < .01$ for organizational justice, attribution and psychological contract respectively). This implies that any changes in these factors will impact job satisfaction. Organizational commitment had significant relationships with justice and psychological contract ($r = -.349$ $p < .01$, $r = -.263$ $p < .01$) while trust was only significantly related to organizational justice ($r = .268$ $p < .01$).

These results have implications for organizations because the cognitive predictors are all perceptual in nature and they impact work performance. These outcomes are a function of the individual subjective responses and although they are valuable they are not easily managed. It is imperative that the antecedents of these outcomes such as favourable human resource practices, fairness in resource allocation and interaction within organizations be properly managed to avoid negative outcomes. Organizational citizenship behaviours did not have any significant correlations with any of the cognitive factors. This finding contradicts the findings by Podsakoff et al (2000) which was the only study the researcher found that had fairness (organizational justice) as an antecedent of organizational citizenship behaviours.

These results agree with those found by Lilly and Virick (2006) and Silva (2009) but they differ with those found by Pate et al (2003). Given these similarities in the research findings, it can be concluded that the phenomena under study are as much applicable in Kenya as they are in other parts of the world where similar studies have been done. The multiple regression results in Table 5.14 ($R^2 = .152$, $.075$, $.249$ $p < .01$ for attribution, organizational justice and psychological contract respectively), showed that the cognitive factors do significantly influence the relationships between age and employee outcomes.

The findings of table 5.15 and 5.16 indicate that the relationship between age, work locus of control and employee outcomes is influenced by the cognitive factors. However, the objective of the study was to find out how each cognitive factor influenced these relationships. Specific hypotheses were developed to determine this influence and the results of the tests of the hypotheses are presented in tables 5.17 to 5.22.

Hypothesis 3a

H_{3a}: The strength of the relationship between employees' age and employee outcomes depends on attribution.

This hypothesis was tested using stepwise multiple regression analysis. To test this hypothesis each employee outcome was regressed on age, psychological contract, attribution and organizational justice. Each employee outcome was again regressed on age, psychological contract and organizational justice while excluding attribution the results are presented in Table 5.17.

Table 5.17: Regression Results for the moderating effect of Cognitive Factors on the Relationship between Age and Employee Outcomes when Attribution is excluded and when it is included

Model	Attribution Excluded			Attribution Included		
	r	R ²	F	r	R ²	F
Organization						
Commitment	.387	.150	10.203*	.387	.152	7.185*
Employee						
Trust	.271	.074	4.604*	.271	.073	3.225*
OCB	.136	.018	1.079*	.138	.019	.818
Job						
Satisfaction	.455	.207	15.115*	.499	.249	13.339*

Predictors: Age, Psychological Contract and Organizational Justice

*P<0.05 level

From the results presented in Table 5.17 a significant difference in r values was noted for all the regression models after attribution was included. The most significant change occurred in the model of job satisfaction ($r = .499 > r = .455$) implying that at least four percent of the change in employee job satisfaction is explained by attribution. In other

words, it appears that attribution strengthens the effect of age on employee job satisfaction. In the model for OCB when attribution is excluded the whole model changes and becomes statistically significant ($r = .136 > r = .138$) indicating a 0.2 increase in OCB attributable to attribution. Similarly, in the regression model for trust there was no change in the r value ($r = .271$). The organizational commitment regression model showed an increase in the r value after attribution was included ($r = 15.0 < 15.2$) implying 0.2 decrease in employee commitment attributable to commitment. The finding further shows that attribution strengthens the relationship between employees' age and their organizational citizenship behaviour, job satisfaction and commitment.

Based on the findings of Table 5.17, it is noted that the relationship between age and employee outcomes is influenced by attribution. This is deduced from the fact that after removing attribution from the predictors, the r and R^2 square change was noticeable either as an increase or decrease in all the four dependent variables; hence the hypothesis stating that the strength of the relationship between age and employee outcomes depends on attribution was confirmed.

Hypothesis 3a which stated that the strength of the relationship between age and employee outcomes depended on attribution was not rejected. The findings are presented in Table 5.17 and the following statistics; $r = .387, .271, .136, .455$ for organization commitment, trust, OCB and job satisfaction respectively, show that attribution does have a significant influence on the relationship between age and employee outcomes. However, it is worth noting that when attribution was excluded from the job satisfaction model, the r value changed significantly ($r = .499$ vs. $r = .455$). This implies that the kind of attribution an individual gives to the causes of organizational events influences job satisfaction. Previous studies reviewed in the current study did not look at this relationship and therefore, this finding can be considered as an addition to the existing body of knowledge on the antecedents of job satisfaction.

Hypothesis 3a1

H_{3a1}: The strength of the relationship between employees' work locus of control and employee outcomes depends on attribution

This hypothesis was tested using stepwise multiple regression analysis. To test this hypothesis each employee outcome was regressed on work locus of control, psychological contract, attribution and organizational justice. Each employee outcome was again regressed on work locus of control, psychological contract and organizational justice while excluding attribution the results are presented in Table 5.18.

Table 5.18: Regression Results for the moderating effect of Cognitive Factors on the Relationship between Work Locus of Control (WLOC) and Employee Outcomes when Attribution is excluded and when it is included

Model	Attribution Excluded			Attribution Included		
	r	R ²	F	r	R ²	F
Organization						
Commitment	.419	.175	12.038*	.423	.179	8.535*
Employee						
Trust	.269	.072	4.390*	.271	.093	3.107*
OCB						
OCB	.209	.044	2.549*	.215	.046	1.901
Job						
Satisfaction	.495	.175	18.300*	.534	.285	15.619*

Predictors: WLOC, Psychological Contract and Organizational Justice

*p<0.05 level

Results presented in Table 5.18 show a significant difference in r values for all the models after attribution was included. The most significant change occurred in the job satisfaction model ($r = .285 < r = .495$) implying that at least twenty percent of the change

in employee job satisfaction is explained by attribution. These results indicate that the relationship between WLOC and employee job satisfaction is significantly influenced by attribution. The regression model for employee trust indicates an increase in the r value ($r = .269 < r = .271$) after attribution was included implying that attribution influences the relationship between trust and work locus of control. Further still, the regression models for OCB and employee organizational commitment indicate an increase in the value of r after attribution is added ($r = .423 > r = .419$, $r = .215 > r = .209$). It is observed that including attribution among the predictors led to change in the r values for all the four dependent variables. Hence the hypothesis that the strength of the relationship between work locus of control and employee outcomes depends on attribution was supported.

Hypothesis 3a1 which postulated that the strength of the relationship between work locus of control and employee outcomes depended on attribution was accepted, implying that attribution had a significant role to play in this relationship. The results are presented in Table 5.18 ($r = .423, .271, .215, .534$ for organization commitment, employee trust, OCB and job satisfaction respectively when attribution is included and $r = .419, .269, .209, .495$ for organization commitment, employee trust, OCB and job satisfaction respectively when attribution is excluded). The influence of attribution on this relationship is understandable because attribution is a way of explaining the situations individuals face by apportioning blame/praise. Whether attribution is made to the internal or external factors, there still will be an impact on the employees' outcomes. This relationship is conceptualized by Morrison and Robinson (1997) but has not been tested empirically and therefore this study has confirmed that indeed such a relationship exists and thus adding to the existing body of knowledge.

Hypothesis 3b

H_{3b}: The strength of the relationship between employees' age and employee outcomes depends on employees' perceptions of organization justice. This hypothesis was tested using stepwise multiple regression analysis. Table 5.19 presents the results.

Table 5.19: **Results of the Regression analysis on the Effect of Cognitive Factors on the Relationship between Age and Employee Outcomes when Organization Justice (OJ) is Included and when it is not Included in the Model**

Model	OJ Excluded			OJ Included		
	r	R ²	F	r	R ²	F
Organization						
Commitment	.279	.078	4.518*	.390	.152	7.185*
Trust	.114	.075	.700	.271	.073	3.243*
OCB	.125	.016	.472	.138	.019	.818
Job						
Satisfaction	.311	.097	5.788*	.499	.249	13.339*

Predictors: Age, Psychological Contract and Attribution

*Model is significant at $p < 0.05$ level

As shown in Table 5.19 there is a significant difference in the values of r for all the regression models after organization justice was excluded. The biggest change occurred in the job satisfaction model ($r = .499 > r = .311$) implying that more than 18 percent of the change in employee job satisfaction is explained by organization justice. Similarly, there was a change in the r values for all the regression models of commitment, trust and OCB ($r = .390 > r = .279$, $r = .271 > r = .114$, $r = .138 > r = .125$) respectively indicating that organization justice was an important variable in the relationship between age and employee outcomes.

Based on these findings, it is noted that the relationship between age and employee outcomes is significantly influenced by employees' perceptions of organization justice. This conclusion is based on the fact that when organization justice is included in the regression model, change in r was noticeable for all the four dependent variables. The r coefficients (.279, .114, .125, .311 vs. .390, .271, .138, .499) and F ratios (4.518, .700, .472, 5.788 vs. 7.185, 3.243, .818, 13.339) for all the regression models, also changed considerably. In this regard, the hypothesis that the strength of the relationship between age and employee outcomes depends on organization justice was confirmed.

Hypothesis 3b which stated that the strength of the relationship between age and employee outcomes depends on organizational justice was accepted implying that perceptions of justice moderated the relationship between age and employee outcomes. The findings are presented in Table 5.19 where $r = .390, .271, .138, .499$, for organization commitment, trust, OCB and job satisfaction respectively when organization justice is included and $r = .279, .114, .125, .311$, for organization commitment, trust, OCB and job satisfaction respectively when organization justice is excluded. The extant literature did not show any similar research finding. This can be explained by inferring that age has implications for experience and experiences come in handy when individuals have to make judgments for justice and injustice when undergoing organizational events. This result is a contribution the study is making to the field of knowledge.

Hypothesis 3b1

H_{3b1}: The strength of the relationship between employees' Work Locus of Control (WLOC) and employee outcomes depends on employees' perceptions of organization justice

Multiple regression analysis was performed to test this hypothesis. The results are summarized in table 5.20.

Table 5.20: Results of the Regression analysis for the Effect of Cognitive Factors on the Relationship between Locus of control and Employee Outcomes when Organization Justice (OJ) is Included and when it is Excluded

Model	OJ Excluded			OJ Included		
	r	R ²	F	r	R ²	F
Organization						
Commitment	.340	.115	6.875*	.423	.179	8.535*
Employee						
Trust	.119	.014	.752*	.271	.093	3.107*
OCB	.210	.044	2.419*	.215	.046	1.901
Job						
Satisfaction	.337	.114	6.756*	.534	.285	15.619*

Predictors: WLOC, Psychological Contract and Attribution

*p<0.05 level

The results presented in Table 5.20 show a significant difference in the values of r for all the models after organization justice was included. The most significant change occurred in the job satisfaction model ($r = .534 > r = .337$), implying that more than 19 percent of the change in employee job satisfaction is explained by organization justice. The model for trust also had significant changes in the r ($r = .271 > r = .119$) and F (3.107 vs. .752) values implying that organization justice has an influence on employee trust. The F values for all the other models (8.535, 1.901, 15.619 vs. 6.875, 2.419, 6.756) also changed when organization justice was added in the model. The r values for OCB and commitment also changed ($r = .215 > r = .210$, $r = .423 > r = .340$) respectively. In view of these findings, it is noted that the relationship between WLOC and employee outcomes is significantly influenced by employees' perceptions of organization justice. This is drawn from the fact that after including organization justice among the predictors the change in r was noticeable for all the four dependent variables. The r coefficients (.340,

.119, .210, .337 vs. .423, .271, .215, .534) changed considerably. Consequently, the hypothesis that the strength of the relationship between work locus of control and employee outcomes depends on organizational justice was confirmed.

Hypothesis 3b1 addresses the following: “that the strength of the relationship between work locus of control and employee outcomes depended on the perceptions of organizational justice.” This hypothesis was accepted implying that perceived justice moderated the relationship between locus of control and employee outcomes. The current study findings presented in Table 5.20 show that $R^2 = .179, .093, .046, .285$, for organization commitment, trust, OCB and job satisfaction respectively when organization justice is included, $R^2 = .078, .075, .016, .097$, for organization commitment, trust, OCB and job satisfaction respectively when organization justice is excluded. These results agree with the findings of Chen and Silverthorne (2008) and Lilly and Virick (2006) where Locus of control was significantly related to organizational justice. The current result imply that locus of control is a good antecedent for understanding implications of justice for employee outcomes. This result is adding to the existing body of knowledge.

Hypothesis 3c

H_{3c}: The strength of the relationship between employees’ age and employee outcomes depends on employees’ perceptions of the psychological contract.

This hypothesis was tested by regressing age and cognitive factors on employee outcomes. The results are captured in table 5.21

Table 5.21: Results of the Regression Analysis for the Effect of Age and Cognitive Factors on Employee Outcomes when psychological contract is included in the Model

Model	Psychological Contract Excluded			Psychological Contract Included		
	r	R ²	F	r	R ²	F
Organization						
Commitment	.358	.152	7.867*	.390	.152	7.185*
Employee						
Trust	.273	.074	4.317*	.275	.075	3.225*
OCB	.121	.015	.789	.138	.019	.818
Job						
Satisfaction	.497	.247	17.753*	.499	.249	13.339*

Predictors: Age, Organizational Justice and Attribution

*p< 0.05 level

As depicted in Table 5.21 there were no statistically significant differences in the values of r noted for the regression models of trust and job satisfaction after psychological contract was included in the models. The r values for commitment changed ($r = .390 > r = .358$), the r value for trust indicated a minimal increase ($r = .275 > r = .273$), the model for OCB had a slight increase ($r = .138 > r = .121$ $p > 0.05$) though the model was not significant. The r value for job satisfaction also had a small increase of 0.2 ($r = .499 > r = .497$). On the strength of these findings, it is noted that the relationship between age and employee outcomes is not influenced by employees' perception of the psychological contract. This conclusion is based on the fact that after including psychological contract among the predictors the change in R² was very small (<0.2) for all the four dependent variables. Hence, the hypothesis that the strength of the relationship between

age and employee outcomes depends on employees' perceptions of the psychological contract was not supported.

Hypothesis 3c which stated that the strength of the relationship between age and employee outcomes depends on the psychological contract was rejected, implying that psychological contract does not influence the relationship between age and employee outcomes. The findings of the current study are presented in Table 5.21. The table shows that $R^2 = .152, .075, .019, .249$, for organization commitment, employee trust, OCB and job satisfaction respectively when psychological contract is included, $R^2 = .152, .074, .015, .247$, for organization commitment, trust, OCB and job satisfaction respectively when psychological contract is excluded. These results are not supported in extant literature. The existing literature did not consider age as a variable that could influence perceptions of the psychological contract.

However, Kidwell Jr. (2003) in his study on helping older workers cope with continuous quality improvement found that there were generational differences in the reactions of employees to major change initiatives. His study could not conclusively attribute perceptions of unfulfilled or violated psychological contract to employee age. Similarly, this current study fails to prove this and therefore more research is required. The current findings could be attributed to the fact that the current study used age in form of class intervals instead of asking for exact individual ages and hence it was not easy to see the variation in terms of responses. However, this particular result does not undermine the research findings; on the contrary, they prove that age does not influence the perceptions of the psychological contract a position that needs further corroboration in future studies.

It is worth noting that in this current study, psychological contract moderated the relationships between age and organizational commitment and contributed 16.5 percent of the variance in the relationship between age and employee commitment (Table 5.14). This relationship was positive implying that as age increases then the people tend to have more experience and a wider schema from which to interpret organizational exchanges and thereby they can determine to stay or leave the organization depending on the extent

to which they perceive that the psychological contract is fulfilled, breached or violated. The combined mean for the psychological inventory was 2.6 implying a violation of the psychological contract. The combined mean for organizational commitment was 2.72 (Table 4.26) implying employees were committed to their organizations. This result has practical significance because ordinarily people will weigh the relationship with an employer to determine whether it benefits them to continue staying longer or else leave. The current findings are similar to those found by Pate et al (2003) which indicate that if employees perceive an unfulfilled psychological contract they will withdraw their citizenship behaviours reduce commitment and increase their cynicism towards the employer.

Hypothesis 3c1

H_{c1}: The strength of the relationship between employees' work locus of control and employee outcomes depends on employees' perceptions of the psychological contract.

The data used to test this hypothesis was generated from a questionnaire and was analyzed using a multiple regression model. A summary of the results are in table 5.22.

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The data used to test this hypothesis was generated from a questionnaire and was analyzed using a multiple regression model. A summary of the results are in table 5.22.

to which they perceive that the psychological contract is fulfilled, breached or violated. The combined mean for the psychological inventory was 2.6 implying a violation of the psychological contract. The combined mean for organizational commitment was 2.72 (Table 4.26) implying employees were committed to their organizations. This result has practical significance because ordinarily people will weigh the relationship with an employer to determine whether it benefits them to continue staying longer or else leave. The current findings are similar to those found by Pate et al (2003) which indicate that if employees perceive an unfulfilled psychological contract they will withdraw their citizenship behaviours reduce commitment and increase their cynicism towards the employer.

Hypothesis 3c1

H_{c1}: The strength of the relationship between employees' work locus of control and employee outcomes depends on employees' perceptions of the psychological contract.

The data used to test this hypothesis was generated from a questionnaire and was analyzed using a multiple regression model. A summary of the results are in table 5.22.

to which they perceive that the psychological contract is fulfilled, breached or violated. The combined mean for the psychological inventory was 2.6 implying a violation of the psychological contract. The combined mean for organizational commitment was 2.72 (Table 4.26) implying employees were committed to their organizations. This result has practical significance because ordinarily people will weigh the relationship with an employer to determine whether it benefits them to continue staying longer or else leave. The current findings are similar to those found by Pate et al (2003) which indicate that if employees perceive an unfulfilled psychological contract they will withdraw their citizenship behaviours reduce commitment and increase their cynicism towards the employer.

Hypothesis 3c1

H_{c1}: The strength of the relationship between employees' work locus of control and employee outcomes depends on employees' perceptions of the psychological contract.

The data used to test this hypothesis was generated from a questionnaire and was analyzed using a multiple regression model. A summary of the results are in table 5.22.

Table 5.22: Results of the Regression Analysis for the Effect of Cognitive Factors on the Relationship between Locus of Control and Employee Outcomes when Psychological Contract is Included in the Model and when it is Excluded

Model	Excluded			Included		
	r	R ²	F	r	R ²	F
Organization						
Commitment	.402	.044	10.171*	.423	.179	8.535*
Trust	.271	.093	4.162*	.271	.093	3.107*
OCB	.209	.044	2.411*	.215	.046	1.901
Job						
Satisfaction	.529	.280	20.492*	.534	.285	15.619*

Predictors: WLOC, Organizational Justice and Attribution

*Model significant at $p < 0.05$ level

From the results presented in Table 5.22 organization commitment had a significant increase in the r value when psychological contract was included in the regression model ($r = .423 > r = .402$). A small difference in r values ($r = .215 > r = .209$, $r = .534 > r = .529$) was noted for the regression models of OCB and job satisfaction while no change occurred in trust ($r = .271$) after psychological contract was included. The F ratios also decreased (10.171, 4.162, 2.411, 20.492 vs. 8.535, 3.107, 1.901, 15.619) respectively after psychological contract was included in each of the regression models. From the findings, it is noted that the relationship between WLOC and employee outcomes to an extent is influenced by employees' perceptions of the psychological contract. This conclusion is drawn from the fact that after including psychological contract among the predictors the change in R² was noticeable for three of the dependent variables. The r values for OCB, job satisfaction and organization commitment ($r = .215 > .209$, $r = .534 > r = .529$, $r = .423 > r = .402$) also changed. Consequently, the hypothesis that the strength

of the relationship between work locus of control and employee outcomes depends on employees' perceptions of the psychological contract was supported

Hypothesis 3c1 suggested that the strength of the relationship between locus of control and employee outcomes depends on the psychological contract. This hypothesis was accepted, implying that psychological contract does mediate the relationship between locus of control and employee outcomes. The findings are presented in Table 5.22 in which $r = .423, .271, .215, .534$, for commitment, trust, OCB and job satisfaction respectively when psychological contract is included and $r = .402, .271, .209, .529$, for commitment, trust, OCB and job satisfaction respectively when psychological contract is excluded. The results of the current study to some extent agree with the findings of Cassar (2001), Chen and Silverthorne (2008) and Turnley et al (2003) who found significant relationships between psychological contract and employee outcomes.

Psychological contract is based on perceptions of the exchange relationship and the individual's locus of control will influence how the fulfilment or non-fulfilment of obligations as perceived by individuals is interpreted. From the composite mean of 2.6 obtained for psychological contract, it is indicative that the respondents were of the opinion that the contract had been violated and this result could be a partial explanation of why psychological contract moderated the relationship with organizational commitment. The perceived violation affected the respondents' commitment to the organization outcomes. Most of the results that agreed with this outcome were from studies conducted in Europe and the USA. These results of the present study are a significant advancement in knowledge particularly coming from a study done in a developing country that is Kenya.

5.5 The Joint Effect of Contextual Factors and Cognitive Factors on the Relationship between Employee Characteristics and Employee Outcomes

The fourth objective of the study sought to establish the joint effect of contextual and cognitive factors on the relationship between employee characteristics and employee outcomes. One hypothesis was developed based on the conceptual framework to test this

relationship. The individual moderating role of contextual and cognitive factors was tested in sections 5.2 to 5.4 and this section is testing for the joint effect of these factors.

Hypothesis 4

H4: The strength of the relationship between employee characteristics and employee outcomes depends on the joint effect of contextual and cognitive factors

Stepwise regression analysis was used to test the effect of contextual and cognitive factors on the relationship between employee characteristics and employee outcomes. The findings are presented in Table 5.23.

Table 5.23: Results of the Stepwise Regression Analysis on the Effect of Contextual and Cognitive factors on the Relationship between Employee Characteristics and Employee Outcomes

Model	r	R ²	F	Beta	Predictor
1 Trust	.315	.099	3.492*	.240	HRP
2 OCB	.216	.047	1.536*	-.169	Orgn. Size
3 Job Satisfaction	.584	.341	16.441*	.152	Attribution
				.396	HRP
				.184	Orgn. Size
4 Organization Commitment	.395	.156	5.862*	-.253	Justice
				-.168	P Contract

Predictors: (Constant), psychological contract, organization size, Attribution, organizational justice, HR practices

*P < 0.05 two tailed

Stepwise regression was performed to determine the factors which predicted the relationship between employee characteristics and employee outcomes. The factors entered in the regression were human resource practices, organization justice, psychological contract, attribution, and organization size. The summary of all the variables entered in the stepwise regression model are in Table 5.23. This combination of variables significantly predicted employees' trust in the organization, $F_{5, 147} = 3.492$, $n = 147$, $p < 0.05$ with all the variables contributing to the variance in trust. Together the

variables showed a moderate relationship between trust and the contextual and cognitive factors where $r = .315$. This combination of variables significantly predicted employee OCB $F_{5,148} = 1.536$ $n = 156$ $p < 0.05$. The r value of $.216$ indicated a weak relationship between OCB and the predictors ($R^2 = 0.047$).

The stepwise regression determined that job satisfaction was predicted by the cognitive and contextual factors where, $F_{5, 151} = 16.441$ $n = 158$ $p < 0.05$. The r value of $.584$ indicated a strong relationship between job satisfaction and the cognitive and contextual factors. Together they explained 58.4% of the relationship between job satisfaction and the contextual and cognitive factors. Employee commitment was found to have a moderate relationship with the cognitive and contextual factors where, $F_{5,151} = 5.862$, $n = 158$ $p < 0.05$. The r value of $.395$ indicated a moderate relationship between commitment and the contextual and cognitive factors. These contextual and cognitive factors explained 39.5% of the relationship with employee commitment.

Testing the Joint Effect of Contextual and Cognitive factors on the Relationship between Employee Characteristics and Employee Outcomes

To test for the joint effect of contextual and cognitive factors, composite indicators for the factors were created using the transform and compute command in SPSS (http://www.sagepub.com/upm-data/21126_chapter_6.pdf). A composite indicator was created for each of the contextual and cognitive factors as well as for the employee outcomes (trust, job satisfaction, organization citizenship behaviour and organizational commitment). Another index was created that combined the contextual and cognitive factors. The regression results showing the effect of the cognitive and contextual factors individually on the relationship between employee outcomes and those showing their joint effect on the relationship between employee characteristics and employee outcomes are presented in the table 5.24.

Table 5.24: Regression Results for the Joint Effect of Contextual and Cognitive Factors on the Relationship between Employee Characteristics and Employee Outcomes

Model	r	R²	F
1. Age and Contextual factors	0.171	0.029	5.302*
2. Age and Cognitive factors	0.168	0.028	5.118*
3. Age and the Joint Moderators	0.186	0.035	6.339*
4. LOC and Contextual Factors	0.198	0.039	7.126*
5. LOC and Cognitive factors	0.180	0.032	5.850*
6. LOC and the joint Moderators	0.207	0.043	7.874*

*Model significant at $P < 0.05$ two tailed

The results in table 5.24 indicate that the joint effect of the cognitive and contextual factors on the relationship between employee characteristics and employee outcomes is greater than of the effects of the individual moderators ($r = 0.186 > r = 0.171$ and 0.168 for the relationship between age and contextual and cognitive factors respectively and $r = 0.207 > r = 0.198$ and $r = 0.180$ for the relationship between LOC and contextual and cognitive factors respectively). This finding supports hypothesis four which stated that

the strength of the relationship between employee characteristics and employee outcomes depends on the joint effect of contextual and cognitive factors.

After performing stepwise regression analyses for all the variables of the study in hypothesis four, it was confirmed that the effect of all the contextual and cognitive moderating variables was more than that of the individual contextual and cognitive variables acting alone on the employee outcomes. This is true when comparison is done with the results found for hypothesis two and hypothesis three which considered the moderating variables individually and their effect on the dependent variables. Hypothesis 2a and 2b tested for the effect of contextual variables on the employee outcomes while Hypothesis 3a, 3a1, 3b, 3b1, 3c and 3c1 tested for the moderating effect of the cognitive factors. When comparing the results obtained in table 5.23 with those obtained in Table 5.15 and 5.16 it is evident that the strength of the relationship between employee characteristics and employee outcomes depends on the joint effect of contextual and cognitive variables. In tables 5.15 and 5.16 the r values include the effect of age and locus of control respectively but still the values obtained are lower than those obtained in table 5.23 (Table 5.15 $r = .273, .142, .499, .390$ Table 5.16 $r = .271, .215, .534, .423$ for trust, OCB, job satisfaction and organization commitment respectively while the r values in Table 5.23 are $.315, .216, .584$ and $.395$ for trust, OCB, job satisfaction and organization commitment respectively). Based on this evidence the hypothesis which stated that the relationship between employee characteristics and employee outcomes depends on the joint effect of contextual and cognitive factors was supported.

These findings are unique to this study and therefore a contribution the study is making to the body of knowledge. From the findings in table 5.23 it is worth noting that there were different predictors for the various employee outcomes. Employee trust was predicted by human resource practices which explained 24 percent of the change occurring in employee trust. Experiences inform the formation of trust in individuals and human resource practices are the ones that form the experience of individuals in organizations and this is an important piece of evidence brought out by the study. This finding is supported in a study done by Whitener et al (1998). A unique finding is the fact that OCB

behaviour was negatively related to organization size which explained about 17 percent of the change occurring in OCB. This implies that as organizations grow larger the tendency to exhibit cooperative behaviour by individuals towards the organization diminishes or in other words OCB will be exhibited more in smaller organizations. No previous studies had considered this relationship and more research is required to find out more about this interaction.

Job satisfaction was predicted most by human resource practices which explained about forty percent of the change in job satisfaction while attribution contributed to 15.2 percent of the variance in job satisfaction. Organization size was able to account for 18.4 percent of the change in job satisfaction. These findings are significant as they can help inform on areas where managers need to be more careful and considerate in the course of their day to day management activities. Of particular concern is the fact attribution affects job satisfaction implying that if employees attribute the wrong motive or unwillingness on the part of managers to do something they could have done or that was in their power to have done, it will cause employees to express dissatisfaction and these could spiral and affect other organizational performance behaviours. This finding is supported in the findings of Elangon et al (2007) reviewed in the literature.

Organization commitment had negative relationships with the respondents' perceptions of organizational justice and psychological contract. The findings in chapter four on the psychological contract inventory indicate a perceived contract violation and this may be a plausible explanation for the negative relationship between commitment and the psychological contract. These findings have very practical implications as in real employment situations employees will not be committed to their organization if they perceive that the contract is violated or breached. Similarly when people experience injustice or perceive unfairness in any form they may not be committed to stay with the organization. This finding is supported in the literature by studies conducted by Pate et al (2006); Rahim et al (2001); Nijhof et al (1998) and McDonald and Makin (2000).

In the literature reviewed no previous study had explored the joint effect of contextual and cognitive factors on this relationship and it is important that managers must realize that the contextual practices which act as triggers for cognitive interpretations must be properly implemented to avoid situations where unwanted employee outcomes will emerge.

5.6 The Overall Effect of the Independent and Moderating Factors on Employee Outcomes

The fifth objective of the study was to determine the joint effect of the independent and moderating variables on employee outcomes. One hypothesis was developed from the literature reviewed and the conceptual framework. To test this hypothesis stepwise regression using the enter method was applied. This method allows for entry of all the variables and then the effect of each variable is analyzed. To conduct the stepwise regression analyses, the scale items for the variables age, work locus of control, human resource practices, organizational justice, psychological contract, attribution, education level and organization size were regressed on each employee outcome (trust, commitment, job satisfaction and organizational citizen behaviour). As indicated earlier, the incomplete questionnaires were excluded from the analysis. The results for the stepwise regressions are presented in this section.

Hypothesis 5

H₅: The joint effect of the independent and moderating variables on employee outcomes is greater than the individual effect of each independent and moderating variable on employee outcomes.

To determine the joint effect, stepwise regression analysis, was done in which all independent and moderating variables were simultaneously regressed on each of the dependent variables. This was done to show the joint effect of independent and moderating variables on the dependent variables and to compare the same with the tests of the effect of individual independent and moderating variables on each of the dependent variables. The results are shown in Table 5.25

Table 5.25: Results of the Stepwise Regression Analysis on the Effect of Independent and Moderating variables on the Dependent Variables

Model	r	R ²	Adjusted R ²	F	Beta	Predictor
1 Trust	.388	.150	.105	22.659*	.356	HRP
2 OCB	.287	.082	.039	6.222*	.197	PC
3 Job Satisfaction	.659	.435	.409	25.303*	.294	HRP
					.319	Orgn Justice
					.152	Attribution
					-.146	WLOC
					.188	Orgn Size
4 Organization Commitment	.517	.268	.234	7.472*	-.395	Orgn. Justice
					-.196	WLOC

Predictors: (Constant), psychological contract, organization size, age, education, Attribution, work locus of control, organizational justice, HR practices

*P< 0.05 two tailed

Source: Research Data (2010)

The stepwise regression results using enter method are presented in Table 5.25. They indicate the variables which predict each of the employee outcomes. The models show the variables that contributed significantly to each employee outcome. Trust (1) is predicted by HR practices. HR practices were able to explain 15 percent of the variance in employee trust ($r = .388$, $F_{1, 156} = 22.659$ $p < 0.05$). The results indicate that the strongest predictor of OCB (2) is psychological contract ($r = .287$ $P < 0.05$) which explained 8.2 percent of the variance in organizational citizenship behaviours. Job satisfaction (3) is predicted by HR practices, Locus of control, organization justice, attribution and organizational size ($r = .659$, $F_{5, 153} = 25.303$ $p < .05$). All these variables together were able to explain 43.5 percent of the variance in job satisfaction. Organization commitment (4) is predicted by work locus of control and employees' perceptions of organizational justice ($r = .517$, $F_{2, 156} = 7.472$ $p = .05$). These two variables explained 26.8 percent of the change in employee commitment.

After the entry of all these variables only the ones contributing significantly to the model were retained. Attribution, WLOC, age, education, organization size, organizational justice and psychological contract did not significantly contribute to the prediction of trust. Age, education and psychological contract did not contribute significantly to the prediction of job satisfaction and were thus excluded from the model. Further still, attribution, HR practices, age, education and psychological contract did not contribute significantly to the prediction of organizational commitment and were thus excluded from its model. OCB were not significantly predicted by attribution, work locus of control, HR practices, organization size, age, education and organizational justice.

The contribution of each predictor variable is indicated by the beta and F values of the model. The beta value for the employee trust model was 0.356 implying that a change in human resource practices will have a moderate effect on employee trust. Therefore $\text{Trust} = f(\text{human resource practices})$. Job satisfaction was explained by human resource practices (beta = 0.294), organizational justice (beta = 0.319), attribution (beta = 0.152), work locus of control (beta = 0.146) and organizational size (beta = 0.188). This implies that any change in any of these predictors will result in a certain level of change in job satisfaction. Particularly, any change in organizational justice will have a greater effect on job satisfaction as compared to human resource practices, organizational size, attribution and locus of control. Therefore, it can be inferred that $\text{job satisfaction} = f(\text{organizational justice, HR practices, organizational size, attribution, WLOC})$. Organizational commitment was predicted by organizational justice (beta = 0.395) and work locus of control (beta = 0.196). This indicates that any changes in organizational justice will have a relatively bigger effect on employee commitment than a change produced by work locus of control. OCB was predicted by perceptions of the psychological contract (beta = 0.197). All the F values were statistically significant implying that the effect of the predictor variables was not due to sampling error.

After performing stepwise regression for all the variables of the study in hypothesis five, it was confirmed that the joint effect of all the variables was more than that of the individual variables acting alone on the employee outcomes. This is true when

comparison is done with the results found for hypothesis two and hypothesis three which considered the moderating variables individually and their effect on the dependent variables. Hypothesis 2a and 2b tested for the individual effect of contextual factors on the employee outcomes and found r values of .200, .317, .566, .339 (Table 5.3) and .256, .318, .586, .429 (Table 5.9) for OCB, trust, job satisfaction and employee commitment respectively. Hypothesis 3 which tested for the effect of the cognitive factors on the dependent variable found r values of .390, .273, .142, .499 (Table 5.15) and .423, .271, .215, .534 (Table 5.16) for organizational commitment, trust, OCB and job satisfaction respectively. Table 5.23 presented the joint effect of the contextual and cognitive factors on the relationship between employee characteristics and employee outcomes. The findings indicate r values of .315, .216, .584 and .395 for trust, OCB, job satisfaction and organization commitment respectively. The results of the joint effect for all the independent and moderating variables is reported in table 5.24. The results in table 5.24 indicate that the r values for the joint effect of the independent and moderating variables are higher (.388, .287, .659, 0.517 for trust, OCB, job satisfaction and organization commitment respectively) than those obtained for hypotheses 2, 3 and 4 which tested for the individual and joint effect of contextual and cognitive factors.

Further still, as shown at the beginning of this section along with the findings of hypotheses 1a and 1b, and hypotheses 2a and 2b as presented in table 5.1 to table 5.13, and hypotheses 3a, 3a1, 3b, 3b1, 3c, 3c1 and 4 as presented in table 5.14 to table 5.23 indicate that the effect of the individual independent and moderating variables is not greater than the joint effect presented in table 5.24. Thus, the hypothesis which stated that the joint effect of the independent and moderating variables on employee outcomes (trust, job satisfaction, organization commitment and citizenship behaviours) is greater than the individual effect of the independent and moderating factors on employee outcomes was supported.

The Overall Effect of Independent and Moderating Variables using Composite Index

The overall effect of the independent and moderating factors on the relationship between employee characteristics and employee outcomes was tested using the composite indicators. A composite score for all the outcomes was computed and the scores for employee characteristics and all the moderators were regressed on it. The result of the regression analysis is shown in table 5.26.

Table 5.26: Results of Multiple Regression on the Overall Effect of the Independent and Moderating (Contextual and Cognitive) Factors on the Relationship between Employee Characteristics (age and LOC) and Employee Outcomes

Model	r	R ²	F
1. Age	.040	.002	.286
2. Age, LOC	.107	.012	1.016
3. Age, LOC, Cognitive factors	.219	.048	2.912*
4. Age, LOC, Cognitive, factors, contextual factors	.227	.052	2.336*
5. Age, LOC, Moderators	0.257	0.066	3.053*

*Model significant at $P < 0.05$, two tailed

The results in Table 5.26 indicate that there is a significant effect on the employee outcomes by the joint independent and moderating factors. The r value indicates a weak relationship between employee outcomes and the independent and moderating factors (r

= .257 $p < 0.05$). Thus, the hypothesis which stated that the joint effect of the independent and moderating variables on employee outcomes is greater than the individual effect of each independent and moderating variable on employee outcomes was supported.

Summary and Discussion of the Findings of the Overall Effect of the Independent and Moderating Variables on Employee Outcomes

The fifth objective of the study was to determine the joint effect of the independent and moderating variables on employee outcomes. From the previous sections (5.2 to 5.6) the influence of individual moderators on the relationships as expressed in the conceptual framework (chapter 2, Fig.1) have been discussed. This particular objective was tested through one hypothesis and it was intended to bring out the joint effect of all the independent and moderating variables on the relationship between age and employee outcomes and between locus of control and employee outcomes. Hypothesis 5 which stated that the joint effect of the independent and moderating variables is greater than the individual effect of each independent and moderating variable on employee outcomes was accepted (Table 5.24 and Table 5.25).

The results of the multiple regression analyses are presented in Table 5.25. The table showed the r values when all the moderators are included in the models. There were four regression models and each represented one employee outcome on which all the independent and moderating variables were regressed. Tables 5.14 to 5.23 indicate the respective F , r and R^2 values when the moderators are included and when they are excluded from the models. These values changed significantly when individual moderators were removed from the model. The stepwise regression results presented in Table 5.24 show that all the stepwise regression models had higher r values when all the independent and moderator variables were included ($r = .388, .287, .659, .517$ for trust, OCB, job satisfaction and organizational commitment respectively) as compared to individual moderators for the relationship between age, contextual factors and employee outcomes (Table 5.3 $r = .200, .317, .566, .339$ in respect of OCB, trust, job satisfaction and organizational commitment, respectively). The r values for the relationship between work locus of control and employee outcomes as shown in Table 5.8 $r = .318, .256, .586,$

.429 for OCB, trust, job satisfaction and organizational commitment, respectively are still lower than the r values presented in Table 5.24; Table 5.14 showed the r values ($r = .142, .273, .499, .390$) in respect of organizational commitment, employee trust, OCB and job satisfaction in their relationship with age and cognitive factors. Table 5.15 showed the r values ($r = .215, .271, .534, .423$) for organizational commitment, employee trust, OCB and job satisfaction respectively in the relationship between work locus of control and cognitive factors. Table 5.24 presents the r values ($r = .315, .216, .584, .395$) for the joint effect of contextual and cognitive factors on the relationship between employee characteristics and employee outcomes. The r values in Tables 5.15, 5.16 and 5.24 were lower than those presented in Table 5.25

The beta coefficients presented in Table 5.26 showed that various employee outcomes were influenced by different independent and moderating variables. A discussion of these variables and their influence on employee outcomes is given herein. Employee trust was most influenced by human resource practices. This finding is important and has practical significance because people become more trusting when they go through an experience or interact with others. HR practices offer this platform in organizational life and when they are implemented well employees become more trusting. Trust is important in today's organizations which are highly dependent on technology for storing vital information in delicate digital databases. To enhance trustworthy behaviour management must be seen to be implementing HR practices well.

OCB were most influenced by psychological contract perceptions. As the name suggests, citizenship behaviours are pro social behaviours exhibited by employees in the organization which enhance a smooth running of the organization but are not formally rewarded or part of the formal employment contract of an employee. This finding is significant because if employees perceive that what they expected from the employment relationship has been met or the employer seems to go out of their way to meet expectations, then employees will exhibit more cooperative behaviour. The contrary is possible if employees perceive that their expectations have not been met or that the employer is unwilling to meet expectations. It is imperative that organizations provide

opportunities for clarifying expectations such as orientations for new employees or employee handbooks to avoid repercussions arising from lack of clarity of the expectations from the employment relationship.

Job satisfaction had greatest influence from organizational justice and HR practices. This result is important because human resource practices have to do with daily working experiences and this can easily change depending on the experience one undergoes. This calls for close scrutiny of the human resource practices and their implementation by organizational participants. These same practices have inclinations towards perceptions of justice and in a way if HR practices are implemented and managed well they will influence perception of procedural and interactional justice which ultimately affects job satisfaction. Job satisfaction was also influenced by work locus of control, attribution and organization size. This finding implies that personality has a role on employee job satisfaction since locus of control is a personality disposition and it influenced job satisfaction.

Organizational commitment was influenced most by organizational justice and work locus of control. Organizational commitment had negative correlation with work locus of control and organizational justice implying that when perceptions of justice are low the propensity to continue staying with the organization also decreases. People who feel they are in control of their situations can opt freely to stay or leave an organization. This is because of the belief that they have the ability and therefore they can perform in any situation. This finding has practical significance because managers using personality tests can know what to expect from particular personalities. Organizational justice perceptions, be they distributive, procedural or interactive trigger various responses and this study has proved to an extent that when these perceptions are negative commitment to the organization is also low.

These results imply that different outcomes have different antecedents and therefore one has to be keen on the variables to emphasize when targeting particular outcomes. The above results imply that the joint effect of the independent and moderating variables on

employee outcomes is greater than any one of the independent or moderating variables acting singly on any of the employee outcomes. There is no similar finding in the extant literature and therefore adds to the body of knowledge in this area of inquiry. On OCB as an employee outcome, it may not have much impact on organizational performance because they are not influenced by direct organizational factors. These direct organizational factors are human resource practices and organizational justice which include routines and procedures that influence organizational operations. For this reason we can conclude from the findings that job satisfaction and organizational commitment are more important employee outcomes in the organization. Trust as the social glue can be enhanced by good human resource practices and by managing the antecedents of job satisfaction and organizational commitment, organizations will alongside build on employee trust in the organization.

From the results of the test of hypothesis 5, it is evident that age, in spite of what other studies (Hickson and Oshagbemi 1991) found, does not have any significant role in the determination of employee outcomes as shown in Table 5.3, 5.15 and Table 5.26. Looking at the beta values in respect of this study one notes that the contribution of age was not significant for all the relationships and thus was excluded from all the models of the stepwise multiple regression. These results were unexpected and they contradict those of previous studies. The findings can be partly attributed to the fact that age in the questionnaire was asked in form of class intervals while previous studies used actual individual ages. These results raise a lot of questions which require explanations. It can be rightly asked whether the methodology used to collect the information on employee age was faulty or whether the Kenyan public sector environment is different as a business context to an extent that age does not affect any of the employee outcomes or whether the employees in the public sector are so unique that they could give us such results. Still, we may ask whether the questions asked of the respondents held the same meaning for Kenyan employees as those held by employees in other parts of the world where other studies have been carried out.

There are implications for the interpretation for the findings of this study and conclusions regarding age and employee outcomes. It is noted that since the results obtained were unexpected and contradict those of previous studies, it will be prudent to acknowledge that any arguments and conclusions regarding age and its relationship to employee outcomes are tentative unless and until they are corroborated by several other related studies. Table 5.26 shows that tenure was excluded from every model implying that the current study did not find statistically significant relationships between age, locus of control, tenure and employee outcomes. The findings of this study differ with those found by Lim and Teo (1998) who found significant relationships between tenure and job satisfaction. In their study, they found that longer tenure was negatively related to job satisfaction with short tenure having the highest satisfaction among police officers in Singapore. The majority of respondents in the current study had served for about five years and still there was no significant relationship between tenure and job satisfaction. The reason could be because they studied a particular profession (policemen) where conditions of their work could have given explanation for such a result.

The current result is also similar to that found by Podsakoff et al (2000) who found no significant relationships between OCB and tenure. A plausible explanation could be that tenure is not an antecedent for OCB and therefore cannot influence the same. In the literature reviewed no study had studied the influence of tenure on commitment. The study did not find any statistically significant relationship between tenure and commitment. This result is important as a contribution to the existing body of knowledge. It was presumed that trust could be influenced by tenure because of the length of time spent interacting with other organizational members and undergoing organizational experiences. This means that prior experience and interaction could evoke trusting behaviours but the results indicate that trust had no significant relationships with tenure. Tenure as a variable has close connections with age which also failed to have significant relationships to employee outcomes. More research is recommended in this area but it can be acknowledged that this result is important as it contributes to new knowledge.

Summary of the Chapter

The hypotheses were tested and the results were presented in Tables 5.1 to 5.26. The interpretations of the relationships among various variables of the study were presented. Parametric analytical techniques specifically Pearson's product moment correlation and stepwise multiple regression analysis were used. Table 5.27 is a summary of the results of all the tests of hypotheses discussed in the chapter.

Table 5.27: Summary of Tests of the Hypotheses and Results

Objectives	Hypotheses	Results	Table	Remarks
1. To determine the nature of the relationship between employee age, locus of control and employee outcomes	H1a There is a relationship between employee's age and employee outcomes	$r = -.019, .044, .055, -.064$ $P > 0.05$	5.1	Rejected
	H1b There is a relationship between employee's locus of control and employee outcomes	$r = .189, -.248$ $p < 0.05$	5.2	Accepted
2. To determine the moderating role of organizational context in the relationship between employee characteristics and employee outcomes	H2a The strength of the relationship between employees' age and employee outcomes depends on the context	$r = .317, .566, .340$ $R^2 = .100, .321, .115$ $F = 3.797, 17.418, 4.44$ $P < 0.05$	5.4, 5.5 - 5.8	Accepted
	H2b The strength of the relationship between employees' locus of control and employee outcomes depends on the context	$r = .318, .256, .586, .429$ $R^2 = .101, .065, .323, .184$ $F = 3.7, 17.4, 7.58, 2.31$ $P < 0.05$	5.9 5.10 - 5.13	Accepted
3. To establish the moderating role of cognitive factors (attribution, organizational	H3a The strength of the relationship between employees' age and employee	$r = .387, .271, .136, .455$ vs $.387, .271, .138, .499$ $R^2 = .150, .074, .018, .207$ vs $.152, .073, .019, .249$ $P > 0.05$	5.17	Accepted

justice and psychological contract) on the relationship between employee characteristics and employee outcomes	outcomes depends on attribution			
	H3a1 The strength of the relationship between the employees' locus of control and employee outcomes depends on attribution	$r = 419, 269, 209, 495$ vs $423, 271, 215, 534$ $R^2 = 175,072, 044, 175$ vs $179, 093, 046, .285$ $P < 0.05$	5.18	Accepted
	H3b The strength of the relationship between employees' age and employee outcomes depends on the perceptions of organization justice	$r = 279, 114, 125, 311$ vs $390, 271, 138, 499$ $R^2 = 078, .075, 016, 097$ vs $152, 073, .019, 249$ $P < 0.05$	5.19	Accepted
	H3b1 The strength of the relationship between the employees' locus of control and employee outcomes depends on perceptions of organization justice	$r = 340, 119, 210, 337$ vs $423, 271, 215, 534$ $R^2 = 115, .014, 044, 114$ vs $179, 093, .046, .286$ $P < 0.05$	5.20	Accepted
	H3c The strength of the relationship between employees' age and employee outcomes depends on perceptions of the psychological contract	$r = 358, 273, 497$ vs $390, 275, 499$ $R^2 = .152, .074, 247$ vs $152, 075, 249$ $P < 0.05$	5.21	Rejected
H3c1 The strength of the relationship between employees' locus	$r = 402, 271, 209, 529$ vs $423, 271, .534$ $R^2 = 044, .093, 044, 280$ vs $179, .093, .285$ $P < 0.05$	5.22	Accepted	

	of control and employee outcomes depends on perceptions of the psychological contract			
4 To establish the joint effect of contextual and cognitive factors on the relationship between employee characteristics and employee outcomes	H4 The strength of the relationship between employee characteristics and employee outcomes depends on the joint effect of contextual and cognitive factors	$r = .315, .216, .584, .395$ $p < 0.05$ Joint effect $r = 0.186$ $P < 0.05$ $r = 0.207$ $P < 0.05$	5.23	Accepted
5 To determine the joint effect of the independent and moderating variables on employee outcomes	H5 The overall joint influence of the independent and moderating variables on employee outcomes is greater than the individual effect of the individual independent and moderating variables on employee outcomes	$r = .388, .287, .659, .517$ $R^2 = .150, .082, .436, .268$ $P < 0.05$ Overall effect $r = 0.257$ $P < 0.05$	5.25 5.26	Accepted

As the summary of the results presented in table 5.27 show the study had five objectives and twelve hypotheses that tested them. As evidenced in the table, ten out of the twelve hypotheses tested were confirmed. Two hypotheses namely, H1a which stated that there was a relationship between age and employee outcomes and H3c which stated that the relationship between age and employee outcomes depended on the perceptions of the psychological contract were not confirmed. The findings of the study indicated that there was a significant joint effect of the independent and moderating factors on employee outcomes (trust, OCB, job satisfaction and employee commitment). Other results showed that there were no statistically significant relationships between age and employee

outcomes while work locus of control was significantly related to employee outcomes. The study findings supported the moderating role of organizational context in the relationship between age, locus of control and employee outcomes. The moderating role of cognitive factors was also supported in the study findings. The summary and conclusions of these results is handled comprehensively in chapter six.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Summary

This chapter presents the summary and conclusions drawn from the findings of the study. It presents the contributions of this research to the body of knowledge. It discusses the conclusions based on the research objectives and hypotheses, implications for theory, policy and practice, implications for methodology, limitations of the study and recommendations for further research. The conclusions are based on the research objectives and the research question and on the analyses conducted in chapter four and five.

The study was carried out in a background of a country that had undergone significant changes socially, politically and economically in the last 10 to 15 years. In management of the public sector, there were significant changes during this period from a lax system of poor service delivery and non performing public corporations to a more customer friendly and efficient results based performance paradigm. Given the long held belief of a job-for-life in the public sector, it was presumed that the emphasis on efficiency and results based management would affect employee outcomes. These outcomes would be affected through the cognitive and contextual factors. The research was undertaken on the grounds that employee characteristics (age and locus of control) have a role in influencing employee outcomes (trust, commitment, job satisfaction and OCB) in organizations.

The individual characteristic of age was expected to have inclinations towards experience which informs schema that help individuals interpret situations. Locus of control was expected as a stable personality characteristic to influence employee outcomes by helping to interpret and accord meaning to organizational experiences by employees. These conceptualizations were to be moderated by the organizations' human resource practices and organization size as well as by the cognitive factors (attribution, psychological

contract and organizational justice) that is, mental perceptions that affect employee outcomes. All these mental perceptions are influenced by what goes on in an organization.

The statement of the problem was to find out the influence of contextual and cognitive factors on the relationship between employee characteristics and employee outcomes in public corporations Kenya. The research question was to find out the relationship between employee characteristics and employee outcomes and to establish the moderating role of contextual and cognitive factors on this relationship. Review of extant literature was done based on the objectives of the study and on the theories that influenced the study particularly social exchange theory, Rotter's locus of control theory and equity theory. Social exchange and equity theories have to do with human exchanges and basically the employment relationship is an exchange which is either transactional or relational and more often than not comprises both. A conceptual framework was developed at the end of the literature review representing the schematic conceptualization of the relationship between the variables and consequently hypotheses were developed for the study. The study had twelve hypotheses to be analysed.

The methodology of the research was influenced by the positivist philosophy. A descriptive research design was used and stratified proportionate random sampling was used to get samples from the various sectors of public corporations. A cross-sectional approach was used to conduct the research. The sample size was determined using a table developed by Krejcie and Morgan (1970). The study sample comprised 384 employees. The models for analysing data were developed using regression all these comprise the third chapter. Descriptive statistics for the research variables using means and standard deviations were presented in the fourth chapter. The statistical testing of the hypotheses was done in chapter five.

The combined means of the various variables are useful in summarizing the results in this chapter. The combined mean for the work locus of control was 3.88 implying that on average the respondents were more inclined to an internal work locus of control. This is

important because all the interpretations of this variable in the study presume an internal locus of control. The combined mean for employee trust was 3.11 implying low levels of trust among the respondents in the organizations. The composite mean for job satisfaction was 3.48 indicating that respondents were fairly satisfied with their jobs. Organizational citizenship behaviours had a composite mean of 3.18 implying that cooperative behaviours were exhibited by respondents in their organizations.

The findings in chapter four indicated that respondents were committed to their organizations. This variable had a combined mean of 2.72. Human resource practices had a combined mean of 3.5 implying that respondents felt that the human resources practices in their organizations were good. The composite mean for organizational justice was 3.4 an indication that respondents were not sure of how well justice issues were handled in the organization. Attribution had a combined mean of 3.82 implying that attribution made for causes and organizational occurrences were attributed more to the individual (internal). Respondents' perceptions of the psychological contract were more of unfulfilled or violated as the composite mean for this variable was 2.6. All these composite means for the study variables are presented in table 4.26.

Some of the findings from this research do confirm expectations from the literature reviewed but largely the findings are new as this is the first time the study is being conducted for Kenyan organizations. Findings that confirm expectations from the literature in this study shall be called advances on previous research. These advances will not be called contributions in this chapter because contributions or additions to knowledge will arise from findings about; unconfirmed expectations arising from literature review in chapter two; implying areas about which there was some speculation in the literature but empirical studies had never been done and from new areas which had not been raised in the previous literature.

6.2 Conclusions

This section presents the conclusions of the study in the context of the literature review and the findings in chapter four and five. The conclusions are made in line with the objectives and hypotheses of the study

The research had five objectives,

- a) To establish the nature of the relationship between employee age, locus of control and employee outcomes.
- b) To determine the moderating role of contextual factors in the relationship between employee characteristics and employee outcomes.
- c) To establish the moderating role of cognitive factors (attribution, organizational justice and psychological contract) on the relationship between employee characteristics and employee outcomes.
- d) To establish the joint effect of contextual and cognitive factors on the relationship between employee characteristics and employee characteristics.
- e) To determine the joint effect of the independent and moderating variables on employee outcomes.

These objectives were developed after reviewing the literature and twelve hypotheses were developed from them. The hypotheses were accepted or rejected based on the levels of significance of the various statistical tests.

6.2.1 Nature of the relationship between employee characteristics and employee Outcomes

Objective one of the study was to establish the nature of the relationship between employee characteristics and employee outcomes. There were two hypotheses developed to determine this relationship. The first hypothesis stated that there is a relationship between age and employee outcomes and the second hypothesis stated that there is a relationship between work locus of control and employee outcomes. To establish these relationships Pearson Product Moment correlation technique was used and the results were presented in Tables 5.1 and 5.2 respectively.

The study found no statistically significant relationships between employee age and employee outcomes. This result puts to question the emphasis laid upon the age factor in organizational decisions such as recruitment and promotion. It also puts in doubt the influence of age on organizational performance since it does not have significant influence on the antecedents of employee performance such as commitment and job satisfaction. It can be concluded that less emphasis should be laid on age when making organizational decisions. However, this conclusion should be understood in view of the fact that the findings contradict other previous findings which found significant relationships. The other studies were essentially in different contexts and therefore it will be prudent to accept this finding in the context of Kenyan public corporations. Further research is needed to corroborate these findings and this is a significant contribution the study has made to the existing body of knowledge.

The study established that there were significant relationships between locus of control with organizational citizenship behaviours and with organization commitment. These findings are essential because they show that personality plays a role in influencing employee outcomes in the organization. Of particular importance is the finding that locus of control was negatively related to organizational commitment (Table 5.2). The study findings in Table 4.13 show that the combined mean for locus of control was 3.88 implying an inclination towards internal locus of control. This indicates that internal locus of control is negatively related to organization commitment and it can be concluded that internals will not be committed to the organization as they feel that they are capable of getting jobs elsewhere and their fate is not in the control of others or forces beyond their control. This finding has been confirmed as it is similar to findings from other previous studies and it can be concluded that this is an addition to the existing knowledge in the discipline.

6.2.2 The Moderating Role of Contextual and Cognitive Factors

The second objective was to determine the moderating role of contextual factors on the relationship between employee characteristics and employee outcomes. The contextual variables considered were human resource practices and organizational size. Organizational size referred to the number of employees in the organization while human resource practices included communication, change practices, orientation, training, employee involvement and decision making as implemented in the organization. This objective had two hypotheses specifically: that the relationship between age and employee outcomes depended on the context and that the relationship between locus of control and employee outcomes depend on the context. The moderating role of contextual factors on these relationships was analysed by use of stepwise multiple regression technique and the change in r was noted in each model as the variables were removed or added. The findings indicate that human resource practices moderated the relationship between age with trust, job satisfaction and employee outcomes but did not moderate age's relationship with organizational citizenship behaviour. Organization size moderated the relationship between age with job satisfaction and organizational commitment

At the same time the findings indicated that these contextual variables moderated the relationship between locus of control and employee outcomes. Human resource practices moderated the relationships between locus of control with OCB, trust, job satisfaction and employee outcomes. Organization size moderated the relationships between locus of control with job satisfaction and organization commitment. These findings help the study to conclude that in an organization personality is more critical in terms of employee outcomes as compared to age. This is because locus of control had significant relationships with all the outcomes while age did not. A critical finding of the study was the significant correlation between organization size and OCB. Though, it was a weak negative relationship it is important because it shows that organization size influences the willingness of employees to exhibit cooperative behaviour, complain or generally go out of their way to do what's beyond their job description. The larger the organization the less these behaviours are displayed and vice versa.

At the same time it can be concluded that the size of an organization matters when dealing with employees and that human resources practices are crucial in influencing the outcomes of employees in organizations. The study is adding to the existing body of knowledge on the role that human resource practices play in organizations. On the role played by organization size the study is making a new contribution to the body of knowledge.

The third objective of the study sought to establish the moderating role of cognitive factors on the relationship between employee characteristics and employee outcomes. This objective had six hypotheses which were tested using multiple regression statistical tool. The cognitive factors of the study were; attribution which refers to the extensive examination of the perceived causes that many apply to events involving themselves or others; psychological contract which refers to the implied expectations over and above the formal contract of employment and organizational justice which refers to the fairness issues in an organization perceived from three angles of interactive, distributive and procedural justice. The study found that all these variables had different levels of relationships with the employee outcomes. Of significance is that organizational justice had statistically significant relationships with trust, job satisfaction and organization commitment while psychological contract was significantly related to job satisfaction and commitment. Attribution significantly related to job satisfaction. All these findings are an addition to the existing body of knowledge as other previous studies had similar findings.

It can be concluded that a change in any of the cognitive factor will affect job satisfaction because it has significant relationships with these factors. This finding is an addition to the body of knowledge because it confirms findings from previous studies but it is also a contribution because the study was done in a developing country's public sector. This particular conclusion is significant because job satisfaction has implications for employees' performance in organizations. Particularly organizational justice influenced job satisfaction to the extent that it contributed to more than 30 percent of the change in this variable. The attribution an employee gives to the cause of an event will affect job

satisfaction and thus managers should be careful when implementing policies in the organization as it affects job satisfaction.

Organizational justice has significant implications for employee outcomes in organizations. This conclusion is drawn after noticing the influence of organizational justice on the employee outcomes. The study established as shown in table 5.18 that organizational justice significantly moderated all the relationships between employee characteristics and employee outcomes. This is a significant addition to the body of knowledge. Trust in its relationship with locus of control was significantly mediated by organizational justice and it can be concluded that when justice is seen to have been done then employees will be more trusting to the employer. This is a contribution the study is making in this discipline.

Psychological contract significantly influenced the relationship between employee characteristics and organizational citizenship behaviours. This implies that when employees perceive an unfulfilled or breached contract, it will be reflected in the behaviour displayed in the organization in terms of cooperation, complaints or civic virtues. This is a contribution the study is making to the existing body of knowledge as no other previous studies had looked at this relationship.

Objective four sought to establish the joint effect of cognitive and contextual factors as moderators of the relationship between employee characteristics and employee outcomes. One hypothesis was developed to test this relationship and it stated that the strength of the relationship between employee characteristics and employee outcomes depended on the joint effect. The hypothesis was confirmed. No previous studies had looked at this relationship and this therefore is a contribution to the body of knowledge. The findings of this objective indicate a negative relationship between employee commitment and perceptions of psychological contract violation as well as with perceptions of organizational justice. These findings have practical implications for managerial practice where perceptions of unfair practice and violations or breach of promised contract expectations will lead to turn over or turnover intentions.

Hypothesis five tested for the overall joint influence of the independent and moderating variables on employee outcomes. In conclusion, the test of hypothesis five which sought to establish the overall joint effect of the contextual and cognitive factors on the relationship between employee characteristics and employee outcomes, revealed that the joint effect of the independent and moderating variables was greater than the effect of the individual moderating variables acting alone on these relationships. The study therefore concludes that, in order to get the right employee outcomes both the contextual and cognitive factors are important. Personality as measured by the locus of control also contributed to the variance in the employee outcomes. It is imperative that managers of organizations implement the human resource practices properly as they had more weight in influencing employee outcomes. Managers can manage to influence perceptions of the cognitive factors and thereby influence the outcomes they anticipate. The findings of hypothesis five have contributed to the overall outcomes of the study as no other previous studies had considered these relationships.

6.3 Implications of the Results for Theory

The findings of the study are consistent with the theories that provided the foundation for this study. They were equity theory, expectancy and social exchange theory, locus of control and attribution theories. This consistency with the theories has expanded the application base for these theories in management thought and practice. Employment relationships are exchange relationships whose value for what is exchanged is determined by employers and employees. The value of the exchange may be monetary or non-monetary, intrinsic or extrinsic. In the current study the exchange is considered from a non-monetary intrinsic perspective. Employees get into this relationship with the expectations that it will be fair.

The current research confirmed the reality of the social exchange theory, as the human resource practices in the organizations in the study were rated 'good' with a mean of 3.5. The five point scale of the human resources practices variable ranged between very good and poor. Consequently, HR practices influenced employee trust, job satisfaction and

commitment whose mean scores were 3.11, 3.48 and 2.72 respectively. This implies that the employment exchange was viewed fairly by the employees as HR practices are one of the most important ways an organization communicates its intentions explicitly and implicitly to its employees. From the study results in Table 4.26, employees were satisfied and committed to their jobs; phenomena that can be attributed to a satisfactory exchange relationship. The results were seen to confirm the social exchange theory when the psychological contract significantly influenced organizational citizenship behaviours and commitment. People will act and behave in ways that confirm the perception of their psychological contract.

The study findings further have implications for equity and exchange theories because job satisfaction, employee trust and commitment are outcomes of perceived fairness and met/fulfilled expectations. From the results of the psychological contract, employees felt that employers met their obligations and fulfilled their promises. The mean for fulfilled employer obligations was 2.86 which was above the midpoint of 2.5, implying that employees agreed that their employers had generally fulfilled obligations to a good extent. This has direct implications for equity and expectancy theory. For equity theory because employees feel that they have fulfilled their obligations to a good extent (the mean for fulfilled employee obligations was 3.15) and they also perceive that the employers have reasonably fulfilled their obligations, hence, bringing a sense of fairness in the exchange whereby employees believe that their input is almost equal to the outcome they obtain from the employer

The application of expectancy theory on the other hand is shown by the fact that the employees' locus of control and attribution as shown in Table 4.26 were more inclined to the individual (internal). The mean for locus of control was 3.88 while that of attribution was 3.82, implying that attribution and locus of control were more internal and inclined to the individual as opposed to being external or focused on others. This implies that the interpretation of stimuli will be based on an internal locus of control and the subsequent choice of the action exhibited will be influenced by an internal attribution. Expectancy theory postulates that performance will lead to reward, but the performance will be

dependent upon the person's ability to perform, availability of the right resources and support by management towards achieving the performance. The fact that locus of control was largely internal means that the employees were sure they had the capacity to perform and since the HR practices were rated good, the perceptions of support by management were fairly high, implying that employees were willing to perform and hence the positive job satisfaction and commitment on their part. This is an affirmation of the postulations of equity and exchange theories.

The findings obtained on Locus of control and attribution variables indicated that employees were more inclined to being internal. These findings have implications for self efficacy theory which is the belief in one's capability to choose courses of action required to manage prospective situations. It can be understood as the individual's ability to succeed in a given situation. It has implications for behaviour and motivation. This is clear in the study as the employees had, to a great extent, an internal locus of control, meaning that they were capable of handling situations well, hence the positive job satisfaction, trust and commitment. It is important to mention that self efficacy theory was not one of the parent theories of the study as outlined in chapter two. We can therefore conclude that the results of the study were largely supportive of the pertinent theories.

6.4 Implications of the Results for Policy and Practice

A lot of emphasis is often given on age during recruitment by imposing age barriers. This study has shown that the influence of age on employee outcomes is weak and therefore age should be given less weight in employment. Age was envisaged to affect employees' perceptions of job satisfaction, organization commitment, trust and organizational citizenship behaviour. From the findings, we can conclude that age does not affect employee outcomes. This is evidenced from the findings that age did not have any significant correlations with any of the variables of the study. This is supported by the fact that in the stepwise regression, it was among the variables that were excluded from every model. This means that age has little to do with employee outcomes in

organizations and other variables may be responsible for employee reactions to organizational happenings. Alongside these are the findings that tenure which is related to age and experience did not have any significant correlation with employee outcomes. This puts to question employment decisions and actions based on age. As mentioned earlier, these findings are tentative and therefore need to be corroborated by several other studies.

From the results, work locus of control is a significant predictor of employee outcomes. In the current, study work Locus of Control was understood to be a personality trait that allows individuals to interpret whether they are in control of what goes on around them. Based on the findings of this study presented in chapter five, it is concluded that work locus of control influences employee outcomes. More specifically, work Locus of Control had significant correlation with organizational citizenship behaviour (OCB) and organizational commitment. This is important because OCB are wilful and helpful behaviours that enhance the formal organization even though they are not rewarded directly.

Organizations benefit more if they have employees who feel that they are in control of the things around them. To an extent it will be prudent for managers to use personality tests as recruitment tools so long as they know and understand what they are looking for. This is especially so for jobs where close supervision will not be possible or where the required employees will be working in a flexible environment. At the same time, WLOC influenced organizational commitment. This means that personality determines whether an individual will remain with the organization or not.

The other employees characteristics considered in the current study included gender, education level and tenure. It can be concluded that these particular variables had less impact on the employee outcomes. Gender had significant correlation with job satisfaction, an indication that male and female employees display differences in their job satisfaction. Tenure did not have any significant correlations with any of the employee

outcomes. This means that employee attitudes and behaviours are not influenced by tenure.

Education had a significant relationship with organizational commitment. The education level of the respondents was fairly high with most respondents having diploma level of education and above (Table 4.11). This practically means that education should be taken seriously in employment decisions. It means that organizations have to be keen during recruitment to ensure that they hire employees whose level of education is adequate for the job. The current research findings suggest that employers should not overemphasize the role of experience since tenure that relates to experience and age did not have statistically significant effects on employee outcomes.

The contextual factors covered organization size and HR practices. Organization size had significant correlations with job satisfaction and organizational commitment with small organizations being significantly different from large organizations. It can be concluded that as organizations grow bigger, the triggers for negative employee attitudes will be many and more complex. As organizations grow impersonality sets in, rules and procedures increase and hence many avenues exist for diverse interpretations of organizational occurrences. Thus, managers need to be careful in dealing with factors that enhance commitment and job satisfaction. When testing for the joint effect of the contextual and cognitive factors it was noted that OCB was influenced by organization size and this was a negative relationship implying more display of such behaviours in smaller organizations than in large ones. This finding has a lot of practical guidance for managerial practice.

Human resource practices in the current study comprised of organizational communication, decision making, employee involvement and participation, employee expectations, orientation and induction as well as general implementation of HR practices and procedures. HR practices had significant correlations with trust, job satisfaction and organizational commitment. HR practices proved to be good predictors of employee trust and job satisfaction. In this regard, it is concluded that human resource practices are an

effective way of managing employee attitudes in organizations. If they are well formulated and fairly implemented they will impact the employee outcomes which ultimately impact the organizations' performance.

It was envisaged that cognitive factors would play a role in influencing employee outcomes. Of the three cognitive factors, attribution, psychological contract and organizational justice, it was organizational justice that had the greatest impact on employee outcomes. It was noted that organizational justice had greater impact on trust, job satisfaction and organizational commitment because it concerns organizational variables such as reward allocation and fair procedures while the others are more on the individual's perception. Therefore, it is important that organizational attributes of fairness be properly articulated to enhance favourable employee attitudes. In spite of the results of extant research that strongly advocate for the role of psychological contract in organizational settings, the current study was unable to provide support for the same. We can conclude therefore that psychological contract does not moderate the relationship between age and employee outcomes and to a small extent it moderated the relationship between locus of control and OCB in the study. The fact that psychological contract moderated the relationship between employee characteristics with OCB and organizational commitment implies that management should ensure that they fulfil their contractual obligations. If this is not done it can lead to high turnover intentions which will impact organizational performance.

Among all the proposed employee outcomes in the study only job satisfaction was clearly influenced by more predictor variables namely locus of control, attribution, organizational justice, organization size, human resource practices and gender while organizational citizenship behaviour was influenced by organization size and psychological contract. Trust was predicted by organizational justice and human resource practices while commitment was predicted by locus of control, organizational justice, education, organization size and human resource practices. It is therefore, safe to conclude that the proposed study managed to explain the antecedents of employee attitudes to a great extent but did so to a small extent for employee behaviours. Even so,

the study gives important pointers for managers when implementing policies and practices in their organizations.

6.5 Implications for Methodology

The questionnaire method of data collection was adequate for all the scales. The questionnaire was chosen after observing that most of the reviewed literature used questionnaires. However, the use of imaginary scenarios for attribution proved difficult to understand for the respondents. This is because some of the scenarios may not have been experienced by some respondents and therefore the answers given may not have reflected reality but a hypothetical situation.

Furthermore, the attributional style questionnaire had many unanswered questions and this could be attributed to its structure. It is suggested that future studies structure the questionnaires differently. The Cronbach alpha coefficient for this scale was 0.60 which is rather low and can lead to questions on the reliability of the scale. The psychological inventory was considered too long by most respondents and in future it will be advisable to use an abridged version or even to come up with a study's own instrument.

In the collection of data and analysis for employee age it is advisable in future to use the individual age instead of the class intervals because to an extent, as was the case in this study, they may cause the variance to be so minimal and therefore make it difficult to see any significant differences among the different ages of the respondents.

6.6 Limitations of the Study

The results of the current research should be interpreted with the following limitations in mind. The public service has other sectors that were not covered such as the civil service under which employees of various government ministries fall. It also encompasses the local government and the judiciary which have a considerable number of employees. The contexts of these other public sectors may be different too. This means that these results

can only be generalized to state corporations as part of the public sector. Thus, any extrapolation from these results must have this fact in mind.

It is important to understand that the data was collected through self-report questionnaires by the employees. This method gives the respondents opportunity to describe their own experiences. This may be problematic as respondents may not remember all issues. It is also prone to social desirability bias, whereby the respondents prefer to answer questions in such a way as not to portray them in bad social light. That notwithstanding, the results have been presented as objectively as possible.

Attribution information in the study was collected using imaginary scenarios covering various aspects of the employment relationship. It could be possible that some of the respondents had never dealt with the problems depicted and therefore it is possible that their responses were based on misunderstanding. These limitations do not in any way affect the validity of the research and the contributions and advances in knowledge discussed in this chapter.

6.7 Recommendations for Further Research

More research is required to understand which other factors influence organizational citizenship behaviours. It did not have any significant relationships with most of the predictors except with organization size, psychological contract and locus of control. It is proposed that more research be done to find out what really precipitates these behaviours.

The study of trust in organizations as an antecedent of performance behaviours should be done. The findings of the study revealed that trust was only significantly related to organizational justice and human resource practices. It is recommended that further research be done in the same area but more emphasis be laid on how different professions react to the same variables. Further research needs to be done on the role of organization size and employee outcomes in organizations. Further study is recommended to find out the relationship between gender and job satisfaction in various careers. The study brought

out a finding that indicated that male and female employees perceive job satisfaction differently. More research is needed to corroborate this finding.

The study did not also look at organizational variables such as organizational culture and organizational structure and their effect on the same variables. Studies are encouraged on the same. The same study could be done using locus of control as an independent variable and outcomes as the moderators and organizational performance as the dependent variable.

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APPENDICES

Appendix A: Table showing Kenyan State Corporations by Sector

Category	Number of corporations
Financial	15
Commercial/ manufacturing	32
Regulatory	34
Public universities	7
Training and research institutions	13
Service corporations	27
Regional development authorities	6
Tertiary education and training	5

Source: State Corporations Advisory Committee Website.

Appendix B: List of Public Corporations

Source: Office of the President; The presidency and Cabinet Affairs office – State Corporations Advisory Committee (SCAC) Website www.scac.go.ke

Financial Corporations

- 1 National Social Security Fund
- 2 National Hospital Insurance Fund
- 3 National Bank of Kenya
- 4 Kenya Tourist Development Corporation
- 5 Kenya Roads Board
- 6 Kenya Revenue Authority
- 7 Kenya Re-Insurance Corporation
- 8 Kenya Post Office Savings Bank

- 9 Kenya National Assurance Co. (2001)
- 10 Kenya Industrial Estates
- 11 Industrial Development Bank
- 12 Industrial and Commercial Development Corporation
- 13 Deposit Protection Fund Board
- 14 Consolidated Bank
- 15 Agricultural Finance Corporation

Commercial / manufacturing

1. New Kenya Co-operative Creameries Ltd
- 2 University of Nairobi Enterprises and Services Limited
- 3 Teikom Kenya Limited
- 4 South Nyanza Sugar Company
- 5 School Equipment Production Unit
- 6 Pyrethrum Board of Kenya
- 7 Postal Corporation of Kenya
- 8 Nzoia Sugar Company
- 9 Numerical Machining Complex
- 10 National Water Conservation and Pipeline Corporation
- 11 National Oil Corporation of Kenya
- 12 National Housing Corporation
- 13 National Cereals and Produce Board
- 14 Kenyatta International Conference Center
- 15 Kenya Wine Agencies
- 16 Kenya Seed Company Limited
- 17 Kenya Safari Lodges and Hotels
- 18 Kenya Railways Corporation
- 19 Kenya Power and Lighting Company
- 20 Kenya Ports Authority
- 21 Kenya Pipeline Company

- 22 Kenya Ordnance Factories Corporation
- 23 Kenya Medical Supplies Agency
- 24 Kenya Literature Bureaus
- 25 Kenya Electricity Generating Company
- 26 Kenya Broadcasting Corporations
- 27 Kenya Airports Authority
- 28 Jomo Kenyatta Foundations
- 29 Gilgil Telecommunications Industries
- 30 East African Portland cement Company
- 31 Chemelil Sugar Company
- 32 Agro-Chemicals and Food Company

Regulatory Corporations

- 1 Kenya Bureau of Standards
- 2 Export Processing Zones Authority
- 3 Export Promotion Council
- 4 Catering Training & Tourism Development Levy Trustees
- 5 Transport Licensing Board
- 6 Public Universities Inspection Board
- 7 Public Archives Advisory Council
- 8 Betting Control & Licensing Board
- 9 Water Services Regulatory Board
- 10 Tea Board of Kenya
- 11 Retirement Benefit Authority
- 12 NGO Co-ordination Bureau
- 13 National Tea Zones Development Authority
- 14 National Irrigation Board
- 15 National Environment Management Authority
- 16 Maritime Authority
- 17 Kenya Sugar Board

- 18 Kenya Sisal Board
- 19 Kenya Plant Health Inspectorate Services
- 20 Kenya Industrial Property Institute
- 21 Kenya Dairy Board
- 22 Kenya Bureau of Standards
- 23 Kenya Civil Aviation Authority
- 24 Investment Promotion Center
- 25 Horticultural Crops Development Authority
- 26 Export Promotion Council
- 27 Export Processing Zones Authority
- 28 Electricity Regulatory Board
- 29 Council for Legal Education
- 30 Communications Commission of Kenya
- 31 Commission for Higher Education
- 32 Coffee Board of Kenya
- 33 Catering Training and Tourism Dev. Levy Trustees
- 34 Capital Markets Authority

Public Universities

- 1 University of Nairobi
 - 2 Moi University
 - 3 Maseno University
 - 4 Western University College of Science and Technology
 - 5 Kenyatta University
 - 6 Jomo Kenyatta University of Agriculture and Technology
 - 7 Egerton University
-

Training and Research Corporations

- 1 Kenya Education Staff Institute
- 2 Kenya Institute of Education
- 3 Tea Research Foundation
- 4 National Museums of Kenya

- 5Kenya Sugar Research Foundation
- 6Kenya Medical Research Institute
- 7Kenya Marine and Fisheries Research Institute
- 8Kenya Institute of Public Policy Research and Analysis
- 9Kenya Institute of Administration
- 10Kenya Industrial Researches and Development Institute
- 11Kenya Forestry Research Institute
- 12Kenya Agricultural Research Institute
- 13Coffee Research Foundation

Service Corporations

- 1 Kenya National Examination Council
- 2 Athi Water Services Board
- 3 Lake Victoria South Water Services Board
- 4 National Campaign Against Drug Abuse Advisory Board
- 5 Water Services Trust Fund
- 6 Water Resources Management Authority
- 7 Teachers Service Commission
- 8 Rift Valley Water Services Board
- 9 Northern Water Services Board
- 10 National Sports Stadium Management Board
- 11 National Council for Law Reporting
- 12 National Aids Control Council
- 13 Nairobi Water Services Board
- 14 Moi Teaching and Referral Hospital
- 15 Local Authorities Provident Fund
- 16 Lake Victoria North Water Services Board
- 17 Kenyatta National Hospital
- 18 Kenya Wildlife Service
- 19 Kenya Tourist Board
- 20 Kenya National Library Services

- 21 Kenya Ferry Services
- 22 Kenya Accountants and Secretaries National Examination Board
- 23 Higher Education Loans Board
- 24 Coast Water Services Board
- 25 Central Water Services Board
- 26 Bomas of Kenya
- 27 Agricultural Development Corporation

Regional Development Authorities

- 1 Tana and Athi Rivers Development
- 2 Lake Basin Development Authority
- 3 Kerio Valley Development Authority
- 4 EwasoNg'iro South Development Authority
- 5 EwasoNg'iro North Development Authority
- 6 Coast Development Authority

Tertiary Education and Training Corporations

- 1 Kenya Water Institute
- 2 Kenya Utalii College
- 3 Kenya Medical Training College
- 4 Kenya College of Communications Technology
- 5 Cooperative College of Kenya

Appendix C: Table showing Sector, name of organization chosen and the region

Sector	Name of organization (s)	Region
Financial	1. NHIF	Nairobi and Nyanza
Commercial/ manufacturing	1. SONY sugar	Nyanza
	2. KPLC	Nairobi and Nyanza
	3. New KCC	Nairobi and Rift Valley
	4. Postal Corporation	Nairobi and Nyanza
Regulatory	1. KeBS	Nairobi
	2. NEMA	Nairobi
Public universities	1. Egerton university	Rift valley and Kisii
Training and research	1. Kenya Agricultural Research Institute	Nairobi and Kisii
Service corporations	1. Kenya National Library Services	Nairobi and Nyanza
	2. Kenya National Examination Council	Nairobi
Regional dev. Authorities	1. Lake Basin Development Authority	Nyanza
Tertiary education and training	1. Kenya Medical Training College	Nairobi and Kisii

Appendix D: Questionnaire

INSTRUCTIONS:

1. Please answer **ALL** the questions as honestly as possible.
2. If you do not find the exact answer that fits your case please choose the one that is closest to it. Do not leave unanswered questions.
3. You will not be identified with the answers to the questions. All the information is strictly for academic purposes and shall not be used anywhere else.
4. 'Your Company' or 'Organization' refers to your place of work.

PART A: DEMOGRAPHICS (Kindly tick as appropriate)

1. Name of your organization _____
2. Profession _____
3. Gender: Male [] Female []
4. Age group
18-30 years []
31-44 years []
45-55 years []
Over 55 years []
5. Marital status: Married [] Single [] Divorced [] Widowed []
6. Education (Tick the highest level of education attained)
Class 8 and below []
Form 4 and below []
A level []
Diploma []
Technical /Professional certificate []
Undergraduate Degree []
Graduate Degree []
Other (specify) _____

7. For how long have you worked in this organization?

0-5 years

6-10 years

11-15 years

16-20 years

Over 20 years

8. What is your position within the organization (tick as appropriate)?

Senior management

Middle Management

Academic /Teaching Staff

Non- Managerial staff

Other (specify) _____

PART B: ORGANIZATIONAL JUSTICE

The questions below would like to know whether you feel your organization has been fair in the way it has dealt with employees in terms of procedures, reward distribution and interpersonal relations.

Please tick (✓) as appropriate. .

Strongly agree⁵ Agree⁴ Not sure³ Disagree² Strongly Disagree¹

1. My organization has in place formal channels that allow employees to express their views and opinions before decisions are made.
2. Formal procedures exist in my organization to ensure that officials do not allow personal biases to affect their decisions
3. There are formal means by which employees in my organization can challenge decisions that they feel are erroneous
4. My organization has formal procedures to ensure that officials have accurate information on which to base their decisions.
5. I am given adequate opportunity to air my complaints
6. Complaints are handled in a timely manner
7. Complaints are handled in a fair manner
8. Adequate procedures are used for handling grievances

9. My supervisor's actions show that he/ she respects me
10. My supervisor treats me in a kind manner
11. In my relations with the supervisor he/she shows concern for the impact that his or her actions will have on me
12. In my dealings with my supervisor I find him/her to be polite
13. My rewards accurately reflect my contributions to the organization
14. The most productive employees in my organization receive the highest rewards.

PART C: ORGANIZATIONAL CONTEXT

The questions below would like to find out about the human resource practices in your organization. Please tick (✓) the most appropriate response to each question.

Very Good-5 Good-4 Not Sure-3 Poor-2Extremely poor -1

1. Rate the way the organization communicates change to its employees?
2. Rate the way change is communicated to employees within your department?
3. We always get timely and adequate feedback
4. Managers make decisions on their own and then communicate the same to employees
5. Managers meet regularly with employees to identify and recommend solutions to problems
6. Managers seek employees' views before making decisions
7. My expectations of my employer before I joined this company have been met so far
8. I am proud working for this company
9. The Human resource policies of the organization are implemented fairly.
10. The employee handbook states clearly what is required of each person.
11. New employees undergo a comprehensive orientation programme.
12. I have mastered the required tasks of my job
13. I understand what all the duties of my job entail

PART D: THE PSYCHOLOGICAL CONTRACT INVENTORY

Consider your relationship with your current employer. To what extent has your employer made the following commitment or obligation to you? Please answer each question using the following scale:

5 - to a very great extent **4** - to a great extent **3** - to a moderate extent **2** - to a less extent
1 - Not at all

A job only as long as the employer needs me

Concern for my personal welfare and my work

Limited involvement in the organization

Support me to attain the highest possible levels of performance

Opportunity for career development within this firm

Help me to develop marketable skills

Secure employment

Makes no commitment to retain me in the future

Training me only for my current job

Be responsive to my personal concerns

Help me to respond to an even greater industry standard

Developmental opportunities for me within this firm

Job assignments that enhance my external marketability

Wages and benefits I can count on

Short term employment

Make decisions with my interest in my mind

A job limited to specific, well-defined responsibilities

Support me in meeting increasingly higher goals

Advancement within the firm

Potential job opportunities outside the firm

Steady employment

A job for short time only

Concern for my long-term well being

Require me to perform only a limited set of duties

- Enable me to adjust to new, challenging performance requirements
- Opportunities for promotion
- Contacts that create employment opportunities elsewhere
- Stable benefits for my family

To what extent do the items below describe your employer's relationship with you?

- Withholds information from its employees
- Difficult to predict future direction of its relations with me
- Demands more from me while giving me less in return
- Acts as if it doesn't trust its employees
- An uncertain future regarding its relations with me
- Decreased benefits in the next few years
- Introduces changes without involving employees
- Uncertainty regarding its commitments to employees
- Stagnant or reduced wages the longer I work here
- Uncertainty regarding its commitment to me
- More and more work for less pay

To what extent have you made the following commitment or obligation to your employer?

Please answer each question using the scales.

- Quit whenever I want
- Make personal sacrifices
- Perform only required tasks
- Accept increasingly challenging performance standards
- Seek out developmental opportunities that enhance my value to this employer
- Build contacts outside this firm that enhance my career potential
- Remain with this organization indefinitely
- I have no future obligations with this employer
- Take this organization's concerns personally
- Do only what I am paid to do

Adjust to changing performance due to business necessity
Build skills to increase my future employment opportunities elsewhere
Plan to stay here a long time
Leave at any time I choose
Protect this organization's image
Fulfil limited number of responsibilities
Respond positively to dynamic performance requirements
Make myself increasingly valuable to my employers outside the firm
Continue to work here
I am under no obligation to remain with this employer
Commit myself personally to this organization
Only perform specific duties I agreed to when hired
Accept new and different performance demands
Actively seek internal opportunities for training and development
Seek out assignments that enhance my employability
Make no plans to work anywhere else

To what extent do the items below describe your relationship with your employer? Please answer the following questions using the scale:

Overall, how well does your employer fulfil its commitments to you
Overall, how well have you fulfilled your commitments to your employer
In general, how well does your employer live up to its promises to you
In general, how well do you live up to your promises to your employer
Overall, how satisfied are you in your job?

To what extent do you believe the commitments your employer has made to you are the responsibility of the following?

Your co-workers/ work group
Your boss/ manager
Senior management
The organization

PART E: WORK LOCUS OF CONTROL

The following questions concern your beliefs about jobs in general. They do not refer only to your present job.

Kindly tick the most appropriate answer using the following scale

1- Disagree very much

2- Disagree moderately

3- Disagree slightly

4- Agree slightly

5- Agree moderately

6- Agree very much

1. A job is what you make it
2. On most jobs, people can pretty much accomplish whatever they set out to accomplish
3. If you know what you want out of a job, you can find a job that gives it to you
4. If employees are unhappy with a decision made by their boss, they should do something about it
5. Getting the job you want is mostly a matter of luck
6. Making money is primarily a matter of fortune
7. Most people are capable of doing their jobs well if they make the effort
8. In order to get a really good job, you need to have family members or friends in high places
9. Promotions are usually a matter of good fortune
10. When it comes to landing a really good job, who you know is more important than what you know
11. Promotions are given to employees who perform well on the job
12. To make a lot of money you have to know the right people
13. It takes a lot of luck to be an outstanding employee on most jobs
14. People who perform their jobs well generally get rewarded

15. Most employees have more influence on their supervisors than they think they do
16. The main difference between people who make a lot of money and people who make a little money is luck.

PART F: OCCUPATIONAL ATTRIBUTIONAL STYLE QUESTIONNAIRE

In this section you are given ten scenarios to base your response on a seven point range. You are also given ten hypothetical events, five with positive outcomes and five with negative outcomes in relation to work situations. For each event vividly imagine yourself in the situation and choose the single most likely cause of the event by circling “©” the numeric value on the scale provided. You are expected to rate the events on the five scales below, five answers for the positive events and five answers for the negative events. Each answer corresponds to the hypothetical event.

A. Hypothetical events (Positive outcomes)Response Scale

1. Imagine that you apply for promotion and get it

To what extent was the cause due to something about you?

Totally due to me 6 5 4 3 2 1 0 Not at all due to me

2. Imagine that you solve a major problem that has occurred at work

In the future, at work, will this cause again influence what happens?

Will always influence Will never again
 what happens 6 5 4 3 2 1 0 influence what happens

3. Imagine that you successfully lead a project with a positive outcome

Is the cause anything that just affects (problem solving) or does it influence other areas of your life?

Influences all areas of Influences just this
 my life 6 5 4 3 2 1 0 situation

4. Imagine that you are voted the most popular boss in your section

To what extent was the cause something to do with other people or circumstances?

Totally due to other people Not at all due to other people
 or circumstances 6 5 4 3 2 1 0 or circumstances

5. Imagine that you are given a special performance reward at work

To what extent was the cause controllable by you?

Totally controllable by me 6 5 4 3 2 1 0 Not at all controllable by me

B. Hypothetical events (Negative outcomes) Response Scale

1. Imagine that you are turned down at a job interview

To what extent was the cause due to something about you?

Totally due to me 6 5 4 3 2 1 0 Not at all due to me

2. Imagine that your boss always acts aggressively toward you

In the future, at work, will this cause again influence what happens?

Will always influence Will never again

what happens 6 5 4 3 2 1 0 influence what happens

3. Imagine that you can't get all the work done that others expect of you

Is the cause something that just affects (problem solving) or does it influence other areas of your life?

Influences all areas of Influences just this

My life 6 5 4 3 2 1 0 situation

4. Imagine that you gave an important talk in front of your colleagues and they reacted negatively

To what extent was the cause something to do with other people or circumstances?

Totally due to other people Not at all due to other people

Or circumstances 6 5 4 3 2 1 0 or circumstances

5. Imagine that you are given a poor annual report by a superior

To what extent was the cause controllable by you?

Totally controllable by me 6 5 4 3 2 1 0 Not at all controllable by me

PART G: ORGANIZATIONAL COMMITMENT QUESTIONNAIRE

Please indicate how committed you are with each aspect of your job listed below. Use the following scale

5 = Strongly Disagree 4 = Disagree 3 = No Opinion 2 = Agree 1 = Strongly Agree

Affective Commitment

I would be happy to spend the rest of my career with this organization

I really feel as if this organization's problems are my own

I feel a sense of belonging to my organization

I feel like I am part of the family at my organization

This organization has a great deal of personal meaning for me

Continuance Commitment

Right now staying in this organization is a matter of necessity as much as I desire

It would be very hard for me to leave my organization right now, even if I wanted to

Too much of my life would be disrupted if I decided to leave my organization at this time

I feel that I have too few options to consider leaving my organization at this time

If I had not put so much of myself into this organization, I might consider working elsewhere

Normative Commitment

I feel an obligation to remain with the current employer

Even if it were to my advantage, I do not feel it would be right to leave my organization

I would feel guilty if I left my organization now

This organization deserves my loyalty

I would not leave my organization right now because I have a sense of obligation to the people in it

I owe a great deal to my organization

PART H: JOB SATISFACTION QUESTIONNAIRE

The purpose of this questionnaire is to give you a chance to tell how you feel about your present job, what things you are satisfied with and what things you are not satisfied with. Use the following scale and please answer every item by ticking the response you feel is most appropriate.

5= Very satisfied 4= Satisfied 3= Neutral(neither satisfied nor dissatisfied)

2= Dissatisfied 1= Very dissatisfied

1. Being able to keep busy all the time
2. The chance to work alone on the job
3. The chance to do different things from time to time
4. The chance to be somebody in the community
5. The way my boss handles his/her workers
6. The competence of my supervisor in making decisions
7. Being able to do things that don't go against my conscience
8. The way my job provides for steady employment
9. The chance to do things for other people
10. The chance to tell people what to do
11. The chance to do something that makes use of my abilities
12. The way organization policies are put into practice
13. My pay and the amount of work I do
14. The chances for advancement on this job
15. The freedom to use my own judgement
16. The chance to try my own methods of doing the job
17. The working conditions
18. The way my co-workers get along with each other
19. The praise I get for doing a good job
20. The feeling of accomplishment I get from the job

PART I: ORGANIZATIONAL TRUST QUESTIONNAIRE

Please write (√) the response you feel best describes your reaction to each statement according to the scale given below.

5 = Strongly Agree 4 = Agree 3 = Not Sure 2 = Disagree 1= Strongly Disagree

I believe my employer has high integrity

I can expect my employer to treat me in a consistent and predictable fashion

My employer is not always honest and truthful

In general, I believe my employer's motives and intentions are good

I don't think my employer treats me fairly

My employer is open and upfront with me

I am not sure I fully trust my employer

PART J: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR QUESTIONNAIRE

Think of your work mate / colleague with whom you interact on a day to day basis in the course of work and indicate the degree to which each of the following statements characterizes him / her. Tick the answer using the following scale;

5 = Agree very much 4 = Agree 3 = Not sure 2 = Disagree 1 = Disagree very much

Organizational Citizenship Behaviour Items

Comes up with new, original ideas for handling work

Trains or helps others perform their jobs better

Takes a personal interest in other employees

Acts cheerfully

Co-operates well with those around him/her

Exhibits punctuality in arriving at work on time

Seeks others' help when he/ she needs it

Makes positive statements about his or her immediate supervisor

Makes constructive statements about the department

Exhibits punctuality in carrying out his / her responsibility

Has people go to him / her for assistance

Goes out of his / her way to protect other employees

Makes sure that things are neat clean and orderly
Resists influence from others including the boss
Exhibits poor work quality
Starts arguments with other employees
Talks about wanting to quit his/her job
Wastes materials or harms organizational property
Goes out of his / her way to protect organizational property
Acts impulsively on the spur of the moment
Has ups and downs in mood
Critically finds fault with other employees
Expresses resentment at being given orders
Loses touch with things going on around him/her
Exhibits annoyance with other employees
Takes undeserved work breaks
Complains about insignificant things at work
Purposefully interferes with someone else doing their job
Conscientiously follows organizational rules

APPENDIX E: Table Determining Size of a Random Sample

Determining the Size of a Random Sample

N	S	N	S	N	S
10	10	420	201	75000	382
15	14	440	205	1000000	384
20	19	460	210		
25	24	480	214		
30	28	500	217		
35	32	550	226		
40	36	600	234		
45	40	650	242		
50	44	700	248		
55	48	750	254		
60	52	800	260		
65	56	850	265		
70	59	900	269		
75	63	950	274		
80	66	1000	278		
85	70	1100	285		
90	73	1200	291		
95	76	1300	297		
100	80	1400	302		
110	86	1500	306		
120	92	1600	310		
130	97	1700	313		
140	103	1800	317		
150	105	1900	320		
160	113	2000	321		
170	118	2200	327		
180	123	2400	331		

190	127	2600	335		
200	132	2800	338		
210	136	3000	341		
220	140	3500	346		
230	144	4000	351		
240	148	4500	354		
250	152	5000	357		
260	152	6000	361		
270	155	7000	364		
280	162	8000	367		
290	165	9000	368		
300	169	10000	370		
320	175	15000	375		
340	181	20000	377		
360	186	30000	379		
380	191	40000	380		
400	196	50000	381		

APPENDIX F: Table for Sample Size and Confidence Intervals

Sample Size, Confidence levels and Sampling error

Size of Total Population (N)	Sampling Error of 5% with a Confidence Level of 95 % (S)
50	44
100	79
200	132
500	278
1000	322
2000	357
5000	370
10000	377
50000	381
100000	383
1000000	384

Source: Krejcie and Morgan 1970

APPENDIX: G: Operational Definition of Research Variables

The focus of this study was on the following variables:

Dependent variables – job satisfaction, organizational commitment, trust and citizenship behaviour

Independent Variables - age and locus of control

Moderating Variables - Perceived organizational justice, psychological contract, Attribution and contextual factors-organizational and individual

These variables were measured in accordance with the operational definitions presented in the Table below

Operational definitions of the variables

	Variable	Indicators	Source of data (question) and measure	Scale
1.	Age	Chronological age in years	Part A of the questionnaire Question 1-7	Interval
2.	Locus of control	The belief that outcomes of one's actions at work are contingent on what they do (internal control) or on events outside one's personal control (external control). As per Spector's Scale	PART E. Spector's Work Locus of control scale. Question 1-16. This is a Likert Type Scale	Interval
3.	Attribution	The extent to which individuals differ in the perceived causal judgements they make for the good or bad events in	PART F Occupational Attributional Style Questionnaire.	Interval

		their lives as per Furnham et al (1994) scale.	Two parts each consisting of Question 1-8. Likert Type Scale	
4.	Contextual factors	Organizational Size HR practices.	PART A PART C Question 1-11 Likert Type scale	Interval
5.	Perceived justice	Perceptions of: fairness with procedures, rewards and interpersonal exchanges.	PART B Organizational Justice Scales. Question 1-14 Likert Type scale.	Interval
6.	Psychological contract	Perceptions of the mutual obligations between employee and the employer, as per Rousseau's Psychological Contract scale. It covers employer / employee obligations, transitions and fulfilment	PART D The Psychological Contract Inventory 5 parts of questionnaire items. Likert Type scale.	Interval
7	Employee outcomes a)-Organizational commitment	A) Organizational commitment- a three component model of	PART G Organizational commitment Questionnaire	Interval

	<p>affective (employees want to stay) continuance (employees need to stay) and normative (employees ought to stay) commitment as per Meyer and Allen (1991).</p>	<p>Question 1-18. This is a Likert Type Scale</p>	
b)-Job satisfaction	<p>b) Job satisfaction: a pleasurable feeling arising from one's workplace as per the Minnesota job satisfaction scale.</p>	<p>PART H Job satisfaction questionnaire Question 1-20 This is a Likert Type Scale</p>	Interval
c)-Citizenship behaviours	<p>c) Citizenship behaviour: Discretionary individual behaviour not explicitly recognized by the formal reward system but promotes effective functioning of the organization as per Bateman and Organ Scale.</p>	<p>PART J Organizational Citizenship Behaviour questionnaire. Question 1-30 This is a Likert Type Scale</p>	Interval
d)-Trust	<p>d)Trust: an attitude held by the employees towards the leadership of the organization that indicates a willingness to be vulnerable to management.</p>	<p>PART I. Organizational Trust questionnaire Question 1-7 Likert Type Scale.</p>	Interval.