PERCEIVED INFLUENCE OF ORGANISATIONAL SUPPORT ON ORGANISATIONAL COMMITMENT IN GITHUNGURI DAIRY CO-OPERATIVE SOCIETY LIMITED

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

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DECLARATION

I declare that this is my original work and that it has not been presented for a degree or any other qualification in any other university or institution for an academic award.

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SIGNED……………………………   DATE………………………

SUPERVISOR

I confirm this research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

I dedicate this research project to my family members who through their love and support they showed me made me manage to develop this project.

ACKNOWLEDGEMENT

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ABBREVIATIONS AND ACRONYMS

GDP   Gross Domestic product

KCC   Kenya Cooperative Creameries

SPSS   Statistical Package for Social Sciences

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ABSTRACT

The main objective of this study was to establish the influence of organisational support on employee commitment in Githunguri Dairy Farmers Co-operative Society Limited. This study was informed by social-exchange theory and organisational support theory. The study targeted 7560 employees from Githunguri Dairy Farmers Co-operative Society Limited. The study sampled 380 employees using stratified random sampling. Primary data was done by using questionnaires which were used as the research instruments for the respondents. Data analysis of primary data was done using quantitative and qualitative techniques. Data was presented using frequency tables. Secondary data was obtained from journals. Data collected was analyzed using Statistical Package for Social Sciences (SPSS). The study found out that the employees think the organisation values their contribution to its well-being. The organization notices the good the employees do and there is help from the organisation when they have problem. The organisation cares about the general satisfaction at work of the employees. The supervisors care about the employees opinions and the work supervisor really cares about the employee's well-being. The supervisors strongly consider the employees goals and values them. The supervisor also understands when employees talk about personal or family issues that affect their work. It can be concluded that organizational support influences employee's commitment. Employees would be very happy to spend the rest of their career with the current organization. Employees really feel as if their organisation's problems were their own. Employees felt a sense of belonging to their organization and they do not feel emotionally attached to this organization. The study examines only two factors: organization support and organization commitment that influence employees commitment in Githunguri Dairy Co-operative Society Limited, therefore, further research should be carried out on other factors like policies, rules and regulations that might have effect on employee's commitment.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

It is not just important for employees to work faithfully and independently at their place of work but they also need to be committed to the organisation if both parties want to survive in the competitive market. John and Elyse (2010) found that employees have to think on their feet and work like they were working for their own companies even if they work in teams. They have to prove that they are worthy if they want to be part of a successful organisation which provides opportunity for growth and development for its employees and for their employment to be secured. Committed employees play a major role in the organisations business and its competitiveness making them the greatest assets an organisation can have. Hurter (2008) argues that high levels of commitment lead to improvements in the organisation, through performances cost effectiveness participation of employees. Committed employees enhance an organisation because they feel like part of a team; they have a sense of belonging in the organisation, therefore enjoy their jobs. Organisational support is said to influence employees' participation, commitment of employees to the organisation and the levels of turnover. Organisational commitment is one of the outcomes of perceived organisational support. Loi, Hang-Yue and Foley (2006) found that members of staff of an organisation who felt they were being supported by their employer felt a sense of duty to support their employer reach its targets by working well as a team and with positive work attitudes.

The social exchange theory explains the association between organisational support and organisational commitment. According to Eisenberger, Huntington, Hutchinson and Sowa (1986) findings, members of staff feel an obligation to show commitment to an organisation that shows commitment to them, they do this by helping the organisation reach their goals by attaining goals set by the management. Social exchange and reciprocity theories (Gouldner, 1960; cited in Allen et al., 2003) suggest that employees help those who help them and are obligated to do so. Social exchange theory is where employees view employment as the exchange of the work they do and the employee's loyalty for salaries and other benefits from the organisation, Cropanzano and Mitchell (2005). According to organisational support theory,

employees who feel that their organisation supports them are likely to have positive attitudes towards the company, Eisenberger et al (1986). Organisational commitment is important because it leads to favourable outcomes for the organisation which may include profitability, growth for the organisation and have a competitive advantage. According to Muthurveloo and Rose (2005) the organisational commitment is the subset of employee commitment, which comprised of work commitment, career commitment and organisational commitment which can aid to higher productivity.

The appreciation of the dairy industry in Kenya has provided the sector with a great growth possibility, it also helps that Kenya consumes milk in large numbers compared to other developing countries (Food Business Africa, 2013). Githunguri Dairy is one of the successful co-operative societies in Kenya that came up after the liberalization of the dairy sector. The co-operative is a stellar example to the co-operative movement in Kenya and the region, from its establishment in 1961 (Kenya Dairy Board, 2004). It is estimated that the dairy processing sector creates an average of 13 jobs, 12 direst and one indirect, for every 1,000 litres of milk handled (Muriuki, 2011).The dairy industry has key strengths which include an emerging dairy export sector, high demand for processed milk and milk product, on-going investments in value added products (Ettema,2013). To increase efficiency and competitiveness for the dairy sector to continue growing and achieving the organisations goals, committed workforce is required and this can be achieved through organisational support.

1.1.2 Organisational Support

Organisational support has been defined by Eisenberger (1986) as "employees in an organisation from global beliefs concerning the extent to which the organisation values their contributions and cares about their well-being". Organisational support is also defined as "how much the organisation values employees' contribution and cares about them" Allen et al (2008). Organisational support increases the employees' duty to assist the organisation to reach its goals with the skills they are equipped with and this performance is rewarded by the organisation. A behavioral outcome of organisational support includes increase of employees' performance and decreases behaviours such as absenteeism and employee turnover.

Organisational support and how this support is perceived by the employee has an important role on whether the employee will trust and show commitment to their organisation. Characteristics of the supportive organisation are focused on different aspects of the organisation and the employees. According to Ozdevecioglu (2003), a supportive organisation focuses on encouraging employees' creativity, working conditions, communication with the organisation, justice and praising employees. In addition, as Seluk (2003) pointed out, supportive organisation also focuses on acknowledging the employee, valuing and caring about the employee, creating an honest environment, and volunteering and consistency in organisational policies and activities. Characteristics of supportive organisations can be summarized as, supporting employees creativity and encouraging them in this regard, valuing employees, giving rewards to employees, trying to have positive communication within the organisation, being fair, building trust in the organisation, doing organisational jobs and activities willingly, being consistent about organisational policies and activities.

1.1.2 Organisational Commitment

According to Meyer and Allen (1997), commitment can be described as a psychological state that describes the relationship between an employee and their organisation and how it affects the decision for the employee to retain membership at the organisation. According to Hall et al. (1970) commitment is the procedure where the employee's targets and those of their employer are united. Commitment is an effort that unites a person to take action that will enable them to reach a particular goal, Meyer and Herscovitch (2001). Commitment can take different shapes which can then be led to different goals; this has been one of the biggest developments in the theory of commitment. Meyer and Allen (1991) distinguished commitment characteristics in three distinguished levels, affective commitment, normative commitment, and continuance commitment. They argued that commitment was distinguished into different levels because each one had different outcomes in an individual's behaviour.

According to Randall (1987) employee commitment can take different stages of development, although the descriptions come from previous definitions, namely, high level- a strong belief in the organisations goals and values, Medium level- a willingness to exert considerable effort on the behalf of the organisation, Low level- a strong desire to continue as a member of an organisation. According to Meyer and Elyse (2010) affective commitment refers to the employee's emotional attachments to, recognition with, and participation in the organisation. It has been found that when there is a favourable level of affective commitment it has resulted to employees' increasing their work performance and a decrease in the number of employees leaving the organisation, this leads to employees staying with their current employer willingly, Wang (2010). Continuance commitment describes when an individual remains with the organisation because they need to because of what they are getting from the organisation, these includes salary, titles that come with their position in the organisation, benefits such as pension or allowances and family commitment this results to employees remaining at the organisation because they need to, Loi (2006). Normative commitment is described as a person's feeling of obligation to continue working for their employer because they feel it is the honorable thing to do and because of their sense of loyalty to the organisation.

1.1.3 Dairy Industry in Kenya

Kenya's dairy sector is changing daily and touches the livelihood of the individuals practicing farming all through to the buyers. Liberalization of the dairy industry in Kenya led to the quick growth of the informal milk trade that mainly consists of small scale operators dealing in selling raw milk. The milk sold in Kenya is controlled by a relaxed market by about seventy percent (Kenya Dairy Board, 2009). The dairy industry is the single largest agricultural sub-sector in economic terms in Kenya; it contributes some 14% of agricultural GDP and 3.5% of total GDP (Muriuki et al. 2004). Kenya is the second nation in the continent that produces milk for domestic use and export to neighbouring countries which include Tanzania, Rwanda, Uganda and Somalia. These jobs range from the farm hand who is the first to come into contact with the milk, to the collectors of the milk, then to the processors who then pack the milk products which is then delivered to the consumer at the supermarkets.

Kenya produces 2.4 billion litres of milk annually, however is said that the country is able to produce 4 billion litres annually (Muriuki et al 2004). There are over 1.5 million households in Kenya that practice dairy farming in small scale they account for more than 85% of the milk production in a year and 80% of total milk sold (Staal et al. 2001). The four largest milk processors in the country which are estimated to produce about one hundred thousand litres of milk a day include Brookside, New KCC, Sameer Agriculture and Livestock and Githunguri Dairy Co-operative Society. Individuals are heavily investing in the dairy industry because of the profits and gains being made by larger milk processors, unfortunately the small milk processors are being bought out by the larger milk processors in the sector.

1.1.4 Githunguri Dairy Farmers Co-operative Society Limited

Githunguri Dairy Farmers Co-operative Society started producing its own milk in 2004 and has led to huge growth opportunities, it has about 23,000 members, increasing its collection centres from 1 to 76 (Muriuki et al, 2004). The management team is compromised of highly skilled and motivated staff that has a passion for providing excellent service to the society. The society is governed by the Board of Directors and the day-to-day running of the society is manned by a General Manager. There are various departments namely; Finance, HR and Administration, Sales and Marketing, Production, Engineering, Quality Control, Audit, Procurement and Quality and Extension services which are headed by departmental managers. There are over 76 milk collection centres and collection points spread across Githunguri catchment area and over 6 cooling centres all aimed at reducing duration between milking and commencement of chilling to preserve freshness in line with their vision ("How Githunguri dairy made it to the big leagues," 2014). Fresha milk contributes to the Society's dramatic growth in the dairy sector. With production at about 230,000 litres on average per day and annual turnover of over Kshs 6 billion currently from a workforce of 8,000, this makes Githunguri Dairy the third biggest dairy producers. The products from Fresha brands in Kenya have greatly changed the dairy sector; some of its products include yoghurt, butter, ghee and cream. Its market has expanded

beyond the borders to neighbouring South Sudan and Tanzania. Currently Brookside Dairies and New KCC are currently Githunguri's main competitors.

1.2 Research Problem

Organisational support has long been considered a key predictor of organisational commitment Eisneberger et al., (1986). Employees with high organisational support feel indebtedness to respond favourably to the organisation in the form of positive job attitudes and organisational behaviours and also support organisational goals (Loi, Hang-Yue and Foley, 2006). From the social exchange theory perspective Eisenberger, et. al., (1986) argued that beliefs underlie employees' inferences concerning their organizations' commitment to them in turn contribute to the employees' commitment to their organisations. Employees feel a duty to show commitment to their organisation and also feel to return the organizations' commitment by exhibiting behaviours that support organisational objectives (Eisenberger, Huntington, Hutchinson and Sowa, 1986).

Githunguri dairy has revolutionalised the dairy industry and has become one of the major players in the dairy industry in Kenya. It is important for Githunguri dairy society to support its employees so that they can achieve positive attitudes to their organisation. Githunguri dairy society carries out training for its staff based on their training needs assessment. The management team is comprised of highly skilled and motivated staff that has a passion for providing excellent service to the society. There is a continuous training which ensures that the staff is in line with the current market demand and the society is able to retain a high performing team. Committed employees in the dairy society will not only help the organisation to remain a key player in the dairy sector, but will help it in achieving its organisational objectives if it actively involves it employees in the process.

In a study carried out in Kenya, Maugo (2013) investigated the perceived factors influencing employee commitment at the Nation media group. The study established that employees where happy with the rewards and benefits offered to them which encouraged employees to stay at the company, as did good leadership. Similarly,

Maina and Waiganjo (2015) investigated the factors influencing employee commitment in Kenya's public health sector: a case study of Thika Level 5 hospital. The conclusion of the study was that employee commitment was low because there were no clear job descriptions and no proper promotion or career growth opportunities at the hospital. Manyasi J., Kibas P., Chepkilot R., (2012) studied the effects of organisational support for career development on employee performance in Kenyan public universities. The study concluded that organisational support for career development is an important ingredient in enhancing employee performance because it improves an employee's morale.

The researchers above have looked into the perceived effect of employee commitment in various organisations; others studies have researched the effect of organisational commitment on job performance, work-life balance and employee behaviour. The researcher will seek to understand the influences of organisational support on employee commitment in the dairy industry and if it has had any effect on the success of Githunguri dairy cooperative. This then leads to the question: what are the perceived influences of organisational support on employee commitment in Githunguri Dairy Farmers Co-operative Society Limited?

1.3 Objective of the Study

The research sought to establish the influence of organisational support on employee commitment in Githunguri Dairy Farmers Co-operative Society Limited.

1.4 Value of the Study

The study is important to other academicians who will use it to increase their understanding in this discipline as it offers them a point of reference to their work. The research may also be used as guidance on the perceived effects of organisational support on employee commitment which is of value to those seeking to study the relationship between the two.

The study helps management and staff of other organisations as it will provide insight on the importance of organisational support and its importance to employee

commitment to the organisation. This enables them to formulate policies which will not only improve the work environment but will enhance employee commitment and therefore increase retention of talent. It is helpful to a manager who wants to avoid making errors when dealing with subordinates by understanding their perceptions properly.

The study also benefit fellow students who are interested in learning more on organisational support and employee commitment as the findings offer information on the topic. The research is also expected to have various limitations and recommendations that can be used as a basis for further research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The second chapter looks at the theoretical framework of organisational support, approaches of organisational support and levels of commitment. It also looks at the relationship between organisational support and employee commitment.

2.2 Theoretical Framework

Perceived organisational support is based on two main theories which include social-exchange theory and organisational support theory.

2.2.1 Social-Exchange Theory

One of the simplest definitions of social exchange is explained by the relationship between two individuals, where each gets something beneficial from the other (Emerson, 1981). Employee-organisation relationship is explained by the social exchange theory developed by Blau (1964). Social exchange theory has been used to study organisations in an attempt to better understand the reciprocal relationship that develops between employees and the organisation (Baran, Shanock and Miller, 2012; Dawley, Andrews and Bucklew, 2008). This suggests that when an organisation treats their employees fairly and values their efforts and provides a comfortable working environment, the employees will feel obligated to support the organisation to achieve its goals (Dawley et al., 2008; Shoss et al., 2013). The employees' act of support can include higher organisational commitment and loyalty which results in lower levels of intention to leave the organisation (Allen et al., 2003). Furthermore, Allen et al. (2003) argued that employees who do not get any support from their organisation are likely to leave for an organisation that they feel will treat them better.

2.2.2 Organisational Support Theory

The development of organisational support occurs when employees' assign the organisation humanlike characteristics (Eisenberger et al., 1986); this is according to organisational support theory. Levinson (1965) suggested that giving the organisation humanlike characteristics was encouraged by the responsibility of the organisation towards its employees; through the behaviours that provide continuity in the organisation and give direction to its employees. On the basis of the organisation's

personification, employees observe how they are treated by their employers as an indication whether they care for them or not. Employees who feel that their organisation supports them reciprocate by helping the organisation achieve its targets by working harder and smarter to achieve goals set by the organisation (Scott, Restubog and Zagenczyk, 2013). Eisenberger et al., (2001) assert that the organisation's support towards its employees through respect and approval leads the employees to have a sense of belonging within the organisation and to take their role in the organisation seriously.

2.3 Approaches of Organisational Support

There are three levels of organisational support namely support from management, supervisory support and support from coworkers (Woo, 2004).

2.3.1 Managerial Support

Managerial support may be shown through organisational fairness, decision making inclusion, and organisational reward system, availability of promotion and of growth opportunities. Motivation of employees is important to all organisations and this is only achieved through competent managers (Drucker, 1992). Managers are seen as representatives of the organisation because they assess employee performance and outline it to higher management. This results to employees appreciating their managers because they act as a link between them and the higher level managers; according to Eisenberger (2002) this support is recognized as organisational support. Employees who recognize their managers as respectful, fair and good at their job are ready to help the organisation achieve its goals because they feel they are being supported by their managers (Gaertner and Nollen, 1989; Benkhoff, 1997). Managers who give each employees a chance to participate in the decision making process are encouraging the employees to improve their performance (Savery, 1993; Dick and Metcalfe, 2001). According to Shanock and Eisenberger (2006) employees who do not receive managerial support will have no commitment towards the organisation which leads to a decline in performance, absenteeism and more employees leaving the organisation.

2.3.2 Supervisory Support

In any given organisation an employee has to interact with other members of the same organisation, this includes the supervisor, managers, coworkers and their subordinates. The supervisor's actions are regarded by employees as the same as those of the organisation because they are considered as the agents of the organisation by the employees. Levinson (2002) states that what the supervisor wants to achieve and expect his or her employees to achieve are the same as those of the organisation. Jokisaari and Nurmi (2001) comment that the supervisor is the first point contact for a new employee in the organisation, which makes the supervisors role important because the employees view of the organisation will be presented by the supervisor. The supervisor assists the employees know what they are working towards, targets, how they will achieve said targets and the rewards they will expect once the goals of the organisation are achieved. The supervisor acts as a bridge between top level management and the employees because they relay what the targets are to the employees and later present the results of the employees to the top management.

2.3.3 Coworkers' Support

This refers to co-workers helping each other as a team to achieve goals set by the organisation through sharing knowledge and support where one of the team members are lacking (Zhou and George, 2001). Co-worker support can have a positive or negative effect in the work place; positive through the increase of team work which increase the productivity and unity in the organisation or negative where certain members of an organisation take advantage and allow others to do all the work. Some members of an organisation may not be willing to accept help from their coworkers because it may suggest incompetence on their part or lack of ability (Ng and Sorenson, 2008). Teams formed in the work place have raised the interest in coworker support because of the different personalities who come together to work on the same goals of an organisation (Hodson, 1997). In an organisation where co-worker support is high, employees feel free and are more willing to share their ideas with others including their supervisors and coworkers more openly. Levy (2006) suggests that this leads to employees feeling valued by their organisation and gives them a sense of membership towards the company which results to lower levels of employees leaving the organisation.

2.4 Levels of Commitment

Organisational commitment may be defined as an employee's attachment to the organisation that they currently work for. Organisational commitment is important to the organisation because it assists in informing the company whether the employees will stay with the organisation and help it achieve its goals. Commitment is a multi-faceted concept (Etzioni, 1961; Morrow, 1993; Meyer and Allen, 1997). The following is a model developed by Meyer and Allen (1991);

2.4.1 Affective Commitment

Meyer and Allen (1997) defined affective commitment as a psychological attachment to the organisation they are employed; the employee accepts the values of the organisation and strongly believes that they can help the organisation achieve their goals. It is a matter of employees' accepting to support what the organisation hopes to achieve and the means in which it desires to achieve their targets (Allen and Meyer, 1990). The organisation's workplace would be more conducive if the employer and the employee share the same values, this would result to survival of both parties involved. Employees who are committed to the organisation on an affective basis stay with the organisation willingly and not because they are being forced to do so by circumstances (Meyer and Allen, 1991). Commitment to the organisation on the affective level makes employees have positive attitudes towards the organisation (Morrow, 1993), it give the employees a sense of belonging towards the organisation and makes them participate willingly in the process of helping the organisation achieve its goals (Mowday et al, 1982). Meyer and Allen (1997) indicate that affective commitment is influenced by how challenging the job is, if employees are clear with what they are doing at the organisation, is the work challenging the employee, are the employees being treated fairly and equally and if they are being involved in the decision making process. Affective commitment involves feeling of membership and internalization within an organisation (Beck and Wilson, 2000).

2.4.2 Normative Commitment

It is an individual's feeling of obligation to continue working for the company that has employed them (Meyer and Allen, 1997). This level of commitment refers to an individual's loyalty towards the organisation; they remain the organisation because

they feel a sense of responsibility to do so (Stephens et al., 2004). In terms of this dimension, individuals remain at the company because they feel it is the right thing to do and leaving will be considered wrong. According to Iverson and Buttigieg (1999) employees remain at an organisation because of their moral values. The employee who is committed to the organisation on this level remains at the organisation based on their morals regardless of the treatment they receive from their employer. This level of commitment is based on the shared and accepted rules between the employer and the employee and what each expects from the other from their working relationship (Suliman and Iles, 2000). Employees who feel that their company values them is obligated to repay this and help the organisation attain its targets. This places the organisation and the employee in a reciprocity arrangement, where if the employee achieves goals set by the organisation, the organisation is obligated to respond in kind by rewarding the employee.

2.4.3 Continuance Commitment

Continuance commitment comes from a fear of losing rewards and benefits that an employee is receiving from an organisation increasing the desire to stay at the organisation one is employed (Allen and Meyer, 1990). Employees who are committed to their company at this level will only remain at an organisation because of the benefits they are getting from their employer. Bergman (2006) describes this level of commitment as the fear of an individual maintains membership at an organisation only because they are afraid to lose their benefits and salaries that come with the job. Employee's may also stay at their current place of employment because they do not want to leave their coworkers, they are finding it difficult to find another job, they may not be willing to relocated to another area and may be unwilling to lose any retirement benefits that may come with the job (Allen and Meyer, 1990; Allen and Grisaffe, 2001). This is supported by the argument that if this employee is given a better option where they will profit more than their current situation, then they will leave their employer. Tetrick (1995) supports the profit notion by describing the concept continuance organisational commitment as an "exchange framework, whereby performance and loyalty are offered in return for material benefits and rewards". It is therefore important for the employer to recognize elements that help

boost the employees' morale in order to retain employees who are on this level of commitment.

2.5 Relationship between Organisational Support and Commitment

The relations between the employee and the organisation they work for highlights that if the employees are treated fairly the organisation achieves its goals (Gould, 1979; Levinson, 1965). The organisation serves as an important source of socio-emotional resources for employees, these include salaries and benefits and respect from the organisation. Employees who become aware of the organisations recognition of their efforts are more likely to reciprocate in various forms, such as increasing their performance levels to reach set goals, but will also be more committed to the organisation. Employees with high organisational support feel the need to respond favourably to the organisation in the form of good job attitudes and organisational behaviours and also support organisational goals (Loi, Hang-Yue and Foley, 2006).

The relationship between organisational support and organisational commitment is commonly explained by reciprocity and social exchange. According to Eisenberger et. al., (1986) social exchange theory argues if employees perceive that the organisation is committed to their well being and progress in the organisation, then the employee will be committed to their employer as well. Employees who are committed to their organisation on the affective level feel obligated to help the organisation reach its targets through their contributions such as greater efforts at work (Eisenberger, et. al, 1986; Rousseau, 1989). Organisational support is increased if the needs of the employee are met by the organisation, these needs include approval and a sense of membership in the organisation which can be attained by giving employees a chance to contribute in the decision making process (Eisenberger, et. al 1986; Fuller, et. al, 2003).

The relationship between commitment and organisational support can be explained accordingly, when an employee in a certain organisation is treated fairly or is rewarded appropriately. This leads to the employee feeling the need to return the favour through increased job performance and good attitudes at the work place. An employee who recognizes that the organisation they work for cares for their well-being will show loyalty and decide to remain at the organisation. This shows that

there is a positive relationship between organisational support and normative commitment. There is a negative relationship between continuance commitment and organisational support according to a study by Rhoades and Eisenberger (2002). Employees who remain with an organisation because they need to do so for lack of better alternatives do so because of the third level of commitment know as continuance commitment (Meyer and Allen, 1997). Shore and Tetrick (1991) suggest that organisational support reduces any sentiment that an employee may have towards the organisation of feeling trapped that may develop when the cost of leaving the organisation is too high.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter looks at the design of the research, the population of the study, how data was collected and how data was analyzed.

3.2 Research Design

The study used descriptive survey in the research design. Descriptive survey was used because it is appropriate since it helped the researcher describe the connection between organisational support and organisational commitment.

3.3 Population of the Study

The study included seven thousand five hundred and sixty (7,560) employees of Githunguri Dairy Co-operative Society Limited from different departments of the dairy society. This assisted the researcher to get views of the organisation from different perspectives.

3.4 Sampling Design

The sample size was attained using Slovin's formula, $n=N/(1+Ne2)$. Where n is the sample size, N is the total population and e is the error tolerance. Therefore to get the sample size the researcher used a confidence level of 95% which gives an error of 0.05. Using this formula, the sample size was 380 employees from the total of 7560 employees. This method was used because it gives everyone an equal chance for everyone in the population to be represented.

Table 3.1: Sample size

Category	Population	Sample
Senior Managers	35	2
Lower level Employees	7525	378
Total	**7560**	**380**

3.5 Data Collection

The study used primary source of data through a structured questionnaire. The questionnaire compromised of closed-ended questions which helped the respondent's give information that seems to them to be appropriate. The questionnaire was divided into two sections, 1 and 2. Section one is designed to obtain information on perceived organisational support. Section two obtained information on organisational commitment levels. The Likert scale was used in the research, the respondents will be offered a choice of four responses. The questionnaires were distributed through "drop and pick later" method.

3.6 Data Analysis

Before analysis, the data collected was checked for completeness and consistency. A regression model was used to analyze the data collected from the questionnaires and the regression equation, $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$ was used. The simple regression procedure is designed to construct a statistical model describing the impact of singular quantitative factor on a dependent variable. Descriptive statistics was used to describe the basic features of the data in the study in form of charts and tables. The Statistical Package for Social Sciences (SPSS) statistical computer package was used in the analysis.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter deals with data analysis, presentation and the interpretation of findings. The data presented includes demographic information, perceived influence of organisational support on employee commitment in Githunguri Dairy Farmers Co-operative Society Limited. The data collected was presented using descriptive statistics and analyzed using multiple regression analysis. Multiple regression was appropriate because it helped in assessment of the extent to which the identified variables contribute to the explained variance in the dependent variable, employee commitment.

4.2 Response Rate

From the data obtained, out of 380 questionnaires administered, 295 were filled and returned, this return represented responses from the employees of Githunguri Dairy Co-operative Society Limited. This represented a 77.63% response rate, which was considered satisfactory to make conclusions for the study. According to Mugenda and Mugenda (2003) a 50% response rate is adequate, 60% good and above 70% rated very good. This implies that basing on this assertion; the response rate in this case of 77.63% is very good.

Table 4.1: Response rate

Category	Sample	Responded
Senior Managers	2	2
Lower level Employees	378	293
Total	**380**	**295**

4.3 Demographic Information

Demographic information of the respondents was analyzed in order to investigate the perceived influence of organisational support on employee commitment. The information sought included gender, department of the respondents, level of education and number of years respondents had worked at Githunguri Dairy Co-operative Society Limited.

The study found that 174 (59%) of the respondents where male while 121 (41%) where female. Although males where the highest respondents at Githunguri Dairy Co-operative Society Limited this is not significant to the study.

Table 4.2: Gender of Respondents

Gender	Frequency	Percentage
Male	174	59%
Female	121	41%
Total	**295**	**100**

According to the study findings majority 174 (59%) of the respondents were male and 121 (41%) were females. This implies most of the employees in Githunguri Dairy Co-operative Society Limited are males although this is not significant to the study.

The researcher probed the departments of the respondents the findings are tabulated as in Table 4.3

Table 4.3 Department of the respondents

Department	Frequency	Percentage
Sales and marketing	107	36
Regulatory	41	14
Human resource management	32	11
Accounting and finance	44	15
Research and Development	71	24
Total	**295**	**100**

As shown in Table 4.3, largest number of respondents 107 (36%) were from the department of sales and marketing, 71 (24%) were from research and development while 44 (15%) were from accounting and finance. A few 41 (14%) were from regulatory while 32 (11%) were from the Human Resource Management.

Table 4.4 shows the respondents level of education.

Table 4.4 Highest level of education of respondents

Highest level of education	Frequency	Percentage
Secondary	18	6
Diploma	35	12
Degree	212	72
Masters	30	10
Total	**295**	**100**

As shown in Table 4.4, majority 212 (72%) of the respondents had degree as their highest level of education, 35 (12%) had diploma while 30 (10%) had masters as their highest level of education.

Table 4.5 shows the number of years the respondents have been working

Table 4.5 Working experience of respondents

Years	Frequency	Percentage
Less than 1 year	59	20%
1 - 5 years	68	23%
6 - 10 years	56	19%
11 - 15 years	100	34%
16 years and above	12	4%
Total	**295**	**100%**

The study probed the years the respondents had worked at Githunguri Dairy Farmers Co-operative Society Limited. The findings in Table 4.5 depicted that a large number 100 (34%) of the respondents had worked for $11 - 15$ years, followed by 68 (23%) who indicated they had worked at the company for between $1 - 5$ years, while 59 (20%) had worked for less than one year.

4.4 Organisational Support

The study investigated the influence of organization support on employee commitment by asking respondent to fill a questionnaire that used the Likert scale. The scale used was 1-4, where 0-1.5-strongly agree, 1.5-2.5-agree, 2.5-3.5-disagree

and 3.5>-strongly disagree. In order to establish this relationship it was important to study organisational support which consists of managerial support, supervisor support and co-workers support. The findings are indicated in frequency tables below and were calculated using mean and standard deviation.

Table 4.6: Managerial Support

Factors	Mean	Standard deviation
The organisation values my contribution to its well-being	1.46	0.656
Even if I did the best job possible, the organisation would fail to notice	2.74	0.866
Help is available from the organisation when I have problem	1.56	0.865
The organisation cares about my general satisfaction at work	1.61	0.914

The findings in Table 4.6 reveal that majority agreed that Githunguri Dairy Co-operative Society values their contribution to its well-being as shown by a mean of 1.46 and a standard deviation of 0.656. Majority indicated that the organisation notices when the employees do a good job revealed by a mean 2.74 and a standard deviation of 0.866. A large number agreed that help was available from the organisation when they have problem as indicated by a mean of 1.56 and a standard deviation of 0.865. Majority agreed that the organisation cared about their general satisfaction at work as shown by a mean 1.61 and a standard deviation of 0.914.

Table 4.7: Supervisory Support

Factors	Mean	Standard deviation
My supervisor cares about my opinions	1.38	0.624
My work supervisor really cares about my well being	1.96	1.269
My supervisor strongly considers my goals and values	1.65	0.976
My supervisor understands when I talk about personal or family issues that affect my work	1.40	0.558

The findings in Table 4.7 indicates that majority agreed that the supervisor at Githunguri Dairy Co-operative Society cares about my opinions as indicated by a mean 1.38 and a standard deviation of 0.624. The respondents agreed that the work supervisor really cares about their well-being 1.96 and a standard deviation of 1.269. Majority agreed that their supervisor strongly considers their goals and values as shown by a mean 1.65 and a standard deviation of 0.976. Majority agreed that their supervisor understands when they talk about personal or family issues that affect my work as indicated by a mean 1.40 and a standard deviation of 0.558.

Table 4.8: Co-workers Support

Factors	Mean	Standard deviation
My co-workers really care about me.	1.90	1.215
I feel close to my co-workers.	1.45	0.765
My co-workers are helpful in getting the job done.	1.70	0.515
My co-workers take a personal interest in me.	1.96	1.258

The findings in Table 4.8 show that majority agreed that their co-workers at Githunguri Dairy Co-operative Society really care about them as shown by a mean of 1.90 and a standard deviation of 1.215. Majority agreed to feel close to their co-workers as indicated by a mean 1.45 and a standard deviation of 0.765. A large

number agreed that their co-workers are helpful in getting the job done as indicated by a mean of 1.70 and a standard deviation of 0.515. Majority agreed their co-workers take a personal interest in me as shown by a mean 1.96 and a standard deviation of 1.258.

4.5 Organisational Commitment

The study investigated the influence of organization commitment on employee commitment by examining affective commitment, continuance commitment and normative commitment. The findings are indicated in frequency tables below.

Table 4.9: Affective Commitment

Factors	Mean	Standard deviation
I would be very happy to spend the rest of my career with this organisation	1.37	1.429
I really feel as if this organisation's problems are my own	1.32	1.052
I feel a sense of belonging to this organisation	1.45	0.781
I do not feel emotionally attached to this organisation	2.71	0.562

The findings in Table 4.9 reveal that majority of employees at Githunguri Dairy Co-operative Society agreed that they would be very happy to spend the rest of their career with the current organization as shown by a mean of 1.37 and a standard deviation of 1.429. Majority agreed that they really felt as if their organisation's problems were their own as indicated by a mean 1.32 and a standard deviation of 1.052. Majority felt a sense of belonging to their organization as shown by a mean 1.45 and a standard deviation of 0.781. Majority however disagreed that they feel emotionally attached to this organization as shown by a mean of 2.71 and a standard deviation of 0.562.

Table 4.10: Continuance Commitment

Factors	Mean	Standard deviation
Right now, staying with my organisation is a matter of necessity as much as desire	1.33	1.287
It would be very hard for me to leave my organisation right now, even if I wanted to	1.04	0.562
Too much of my life would be disrupted if I decided I wanted to leave my organisation right now	1.76	0.582
I feel that I have too few options to consider leaving this organisation	1.82	0.431

The findings in Table 4.10 indicated that at the moment staying with their organisation was a matter of necessity as much as desire as shown by a mean of 1.33 and a standard deviation of 1.287. Majority agreed that it would be very hard for them to leave their organisation right now, even if they wanted to as revealed by a mean of 1.04 and a standard deviation of 0.562. Majority revealed that their life would be disrupted if they decided to leave their organisation right now as shown by a mean 1.76 and a standard deviation of 0.582. Majority agreed that they felt they had too few options to consider leaving their organization as revealed by a mean 1.82 and a standard deviation of 0.431.

Table 4.11: Normative Commitment

Factors	Mean	Standard deviation
I would feel guilty if I left my organisation right now	1.11	0.631
I owe a great deal to my organisation	1.04	1.340
Even if it were to my advantage, I do not feel it would be right to leave my organisation now	1.21	1.540
I think that people these days move from company to company too often	1.81	1.021

The findings in Table 4.11 show that majority agreed that they would feel guilty if they left Githunguri Dairy Co-operative Society right now as shown by a mean 1.11 and a standard deviation of 0.631. Majority agreed to owe a great deal to their organization as shown by a mean of 1.04 and a standard deviation of 1.340. Majority agreed that even if it were to their advantage, they would not feel it would be right to leave their organisation at the moment as shown by a mean of 1.21 and a standard deviation of 1.540. Majority thought that that people these days move from company to company too often as shown by a mean of 1.81 and a standard deviation of 1.021.

4.6 Regression Analysis

This study established the relationship between; the sub variable indicators of the influence of employee commitment, as well the relationship of the two determinants. Simple regression was used to obtain generate equation which described the dependent variable in terms of the independent variable based on the regression model.

The model for regression was calculated as indicated below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where;

Y – is the dependent variable (Organizational commitment)

X_1- Managerial support

X_2- Supervisory support,

X_3- Co-worker support, β_0 – is the constant, e is the error of prediction

Table 4.12 Regression model summary

R	R square	Adjusted R Square	Std. error of the estimate
0.78	.6084	.56	.64593

The regression had a correlation coefficient (R^2) of about 0.6084 and an adjusted R^2 of 0.56. This means that organisational support and organisational commitment explain 56 percent of the variations in employee commitment. The F-value of 4.31 with a probability of 0.00 at 5% significance level is significant indicated that the

joint contribution of the independent variables was significant in predicting the dependent variable.

Table 4.13 ANOVA

Model	Sum of squares	Df	Mean Square	F	Sig
Regression	49.136	1	12.5243	23.871	0.00[b]
Residual	28.821	294	0.6291		
Total	77.957	295			

Table 4.13 reveals the outcomes of the regression analysis that was based on the sign of the coefficient that is 0.00. This means the joint contribution of the two factors: organisational support and organisational commitment positively influence employee commitment. This indicates that the other parameters in organization support and commitment that have not been considered in this model are statistically significant in determining employee commitment. The constant is also positively related to employee commitment suggesting that the influence of these aspects which are not in the model will influence employee commitment positively.

Table 4.14: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.872	.160		3.4	.022
Managerial support	1.271	.541	.082	2.438	.015
Supervisory support	.859	.357	.0234	2.333	.040
Co-worker support	1.282	.471	.490	2.720	.011

Dependent variable: Organizational commitment

Hence the resultant regression model is:

$Y = 0.872 + 1.271X_1 + 0.859X_2 + 1.282X_3 + e$

Managerial support was positively related to organizational commitment. This is indicated by the positive beta coefficient. The coefficient of managerial support is also statistically significant as revealed by a p-value of 0.015. The study therefore concludes that managerial support positively influences organizational commitment.

The supervisory support was positively related to organizational commitment. This is as indicated by a positive sign of the beta coefficient. The coefficient is also statistically significant as shown by a p-value of 0.040.

The co-worker support was the most positively related to organizational commitment. This is as indicated by a positive sign of the beta coefficient. The coefficient was also statistically significant as shown by a p-value of 0.010.

4.7 Discussion of Findings

The results reveal that organisational support influences organisation commitment at Githunguri Dairy Co-operative Society. The findings show that employees agreed that Githunguri Dairy Co-operative Society values their contribution to its well-being, that the organisation notices when the employees do a good job, a large number agreed that help was available from the organisation when they have problem and employees at Githunguri dairy co-operative society also agreed that the organisation cared about the general satisfaction at work. In line with these results employees who recognize their managers as respectful, fair and good at their job are ready to help organisation achieve its goals because they feel they are being supported by their manager (Gaertner and Nollen, 1989, Benkhoff, 1997). Employees at Githunguri Dairy Co-operative Society agreed that the supervisor cares about their opinions and also about their general well- being and that the supervisor also understands when they talk about personal or family issues that affect the employees work. The supervisor's actions are regarded by employees as the same as those of the organisation because they are considered the agents of the organisation by the employees. Employees at Githunguri Dairy Co-operative Society feel that their co-workers really care about them, feel close to their co-workers, take a personal interest to each other and are helpful in getting the job done. In line with Levy (2006) suggestion that co-worker support leads to employees feeling valued by their organisation gives them a sense of

membership towards the company which results to lower levels of employees leaving the organisation.

Employees at Githunguri Dairy Co-operative Society agreed that they would be very happy to spend the rest of their career with the current organization, agreed that they really felt as if their organisation's problems were their own, majority felt a sense of belonging to their organization. Employees who feel committed to the organisation on the affective level makes employees have positive attitudes towards the organisation (Morrow, 1993). Githunguri Dairy Co-operative Society employees indicated that at the moment they stayed at the organisation as a matter of necessity as much as desire, that it would be hard for them to leave the organisation, majority also felt that their life would be disrupted if they decided to leave the organisation right now. Continuance commitment comes from a fear of losing rewards and benefits that an employee is receiving from the organisation increasing the desire to stay at the organisation one is employed (Allen and Meyer, 1990). Employees at Githunguri Dairy Co-operative Society indicate that they would feel guilty if they left their organisation right now, that they owed a great deal to their organisation, majority also thought that people these days move from company to company too often. In line with Iverson and Buttigieg (1999) employees remain at an organisation because of their moral values.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter summarizes the findings, draws conclusions of the study and also gives recommendations based on the findings of the study. A suggestion for further research is also given at the end of the chapter.

5.2 Summary of Findings

The study shows that majority of the respondents were male although this has no significance to the study of the influence of organisational support to employee commitment at Githunguri Dairy Co-operative Society Limited. The largest numbers of respondents were from the department of sales and marketing, followed by research and development department and accounting and finance department. The human and resource department had the least number of respondents. It implies that the study involved various respondents from different departments hence the information given on the influence of organisational support on employee commitment in Githunguri Dairy Co-operative Society Limited. The study also showed the level of education of the respondents where majority had degrees, followed by those with diplomas and finally those with masters. The years of work experience of the respondents of the questionnaire at Githunguri Dairy Co-operative Society Limited was important to the study because they have enough experience to understand the influence of organisational support on employee commitment. It found that majority of the respondents have worked for over eleven years while the least have worked for over sixteen years.

The study established that majority of the respondents agreed that their organisation values their contribution and that the organisation noticed when they did well at their job. Majority agreed that help was available from the organisation when they needed it and that the organisation cared about their general satisfaction at work. Majority of the respondents agreed that the supervisor cared about the opinions and their well-being and that the supervisor considers their goals and values and that the supervisor

understands when the employees talk about personal or family issues. Majority of the respondents agreed that their co-workers really care about them and that majority feel close to their co-workers. A large number agreed that their co-workers were helpful in getting the job done and that their co-workers take a personal interest in them. Majority of the respondents showed that they would feel guilty if they left the organisation at the moment the study also showed that they would not feel right to leave their organisation at the moment and that these days people are moving from company to company too often.

5.3 Conclusion

The objective of the study was to determine the influence of organisational support on employee's commitment. The study can conclude that the organisation values contributions to its well-being. The organisation cares about the general satisfaction at work of the employees. The supervisors care about the employees opinions and the work supervisor really cares about the employee's well-being. The supervisors strongly consider the employees goals and values them. The supervisor also understands when employees talk about personal or family issues that affect their work. It can be concluded that organizational support influences employee's commitment in a positive way. Employees would be very happy to spend the rest of their career with the current organization. Employees really feel as if their organisation's problems were their own.

5.4 Recommendation

The study established that it is necessary for the employees to be motivated by the management through being included in the decision making process. The management should come up with developmental opportunities in form of workshops to enlighten the employees on how to perform and work in the organization. The study also found that the relationship between employees and their supervisor is important because the supervisor acts as a bridge between the top level management and the employees and this helps employees be aware of what is expected of them. Co-worker support at the organisation is also important as it increases the level of commitment at the organisation. The employees work well as a team and are willing

to help each other at their place of work which leads to increase in job performance enabling the organisation reach its objectives.

5.5 Areas for Further Research

Opportunities for further research still exist in this area. The study examines only two factors: organization support and organization commitment that influence employees commitment in Githunguri Dairy Co-operative Society Limited, therefore, further research should be carried out on other factors like policies, rules and regulations that might have effect on employee's commitment.

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APPENDIX 1: QUESTIONNAIRE

As part of my MBA research thesis at The University of Nairobi, I am conducting a survey that investigates the influence of organisational support on employee commitment in Githunguri Dairy Co-operative Society Limited. I will appreciate if you could complete the following questionnaire. Any information obtained in connection with this study that can be identified with you will remain confidential. Please give answers in the spaces provided and tick the box that matches your response to the questions where applicable.

SECTION A: GENERAL INFORMATION

Respondent's details:

1. What is your gender?   Male ☐   Female ☐

2. Which department do you work? _____

3. What is your working experience?

   Less than 1 year ☐   1 – 5 years ☐   6 – 10 years ☐

   11 – 15 years ☐   16 years and above ☐

4. What is your highest level of education? Tick as appropriate

   Secondary ☐   Diploma ☐   Degree ☐   Masters Degree ☐

   Others

   specify………………………………………………………………

SECTION B: ORGANISATIONAL SUPPORT

5. State the agreement level to the statements below on organisational support. (Use this scale: Strongly Agree (1), Agree (2), Disagree (3), Strongly disagree (4))

Xi. Managerial Support

	Factors	(1)	(2)	(3)	(4)
1.	The organisation values my contribution to its well-being.				
2.	Even if I did the best job possible, the organisation would fail to notice.				
3.	Help is available from the organisation when I have				

	Factors	(1)	(2)	(3)	(4)
	problem.				
4.	The organisation cares about my general satisfaction at work.				

Xii. Supervisor Support

	Factors	(1)	(2)	(3)	(4)
1.	My supervisor cares about my opinions				
2.	My work supervisor really cares about my well being				
3	My supervisor strongly considers my goals and values.				
4.	My supervisor understands when I talk about personal or family issues that affect my work.				

Xiii. Co-workers Support

	Factors	(1)	(2)	(3)	(4)
1.	My co-workers really care about me.				
2.	I feel close to my co-workers.				
3.	My co-workers are helpful in getting the job done.				
4.	My co-workers take a personal interest in me.				

SECTION C: ORGANISATIONAL COMMITMENT

6. State the agreement level to the statements below on organisational commitment.

(Use this scale: Strongly Agree (1), Agree (2), Disagree (3), Strongly disagree (4))

Xi. Affective Commitment

	Factors	(1)	(2)	(3)	(4)
1.	I would be very happy to spend the rest of my career with this organisation.				
2.	I really feel as if this organisation's problems are my own.				
3.	I feel a sense of belonging to this organisation.				

		(1)	(2)	(3)	(4)
4.	I do not feel emotionally attached to this organisation.				

Xii. Continuance Commitment

	Factors	(1)	(2)	(3)	(4)
1.	Right now, staying with my organisation is a matter of necessity as much as desire.				
2.	It would be very hard for me to leave my organisation right now, even if I wanted to.				
3.	Too much of my life would be disrupted if I decided I wanted to leave my organisation right now.				
4.	I feel that I have too few options to consider leaving this organisation.				

Xiii. Normative Commitment

	Factors	(1)	(2)	(3)	(4)
1.	I would feel guilty if I left my organisation right now.				
2.	I owe a great deal to my organisation.				
3.	Even if it were to my advantage, I do not feel it would be right to leave my organisation now.				
4.	I think that people these days move from company to company too often.				

Thank you for your co-operation.