

**EFFECT OF JOB RANK ON EMPLOYEE COMMITMENT AT
CONSTITUTIONAL COMMISSIONS IN KENYA**

BY

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DECLARATION

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

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

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DEDICATION

I dedicate the project to my dear children Sheila and Arnold who endured long periods of my absence and offered all kind of support to ensure it became a reality. To my parents David and Ann for their support and prayers. My siblings Bernard, Esther and Florence, thank you for never giving up on me.

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God bless you all.

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LIST OF ABBREVIATION AND ACRONYMS

ANOVA	Analysis of Variance
CFOs	Chief Finance Officer
EY	Ernst & Young
HR	Human Resource
SPSS	Statistical Package for Social Sciences

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ABSTRACT

Organizational units that don't perform well are reorganized resulting to job cuts. Additionally, employees who are more probable to be let go are those that underperform. The effect of job level on employee commitment was what this study entailed. The study employed a descriptive survey. The descriptive survey was a cross sectional survey design. A total of 4191 employees from the 12 commissions were the target population. The population size was sampled to 354 respondents. Stratified sampling was used to select respondents from each stratum (commission) to represent the population in terms of each court. The population was therefore, be categorized into 12 strata. The study collected primary data through questionnaire. The questionnaires were delivered to the respondents and collected later. The analysis of data was through descriptive statistics and multiple regressions. Findings of study were: In affective commitment, the respondents agreed that they enjoyed discussing their organization with people outside it. On continuance commitment, the respondents were indifferent that in their lives, too much would be affected if leaving their organization was a choice; and that it is not only a matter of desire but also a necessity to stay with their organization. For the findings on normative commitment, the respondents neither agreed nor disagreed that they were educated to have confidence in the benefit of staying faithful to one's organization. The study concluded a higher job rank created reluctance of employees to leave an organization, signifying continuance commitment. However, if an employee stayed at any rank for too long they were willing to leave the organization. Also, employees who had been promoted to higher ranks gained a sense of affective commitment to their organizations. For normative commitment, employees of all ranks viewed loyalty to their organization as important and did not advocate for movement from organization to organization every too often. The study therefore recommends that employers recognize outstanding employees through promotions whenever possible in order to boost their morale and ensure their commitment to their jobs and organizations. The study also recommends the formulation and adjustment of policies and mechanisms in regard to promotions, informed by the conclusion that job ranks influence employee commitment.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Employee commitment to a greater extent determines organizational effectiveness (Liou & Nyhan 1994). Committed employees normally experience a connection with the organization and understand the organization's objectives (Harvey, 1986). Employee commitment entails various components, job rank being one of them (Matcalfe & Dick, 2001; Vorana, 1996). The general accurate and objective process of assigning value in an organization, to different positions, is referred to as job ranking. The process defines and analyses the required knowledge and skills for performance of a job and establishes the responsibility, duty, tasks and levels of authority in the job hierarchy of the organization. Job ranking sometimes referred to as job classification or grading is among stubborn and persistent problems in a number of organizations. Jobs valued at high level will be occasioned by the expense of extra compensation in firms. Employees may see jobs that are valued too low as an offense and a status threat (O'Kelley, 2017). The bond employees feel towards their organizations is known as commitment.

Employees' commitment in an organization is explained in literature using two major theoretical approaches, the exchange theory and the investment theory. Commitment of employees towards an organization is dependent on their perception of reward balance over utilities of inputs as stipulated by the exchange theory (March & Simon, 2008). This theory gives emphasis to the current exchange relation between employees and companies. The investment theory gives focus on the time component; employee who has worked will want to remain more in the company (Sang, 2016). Sheldon (2004) argues that "investments" is the involvement in an organization as much as such that possible

involvement in another company is reduced relationship of the employee to the company (Sheldon, 2004).

The study is based on Constitution Commission in Kenya. Which are created under chapter 15 of the constitution of Kenya or parliament Act. The commissions are at the very center of national values, democratic governance, and accountability. This study focused on commitment because it has brought a lot of attention in literature related to human resource. Information about employee commitment is considered a significant Organization's performance is majorly predicted by employee loyalty. Companies urge to perform is continually growing. Lifetime employment perception has also become out-of-date. Nowadays, organizational units that don't perform well are reorganized resulting in job cuts. Additionally, employees who are more likely to be terminated are those who underperform. Determining the job level effect commitment of employees was therefore the major aim of conducting this study.

1.1.1 Job Rank

In an organization, an individual job status is termed as rank (Harvey, 1986). Through the structure of ranking, jobs are normally organized in organization's value or merit sequence. At the top of the list are jobs that contribute high organization value. This keeps decreasing while moving down the list. The judgments of the working conditions, responsibility, physical, skill, and mental effort forms basis of job "worth".

Several organizations use the system of job ranking to differentiate between positions and standardize compensation in sets of responsibilities and skills that are equivalent. Through ranking, the seniority of an employee in a specific occupational classification is

stated. A system of employee grade that is standardized helps in safeguarding of fair compensation for similar work level across various departments and divisions (Sousa-Poza & Sousa-Poza, 2000). Literature reviews have suggested presence of lower job commitment in public sector employees. According to Liou & Nyhan (1994), Matcalfe & Dick (2000) involvement and identification with the organization forms the basis of their job commitment.

1.1.2 Employee Commitment

According to Hunt and Morgan (1994) employee commitment is a strong confidence of a worker in organization's goals and values acceptance, determination of realizing them and huge aspiration of keeping organization's membership. Employee commitment is directly connected with the desire to continue with the membership in the organization, the readiness of employees to Set forth generous performance for organization's sake and a huge stance in its goals and values acceptance. (2008) define employee commitment as a state of psychology binding individuals towards an activity related to the goals in an organization.

Employee commitment has three major dimensions. Meyer and Allen (2011) puts on three distinct elements of organizational commitment so as to continue with membership in an organization: an obligation described by normative commitment, desire described by affective commitment, in addition, a need represented by continuance commitment is the perceived responsibility to be committed to the company. The virtue that makes employees stay with the company is the fact that they perceive it's the correct thing to do.

As per Meyer and Allen (2011) all three dimensions of employee commitment rely on the opportunity the company offers to the employees. This is intended to make them feel more motivated in the direction of growth. They also realize some self-actualization. Usually, the motivation of an employee results from their commitment to their jobs. The topic of work commitment is an important one to be understood by companies. Competitive advantage is normally created by employees committed and engaged in their work. Higher productivity and lower employee turnover is also witnessed amongst these employees (Vance, 2006).

1.1.3 Constitution Commission in Kenya

There are ten commissions and two independent offices as per Article 248 of the Constitution. Compared to the previous commissions under the 1969 Constitution, these commissions are distinct. Their independence is clearly outlined by the express provision. The commissions have to be officially and monetarily delinked from the other arms of the government (<http://www.parliament.go.ke>). At two levels, the commissions are required to oversee presidential and public authority.

Under Article 249, constitution purpose constitutes protecting people's sovereignty, recognition by all state organs of values and standards that are democratic and promoting constitutionalism. Under 1969 constitution, the commissions have additionally been ordered with particular constitutional powers. These include powers to Constitute and annul workplaces in the public service, alter authoritative limits, revenue allocation of revenue, administrative and powers over judiciary and parliament. (<http://www.parliament.go.ke>).

1.2 Research Problem

Supposed opportunities for internal movement such as advancement and lateral job change have been indicated to have important implications for attitudes and work motivation. McElroy et al (1996) notes that employees will only work hard to get promoted to another job level if they perceive that positions are vacant and awarded based on work performance. Therefore, for organizations to achieve organizational commitment by employees, they need to come up with job levels that allow strong sense of job security since increase in job security leads to greater employee commitment to their organization (Iverson, 1996).

Job levels at the constitutional commissions have five job levels. These commission job levels from the lowest to the highest job level include. These position grade levels are measured by a set of compensation factors termed as a compensation grade level (Kipigo, 2016). Employee commitments rely on the opportunity the company offers for job promotion. Employee's effort and motivation determines a firm's performance. Usually, motivation of an employee results from their commitment to their jobs.

Internationally, Rae (2013) conducted a study to investigate how empowerment and commitment perception can impact on job satisfaction in India. The study surveyed a sample of 301 employees in three managerial levels. The results of the regression analyses revealed that the officers required independence to experience job satisfaction, whereas affective commitment was required by all the three managerial levels in order to have job satisfaction. Chung-Chieh and Chen (2013) conducted a study in the tourism industry to establish the correlation between commitment of employees and job attitude

and its impact on quality of service in China. Questionnaires, which aided Primary data collection, cross-sectional research design and various statistical techniques were put to use. The findings of the study revealed that the employees' biographical characteristics had an impact on job commitment and attitude. Albdour and Altarawneh, (2014) carried out a research to establish the correlation between employee engagement and commitment to the 336 frontline employees in Jordan This study used a non-probability sampling technique. The study found out that employees with high job and organizational engagement have increased.

Locally, Koskey and Sakataka (2015) conducted a study to measure reward impact on commitment and engagement of employee at Rift Valley Bottlers Company. Descriptive survey design and various statistical analyses to analyze data were used. The study found that promotion opportunities, trainings, health benefits and interaction with colleagues generously have the highest input to employee commitment and engagement. Igella (2014) conducted a study to determine factors affecting commitment of employees in Kenya civil aviation authority. This was a case study. The study findings revealed that organizational factors such as organizational dependability have a strong effect on employee commitment. Korir and Kipkebut (2016) conducted a study to investigate the impact management of reward has on the employees commitment in the universities in Nakuru County, Kenya. Questionnaire, inferential and descriptive statistics were used. It was established that there was considerable impact of financial reward management on commitment to an organization.

The above studies do not focus on job rank and employee commitment as their main variables. None of these studies focus on Constitution Commission in Kenya too. Therefore the study seeks to investigate the job level effect on employee commitment at Constitution Commission in Kenya. Hence, the research question: What is the effect of job level on employee commitment at Constitution Commission in Kenya?

1.3 Research Objective

The objective of the study is to determine the effect of job rank on employee commitment at the Constitution Commission in Kenya.

1.4 Value of the Study

The management, employees, regulators, business researchers and scholars, and other stakeholders will highly benefit from this study. The study will be of great importance since it will enhance the existing theories in job level and employee commitment and become the basis of further research on similar topic.

In supporting literary citations, scholars and business researchers will borrow from this study's findings and also enhance theme for further research. Study findings mainly makes practical and theoretical contributions useful in the professional addition of the present knowledge in strategic management.

The study will be of value to policy makers in the government as they will be provided with crucial information to be used for rules, regulations and policy formulation in regards to constitutional commissions.

Finally, the study will help practitioners become sensible of the effects of job level and commitment of employee since those who are committed add to organization value via determination, practical assistant, and comparably higher productivity.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In relation to the subject of job level and employee commitment as propounded by a number of researchers is detailed in this section. This includes a theoretical foundation, a discussion on job levels and employee commitment and the relationship between the two.

2.2 Theoretical Foundation

Several researchers have advanced various theories that relate to this study variables. The research basis will be the exchange and investment approach that explain the effect of job level on employee commitment.

2.2.1 Social Exchange Theory

The assumption of the exchange approach is that an individual commitment to organization is built on the perception of balance of reward over that of utilities (Amernic & Aranya, 1983). The emphasis of this approach is on the present individual and organization exchange relation. The participant's commitment will be greater if his/her perception of the exchange is greater in their view. The assumption of the exchange theory regarding human nature is that humans search for rewards and stay away from punishment, they are rational being and the standard evaluation of cost and rewards vary over a time period and among individuals. This theory also posits there is interdependency in relationships and rational life is a procedure.

The summary of the system in three propositions is deprivation satiation, stimulus and success (Emerson, 1976). The success proposition states that an individual repeats an action that earns them a reward once. The explanation of the stimulus proposition is that a stimulus that frequently leads to a reward in the past is likely to be responded to. The

deprivation-satiation proposition indicates that a reward that has been earned often in the recent past by an individual becomes less valuable. In work settings, this approach explains that a range of relations between parties in state of reciprocal independence generates responsibility. An employee's satisfaction at their job is taken as a main exchange variable. The desire of an employee to quit working with an organization is caused by the degree of satisfaction with their work according to March and Simon (1958).

Various shortcomings are linked with social exchange theory: A number of people might view the theory's scientific model as relentless, summed up strategy for deciphering human collaboration. One of the theory's' presumptions is that people are naturally egotistical, prepared to end connections where the expenses exceed the advantages. The theory expect that a definitive objective of a relationship is closeness when this may not generally be the situation. In conclusion, this theory places connections in a direct structure, when a few connections may skip steps or go in reverse as far as closeness (Mill operator, 2005).

The exchange approach is useful in this study as it explains that employee commitment is as a result of a perceived favorable exchange between the employee and the organization for which they work. According to this theory an employee's work role and the rewards they receive from an organization may result in job satisfaction and consequently the employee's commitment to their job and the organization they work for in general.

2.2.2 Investment Theory

This theory focuses on the element of time in that a person who has been with an organization wants to stay longer (Amernic & Aranya, 1983). Investment, according to Sheldon (1971) is used in reference to an individual's participation in an organization to a point that it seems impossible for them to participate in any other organization. Accumulation of benefits i.e. pension and tenure or (Becker, 1960) social involvements with other members of organization (Sheldon, 1971) affects this. Investment theory assumes that commitments will be produced by investments despite the factors of the correlation of the individual and the organization.

This theory is useful to this study since it explains employee commitment arising from investments by an employee due to time spent in an organization. The time one has worked in an organization among other things determine the employee's job level and therefore the link between job level and employee commitment. According to this theory investments such as pension and tenure benefits and also social investments determine employee commitment. In looking into the effect job level has on employee commitment in Constitution Commission in Kenya this theory therefore gives a basis for a relationship between the study variables.

2.3 Type of Job Levels

According to Harvey (1986) job level is used to refer to a person's job status in a company. Cornelius, Carron and Collins (1979) describe job leveling as a method that entails arranging the jobs in an organization in order of importance depending on aid in realization of the objectives of the organization. It indicates the seniority of an employee in a specific occupational classification. According to Sackett, Cornelius and Carron

(1981) job leveling refers to arranging jobs in order of their value or merit to the company. For that reason the jobs at the top of the list offer more value to the company and its comparative importance decreases down the list. The 'worth' of a job is generally on the basis of judgments of: effort (physical and mental), skill, working conditions and responsibility.

The allocation to a job level of an employee may be determined by their education level, experience or service period in an organization. Responsibilities together with duties of employees increase up the ladder and those at higher levels play a more crucial part in the achievement of organizational goals. Remuneration and rewards also increase up the job levels. According to Chung-Chieh and Chen job level affect the attitude of an employee towards their job and consequently the commitment with which they do their jobs (Chung-Chieh & Chen, 2013). Job levels generally begin with the entry-level. Job levels may be classified into executives, skilled workers, semiskilled workers and unskilled workers.

2.3.1 Entry-Level

Entry-level job as per Weber and Korn (2014) refers to job that is regularly planned or assigned for recent graduates of a given train and commonly does not require related knowledge in the field or calling. On- site training may include as part of the role. Numerous entry-level job are part time and do exclude worker benefits. Secondary school or college graduates normally take this position.

These positions will probably require particular abilities, learning, or, incidentally for a vocation marked "entry- level," experience. An employee at this level is normally given obligations of constrained complexity and utilizes the assistance of more-experienced workers so as to gain more experience and be proficient at job (Weber & Korn 2014).

2.3.2 The Intermediate Level

Employees at intermediate level has shown capability with entry-level capacities and obligations, and can educate these aptitudes to others. This job level demonstrates that an employee can work without steady supervision. They can likewise assume on liability for particular undertakings or errands (O'Kelley, 2017).

Worker at this level level knows and applies the crucial ideas, practices and methodology of specific field of specialization. Under supervision, performs work that is fluctuated. The work might be to some degree troublesome than that that of passage level in character, yet as a rule includes restricted obligation (O'Kelley, 2017).

2.3.3 The Middle Management

Middle management is ordinarily the principal administrative level. Managers at this level direct employees at entry-level and intermediate level and in addition assume on liability for division destinations and objectives. Managers might be given titles, for example, boss, lead worker or office head, and answer to upper-level supervisors or managers (O'Kelley, 2017).

Since the late twentieth century, middle management has been lessened in organizations because of redesign and outsourcing. Such changes incorporate scaling back, delayering and outsourcing. These progressions are endeavored to diminish costs and to influence the organization to compliment therefore expanding the employees duties and adaptability (Kipigo, 2016)

2.3.4 The Upper-Level

Upper management are in charge of settling on the essential choices inside an organization. Work force thought to be a piece of an organization's upper management are at the highest point of the company pecking order, and convey a level of duty more noteworthy than lower level staff (O'Kelley, 2017).

O'Kelley (2017) additionally expresses that the upper-level managers typically have broad experience and instruction in their field, and in addition encounter overseeing others. They supervise divisions, offices or particular capacities inside a corporate structure and delegate duties to center administrators. Upper-level managers commonly answer to the executive level.

2.3.5 The Executive Level

The executive level of is comprised of exceptionally talented and experienced workers who have shown the capacity to deal with the particular occupation duties and oversee different representatives. Executive level workers incorporate department chiefs, chief financial officer, director of human resource, chief operating officer are cases of executive level job titles. This group may influence both long and short-run intends to accomplish these objectives. Once the plans are set, executive ensure the organization takes after the progressions. They do this by meeting with the chiefs of the considerable number of divisions and getting progress reports (Ashe-Edmunds, 2017).

Executives are regularly chosen by the organization's proprietors, investors, top managerial staff. A substantial piece of an official's activity is creating relationship with individuals outside. These individuals might be clients or donors. One way executives make connections is by giving discourses at gatherings. They may likewise serve on the sheets of group gatherings. These exercises advance the organization and its pioneer. Likewise, they direct spending plans. They utilize spending plans to dissect how well the organization runs (Ashe-Edmunds, 2017).

2.4 Forms of Employee Commitment

Employee commitment is a concept that is attracting significant attention in the process of understanding and clarifying the intensity and stability of the dedication to an organization by an employee . The three different approaches in study of commitment have been distinguished by researchers that is; the perspectives of attitude, behavior and a motivation. Employee commitment according to Sang (2016) is described by a resilient belief and approval of a corporation's aims and principles, readiness to apply substantial

attempt in the organization's best interest and a strong wish to retain organization's membership. Employee commitment brings about satisfaction and involvement by employees in the organization. A committed workforce is essential in performance orientation.

Although there are many definitions offered by various researchers for employee commitment, there is an agreement that the commitment of an employee should reflect a multi-dimensional connection of a person to the organization. Employee commitment is a symbol of connection to the organization (Kibigo, 2016). It also determines the person's decision to maintain or terminate an organization's contract.

2.4.1 Affective Commitment

This is the demonstration of commitment of employees. It denotes how the worker has emotional connection to an organization and its objectives. The employees believe that they belong to the company and would want to stay. This means that employees with affection that leads to dedication to their organization often trust in the organizations' objectives and wish to retain their organizational involvement and feel part and parcel of it. A feeling of emotional commitment is developed by employees to their corporation if they get the feeling that they are proficient in undertaking their jobs and are contented with employee roles they play (Meyer & Allen (1997). Some factors i.e. Individual-level factors: temperament, education level, values orientation, and factors of organization which include: the certainty that employee's responsibilities and job objectives are distinctly well-defined, management support and concerning worker's job performances may have emotional commitment impact.

Employees with affective dedication may continue to work with their current organization out of their personal volition. Kanter (1968) viewed interconnectivity as the connection of a person's affection and feeling towards the group. An employee who is emotionally devoted believes in organization's goals and ideals, and puts in a lot of muscle for the company (Mowday, 2000). Meyer and Allen (1997) establish a relationship between emotional commitments with job encounters where workers receive psychologically relaxed feelings. According Beck & Wilson (2000) affective commitment growth comprises of distinguishing the organization's value and embracing its values and standards.

2.4.2 Continuance Commitment

Outcomes awareness related to exiting the business is denoted by continuance commitment. As per Allen and Meyer (1997) continuance commitment denotes cognitive attachment between workforce and their corporation that is if the costs of exiting those companies surpass the benefits. Costs may consist of, losing a decent pay, material benefits, created networks or acquaintances, image, need to reallocate and job search costs. Representatives express duration duty because of individual interests in non-exchangeable speculations, for example, uncommon abilities exceptional to a particular association and different advantages that makes it extremely exorbitant for one to leave association and look for business somewhere else.

Another perspective driving that leads duration responsibility might be the representatives' apparent absence of choices outside of the association (March, 2008). At the point when representatives go into the relationship, they will undoubtedly keep up a

link with the association and this make them submitted and in this way making them to stay with the association because of absence of an option opportunity or attention to the overheads connected with exiting the association.

The cost attached with departing incorporates alluring advantages, the risk of wasting the time, exertion spent on obtaining the occupation, upset individual relationship (Meyer & Allen, 1997). Somers (1993) recommend that duration duty can be part up into high give up responsibility, for example, giving up of one's own priorities connected with departing and low option duty, for example, constraints open doors for other work duration responsibility occurs when an individual distinguishes that he or she will drop ventures and sees that there are no options or other strategy. At the point when a person knows as well as educated about consumptions and dangers associated with exiting the association, this type of responsibility is assumed to be calculative (Meyer & Allen, 1997). Predetermined people with imperative association with the company depend on continuation duty and they will remain with the business essentially on the grounds that they must choose between limited options.

2.4.3 Normative Commitment

Normative commitment displays a sentiment duty by an employee to continue staying in the business. Normative commitment employees believe that they must stick with the business and that if they leave the organization they will create a big gap. Normative commitment advances due to past involvements shaped by family-based experiences such as close relative that emphasize loyalty at job or cultural experiences such as sanctions against jumping from work to work (Meyer & Allen, 1997).

This commitment is perceived to result from the receipt of welfares which encourages a sense that one has a responsibility to give in return, and/or recognition of the terms of a psychological contract. Employees believe that they have to stick with an organization since they deem it is morally correct to do so because they have obtained bursaries and training investments in return. Education and age are some of the factors that might affect the level of normative commitment (Marsh & Manarri, 1977)..

2.5 Job Rank and Employee Commitment

Several researchers have conducted studies on this area among them job level both globally and locally. Rae (2013) conducted a study to investigate how empowerment and commitment perceptions impact on the job satisfaction. The study results revealed that to experience job satisfaction, HR managers and CFOs require independence, affective commitment is requires by all the three managerial levels in order to have job satisfaction.

Chung-Chieh and Chen (2013) conducted a study to establish the correlation between commitments of employees and attitude towards the job and the impact it has on quality of service in the tourism sector. Cross sectional research design was utilized. In data analysis, different techniques in statistics were used. Study establishment was that long stay of employees in the same job led to development of negative attitude towards their job thereby affecting work commitment.

Albdour and Altarawneh, (2014) carried out study to establish the employee engagement and commitment to an organization correlation in the Jordanian banking sector. The study measured employee commitment using three key measurements: continuance, affective and normative commitment. Population of study comprised the 336 frontline

employees of Jordan's bank. Non-probability sampling technique was put to use. Questionnaires were put to use. High degree of normative and affective commitment was noticed in employees with high job and organizational engagement. Hence, high employee job engagement can significantly have an impact on employee continuance commitment.

Kamau (2012) examined factors that influence organizational commitment of employees. The study focus being Kenya Plant Health Inspectorate Service Corporation. The study concentrated on three main areas in analyzing the factors that affect employee commitment namely. A case study design was employed. The outcome of the study indicated significant factors influencing commitment of employee be education, duration of service and job category.

Kowido (2013) examined factors contributing to employee commitment. The focus of study being small medium furniture companies along Mombasa road in Nairobi County. Cross-sectional survey was utilized for this study. Data was obtained and analyzed by use of descriptive statistics. From the study all factors under investigation were found to affect employee commitment. A consideration by employees of the factors to be positive that is, availability of training and development, good working conditions, promotions, proper benefits and job security, is seen to create commitment by employees to the organization.

Kibigo (2016) studied the effect of intrinsic rewards on employees commitment at Kenya's Fairmont Group of hotels. The paper sought to investigate how intrinsic rewards affect employee commitment. It aimed at the 367 employees of Fairmont Group of Hotels in Kenya and sampled 110 employees. The study looked into the effect of the following

intrinsic rewards on employee commitment: career growth and development; meaningful work; empowerment; and flexibility at the work place. The study revealed that most employees (72.2%) favored career growth and development as a source of motivation. A small number of the employees (21.0%) noted that flexible work schedule plays a role in influencing affective commitment. The study also established that majority (61.4%) of the employees did not think that meaningful work had any impact on continuance employee commitment. Employee empowerment played an insignificant role in employee commitment. From the study, the relationship between career growth, flexible work schedules, meaningful work, organizational commitment and work engagement is advantageous to Human Resource practitioners and managers in developing work place strategies and also in improving positive workplace outcomes.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Procedure utilized in collection of data with the inclusion of research design, location of study, study population, the procedure used during sampling and the sample size, instruments of research, collection process and data analysis are presented in this area.

3.2 Research Design

An arrangement and procedure of examination defines research design (Ogula 2005). The aim for research design being to find answers to research questions and control irregularity. Descriptive survey was adopted which tries to acquire data that depicts existing phenomena through getting some information about their attitude, observations, decision or qualities (Mugenda & Mugenda, 2003). Cross sectional survey was appropriate hence employed for this study since it focuses on observation of a sample and phenomenon over period of time (Becker, 2000). The survey was utilized where a group of Constitution Commission in Kenya employees was selected and placed in to groups based on ranks.

3.3 Target Population

The total number of members or things where a study aims at the generalization of its findings defines population (Cooper & Schindler, 2008). This included all the 12 commissions: Independent Electoral and Boundaries Commission (339) (www.iebc.or.ke), Commission on Revenue Allocation (221)(www.cra.or.ke), Commission for the Implementation of the Constitution (171) (www.cic.or.ke), Judicial Service Commission (503)(www.jsc.or.ke), Teachers Service Commission (646)www.tsc.or.ke, Public Service Commission (732), National Police Service Commission (800)www.npsc.or.ke), National Land Commission (246)(www.nlc.or.ke),

Ethics and Anti-Corruption Commission (342) (www.eacc.or.ke), Parliamentary Service Commission (132)(www.psc.or.ke), Salaries and Remuneration Commission (302)(www.src.or.ke), lastly, Kenya National Human Rights and Equality Commission KNHREC (96)(www.cra.or.ke). The total number of respondents totaled to 4191.

3.4 Sample Design

A sample of 354 was chosen and consisted of employees who were picked as a representative of the whole. Krejcie & Morgan (1970) table was used in sample size determination. This is attached as appendix two. This study utilized stratified sampling to represent the population in terms of each court. The population was therefore categorized into 12 strata.

3.5 Data Collection

Questionnaires were utilized in primary data collection. They were delivered to the respondents and collected later. This research targets the Constitution Commission in Kenya employees. The questionnaires were a compilation of relevant questions to the study that was made up of close ended questions. The advantage of using them is that they are bias free and the respondents had ample time in providing answers. The questionnaire comprised of three sections. The first consisted of background information of the respondents and the organization. The second consisted of questions on job level and section C was on employee commitment.

3.6 Data Analysis

O'Neil & Schutt (2013) characterises data analysis as the gathering of methods that depict assurances, create clarification, perceive configuration and test theories. In line with the study quantitative approaches were utilized in data analysis. Descriptive statistics and multiple linear regressions were utilized to analyze data.

The following regression equation will be used;

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

Whereby Y = Employee commitment. X1 = Affective commitment; X2 = Continuance commitment X3= Normative commitment ε = Error term, β_0 is the intercept

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

Data analysis, interpretation and study findings presentation are provided in this part. The study targeted 354 employees from all the 12 Constitutional Commissions. Different categories of information were inquired from the individual respondents including general information, and information on job level and employee commitment. The researcher also sought the ratings of aspects of the different types of commitment so as to find the relationship between rank and employee commitment.

4.2 Response Rate

354 employees were targeted as a representative sample of the twelve constitutional commissions. For the study a total of 276 duly filled questionnaires were obtained representing 78 percent response rate. A sample size that is 50 percent of the population is good enough since it takes into account the maximum variability in a population (Mugenda and Mugenda 1999). The response rate is illustrated in table 4.1 below.

Table 4.1 Response Rate

Respondents	Frequency	Proportion (%)
Target Population	354	100
Response Rate	276	78

The researcher targeted a population of 354 employees from the twelve constitutional commissions. However 276 filled questionnaires were obtained representing a response rate of 78%. This percent is large enough to represent the entire population.

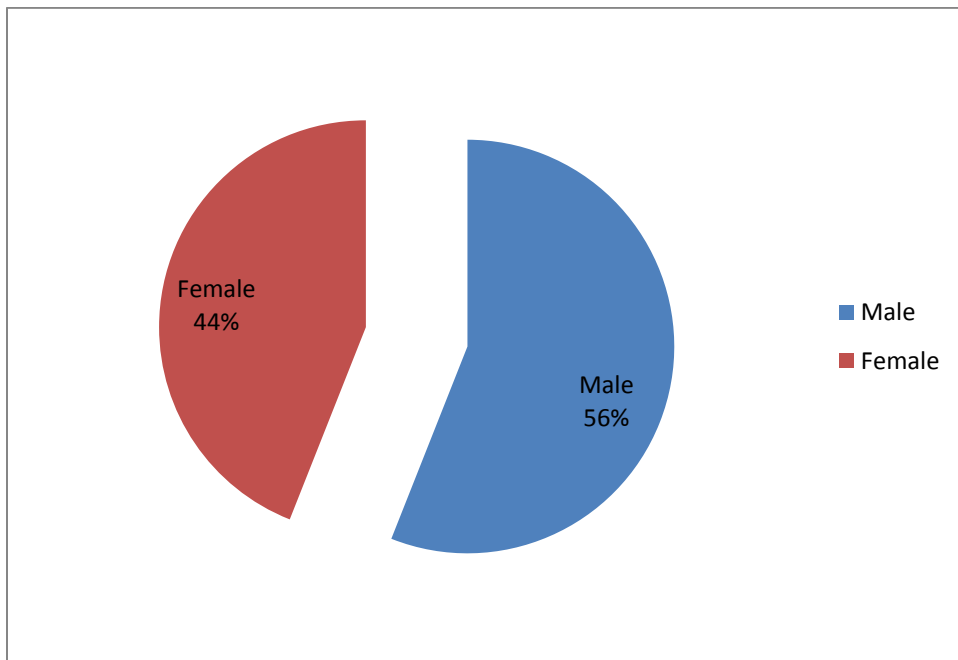
4.3 General Information

The general information sought was aimed at creating a profile of the respondents. The responses sought in this section included the gender, age and length of service, age and gender of the individual respondents.

4.3.1 Gender

One of the responses sought by the researcher for the purpose of building a profile of the respondents was their gender. The results obtained are shown in the figure.

Figure 4.1 Respondents' Gender Profile

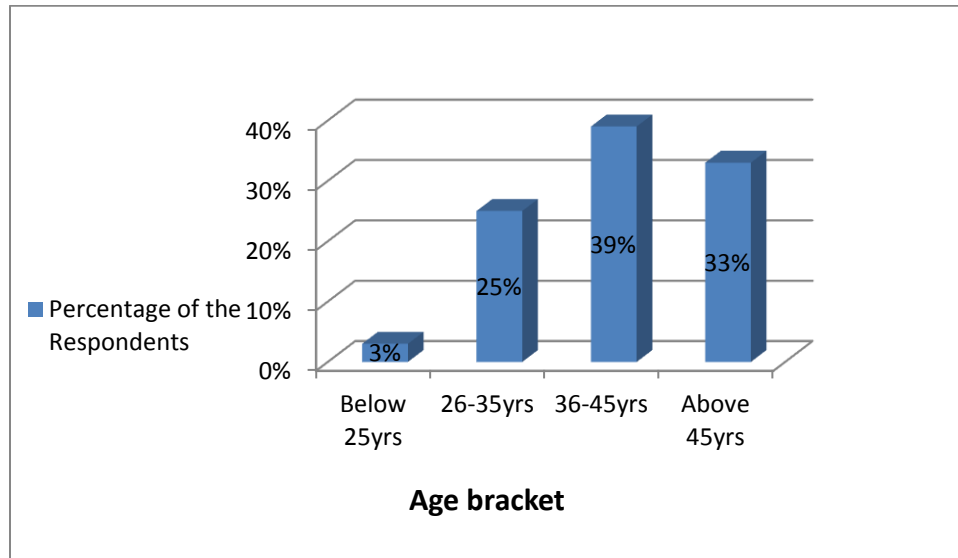


The study enquired into gender balance among the respondents. As shown in figure 4.1, male constituted 56% of the respondents while 44% comprised the female respondents.

4.3.2 Age

The researcher sought to acquire information on respondents' age. Several age brackets were offered and the respondents ticked on the bracket they lay. Figure 4.2 shows the outcome obtained.

Figure 4.2 Age Brackets of Respondents

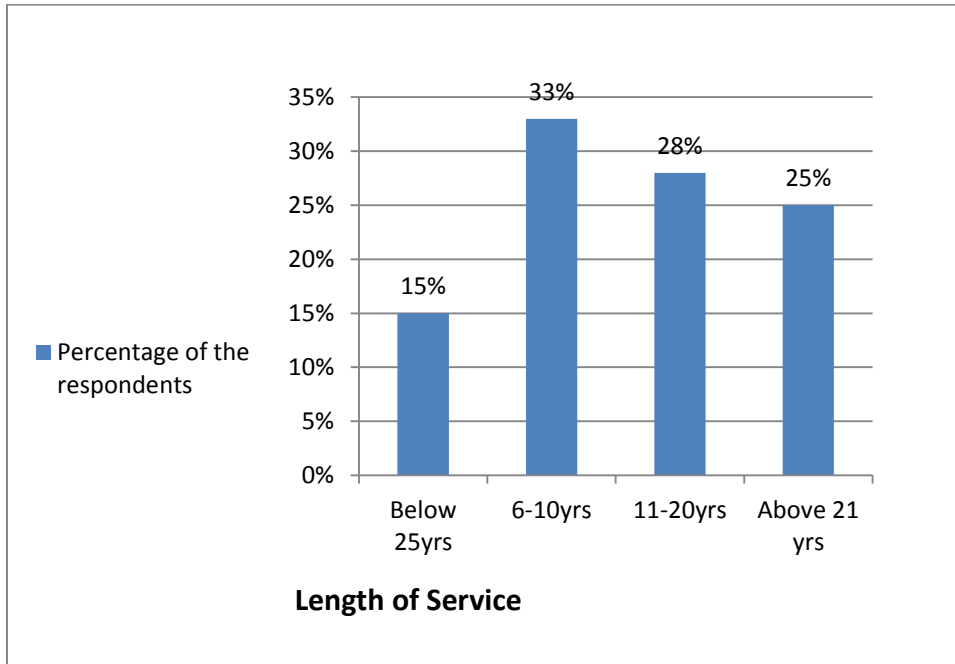


Majority of the respondents at 39% were between the ages of 36 and 45 years, closely followed by those above 45 years at 33%. Of the total respondents, 25% were between 26 and 35 years in age and those below 25 years were the least at 3%.

4.3.3 Length of Service

The researcher desired to know the period respondents had worked at their specific commissions. The length of service was divided into four categories that is, below 5 years, 6-10 years, 11-20 years and above 21 years. Figure 4.3 shows the results.

Figure 4.3 Length of service



Majority of the respondents that is, 32%, had worked at their commissions for between 6 and 10 years. 28% of the respondents had served for 11-20 years, 25% for above 25 years while 15% had worked with their commissions for below 5 years.

4.4 Job Level

On the respondents' job level the researcher sought to find out their job titles, job levels and period in which they had worked at their current jobs. The findings are presented in table 4.2.

4.4.1 Job Title

The researcher asked the respondents to state their job titles. Table 4.2 shows the results.

Table 4.2 Job Title

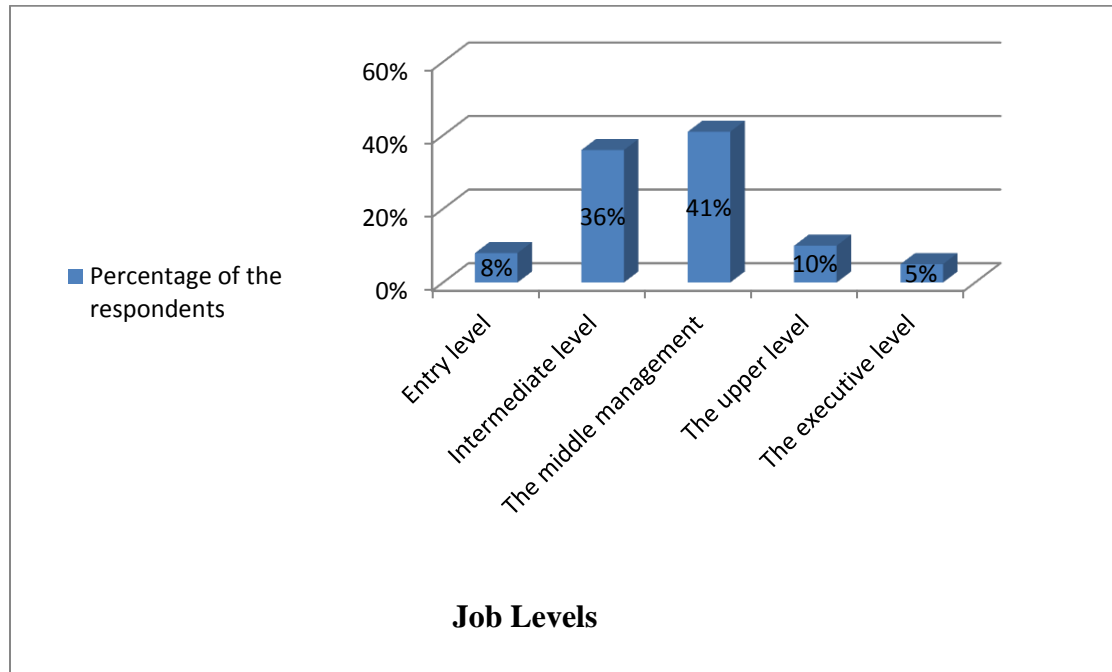
	Frequency	Percent
Senior deputy director	44	16
Accountant	28	10
Project assistant	33	12
Personal secretary	22	8
Clerical officers	41	15
Clerk	22	8
HR officer	22	8
Assistant management	14	5
Administrator	19	7
Messenger	33	12
Total	276	100.0

From table 4.2, 16% of the respondents were senior deputy directors, 15% clerical officers, project assistants and messengers were 12% each and 10% were accountants. Of the total number of respondents, personal secretaries, clerks and human resource officers were 8% each, 7% were administrators, and 5% assistant managers.

4.4.2 Job Level

The respondents were asked to categorize their jobs into one of the job levels that is, entry level, intermediate level, middle management, upper level or executive level. The findings are as shown.

Figure 4.4 Job Level

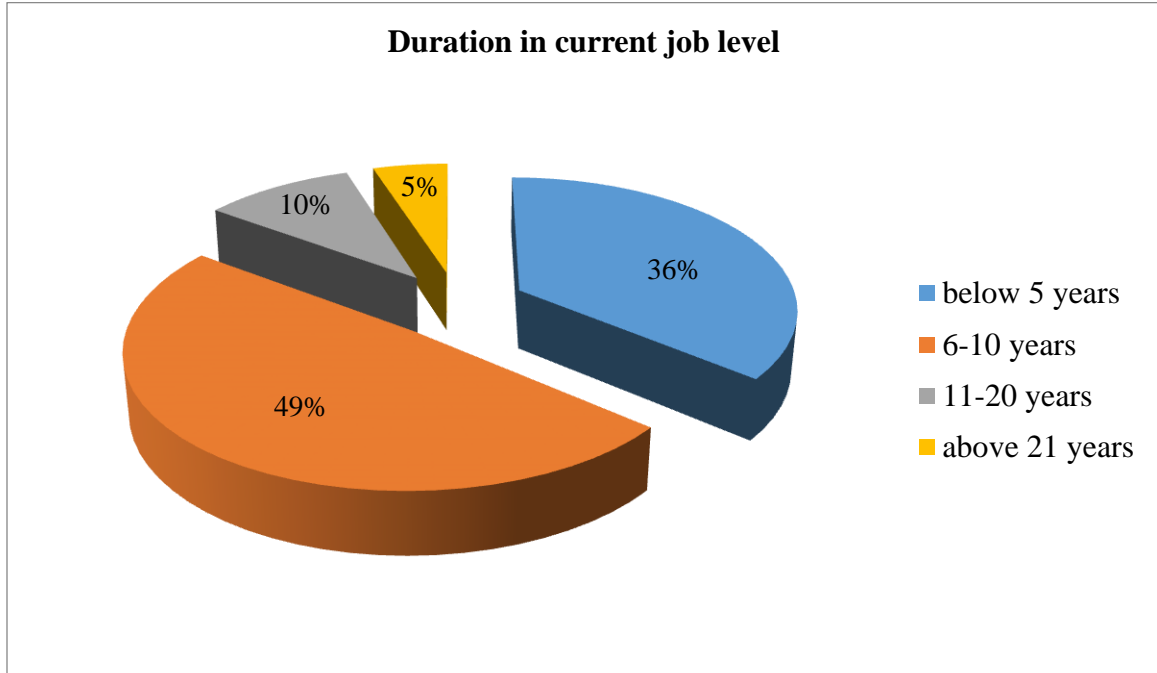


Majority of the respondents represented by 41% were in middle management. 36% of the respondents were in the intermediate level, 10% in upper level management, 8% at the entry level, and the least at 5% were at the executive level.

4.4.3 Duration in Current Job Level

The researcher also enquired for what extent the respondents had been at their present place of employment levels. The durations were classified into four that is, below 5 years, 6-10 years, 11-20 years, and above 21 years. Figure 4.5 shows the results.

Figure 4.5 Duration in current job level



A majority of the respondents represented by 49% had been at their current job level for between 6 and 10 years. 5% of the respondents had been at their current jobs for below 5 years, 10% between 11 and 20 years, and only 5% had been at in their current jobs for above 21 years. These results are presented in figure 4.5.

4.5 Employee Commitment

In order to determine the employee commitment the respondents were given a Likert scale and asked to rate statements relating to affective commitment, continuance commitment and normative commitment. The scale given was as follows; strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), or strongly agree (5).

4.5.1 Affective Commitment

To determine affective commitment the respondents were asked to rate the statements that were given using a Likert scale. The findings were as shown in the table below.

Table 4.3 Affective Commitment

	N	Mean	Std. Deviation
I appreciate examining my association with individuals outside it	276	3.803	4.069
This organization has a lot of individual significance for me	276	3.650	0.899
I imagine that I could without much of an effort become as joined to another association as I am to this one	276	3.262	1.079
I would be extremely cheerful to spend whatever remains of my profession with the organisation	276	3.098	1.193
I truly feel as though this present association's issues are my own	276	2.771	1.216
I don't feel like piece of the family at my association	276	2.344	1.209
I don't feel candidly appended/ attached to this association	276	2.328	1.121
I don't feel a solid feeling of having a place with my association	276	2.246	1.011
Duration in current job	276	1.833	0.799

The respondents agreed that they enjoyed discussing their organization with people outside it with mean 3.803 and standard deviation 4.069, with mean 3.650 and standard deviation 0.899 they felt great personal deal towards organization. The respondents could

however neither agree nor disagree that they would be fond to a different organization as they were to their current one with mean 3.262 and standard deviation 1.079, and with mean 3.098 and standard deviation 1.193 respondents agreed they would be happy spending in their organization what is left of their careers. The respondents disagreed that they considered their organizations' problems as their own with mean 2.771 and standard deviation 1.216, that they did not feel attached to their organization with mean 2.344 and standard deviation 1.209, with mean 2.328 and standard deviation 1.121 they did not sense that piece of the family at their organizations, and they didn't perceive a solid sense of belonging to their organizations with mean 2.246 and standard deviation 1.011.

4.5.2 Continuance Commitment

In order to determine continuance commitment the respondents were asked to rate the statements given on the Likert scale. The findings were as shown in the table below.

Table 4.4 Continuance Commitment

Statement	N	Mean	Std. Deviation
One of only a handful couple of genuine results of leaving this association would be the shortage of accessible options	276	3.459	1.009
At the present time ,remaining with my association involves need as much as want	276	3.393	1.159
A lot in my life would be disturbed on the off chance that I chose I needed to leave my association now	276	3.377	.952
I feel that I have excessively couple of alternatives, making it impossible to consider leaving this association coordinates the general advantages I have here	276	3.246	1.027
It would be hard for me to leave my association at the present time, regardless of whether I needed to	276	3.246	1.135
One of the real reasons I keep on working for this association is that leaving would require extensive a disregard for one's own needs another association may not	276	3.067	1.056
It wouldn't be too expensive for me to leave my association now	276	2.885	1.112
I am not anxious of what may happen in the event that I quit my activity without having another arranged.	276	2.467	1.186

The respondents neither agreed nor disagreed that a lot in their lives would be altered with if they chose to leave their organization with mean 3.459 and standard deviation 1.009, with mean 3.393 and standard deviation 1.159 that being with their organizations is a matter of desire as much as necessity, that vacating their organization consequence would be available alternatives scarcity with mean 3.377 and standard deviation 0.956, that they perceive there is little options to factor vacating their organization since benefits match overall benefits they have in their organization with mean 3.245 and standard deviation 1.027, that even if they wanted to, it would extremely hard for them to depart from their organization at the time with mean 3.246 and standard deviation 1.135, and among main reasons they continue working for their organization one of them is that leaving would require extensive giving up of one's own priorities with mean 3.067 and standard deviation 1.056. With mean 2.885 and standard deviation 1.112 the respondents disagreed that it wouldn't be expensive for them to vacate their organization and that they are not afraid of what may happen on the off chance that they quit their job without having another arranged with mean 2.467 and standard deviation 1.186.

4.5.3 Normative Commitment

To determine normative commitment the respondents were asked to rate the statements that were given on a Likert scale. The findings were as shown in the table 4.5.

Table 4.5 Normative Commitment

	N	Mean	Std. Deviation
I was educated to put stock in the benefit of staying faithful to one's association	276	3.328	5.424
I do not imagine that needing to be an 'organization man' or organization lady is sensible any longer	276	3.033	1.154
One of the real reasons I keep on working for this association is that I trust that dedication is imperative and along these lines feel a feeling of good commitment to remain	276	2.951	1.071
Bouncing from association to association does not appear at all to be unethical	276	2.803	1.152
I believe that individuals nowadays move from organization to organization time after time	276	2.787	1.112
Things were better in the days when individuals remained with one organisation for the greater part of their professions	276	2.738	1.181
On the off chance that I got another offer for a superior occupation somewhere else I would not feel it was all in all correct to leave my organization	276	2.459	1.089
I don't trust that a man should dependably be faithful to his or her organization	276	2.377	1.157

With mean 3.328 and standard deviation 5.424, the respondents neither agreed nor disagreed that they were enlightened to trust in remaining loyal value to one's organization, that they did not perceive that fancying to be a company woman' or 'company man' is sensible anymore with mean 3.033 and standard deviation 1.154, that loyalty is the main reason they still work for their organization hence feel moral obligation sense to remain with mean 2.951 and standard deviation 1.071, that moving to different organizations doesn't seem unprincipled to them with mean 2.803 and standard deviation 1.152, that they thought perceived people nowadays shift to various companies regularly with mean 2.787 and standard deviation 1.112, and that things were better in the days when being loyal to one organization by individual was the norm for the greater part of their professions with mean 2.738 and standard deviation 1.182. The respondents disagreed that if elsewhere they are offered job that is better they wouldn't feel it was okay to vacate their organization with mean 2.459 and standard deviation 1.089, and that they didn't hold that an individual must be devoted to the organization with mean 2.377 and standard deviation 1.158.

4.6 Effect of Job Rank on Employee Commitment

In analyzing the effect of job rank on employee commitment at the constitutional commissions in Kenya, regression analysis was utilized. So as to measure to what extent the statistical model is likely to forecast outcomes of the future, the coefficient of determination was carried out. The coefficient of determination, r^2 is the square of the sample correlation coefficient between outcomes and predicted value. The table 4.6 shows the outcome.

Table 4.6 Model Testing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563 ^a	.316	.280	12.039

This indicates that 31.6% of the variance in the dependent variable is predicted by the independent variable. Of the independent variables studied, only 31.6% of employee commitment was represented by the R Square (0.316). This explains that other factors not covered in the study constitute 68.4% of employee commitment.

To facilitate regression, the person- job rank was use. This resulted in 276 person-job ranks commitment was then regressed on 276 person- job ranks. The following regression model was used.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Whereby Y = Employee commitment.

X_1 = Affective commitment;

X_2 = Continuance commitment

X_3 = Normative commitment

ε = Error term,

β_0 is the intercept

The results of the analysis are presented in table 4.6, 4.7 and 4.8

As shown in table 4.6 and 4.7, the regression model attained goodness of fit and thus was appropriate for analyzing the pertinent data for this study ($R^2 = 0.136$, $F = 8.794$, $P < 0.05$) Furthermore the table indicates that job ranks explains 31.6% of variance in employee commitment ($R^2 = 0.136$, $F = 8.794$, $p < 0.05$) As shown in table 4.85, Normative commitment was significant ($B = 0.552$, $t = 3.638$, $P < 0.05$).

As shown in table 4.8, Normative commitment was significant ($B = 0.552$, $t = 3.638$, $P < 0.05$), implying that every unit change in job rank, normative commitment changes by 55.2%. The effect of job rank on effective commitment is not significant at $P < 0.05$. This means that the observed changes in the two dimensions of commitment may be due to factors other than job rank.

ANOVA is a statistical model that assesses potential variation among group means and their associated procedures. The study finding was analyzed using analysis of variance to show the mean and f-test. The table below shows the overall variance accounted for in the model.

Table 4.7 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3823.723	3	1274.574	8.794	.000 ^b
Residual	8260.977	273	144.929		
Total	12084.700	276			

The F-score is ($F = 8.794$) with a significance of < 0.05 . The table provides the effect of individual predictor variable on the (employee commitment). The result suggests that the independent variables are significant predictors of employee commitment since they all have a p value of less than 5% implying more than 95% confidence level of the derived

model. 0 is the significance value from the table which is less than 0.05 showing that it is statistically significant in forecasting the influence of the different commitment types on employee commitment. The number of standard deviations the variable that is dependent will adjust per standard deviation change in the independent variable defines Beta coefficient. The table 4.8 presents the outcome.

Table 4.8 Beta coefficient

Model	Unstandardized		Standardized t	Sig.
	Coefficients			
	B	Std. Error	Beta	
(Constant)	12.290	3.529	3.483	.001
Affective commitment	4.290	2.166	0.227	.052
continuance commitment	0.223	0.233	0.144	0.342
Normative commitment	3.013	0.828	0.552	.001

The findings in table 4.8 show that affective commitment had (beta = 0.227 and significance 0.052), continuance commitment had (beta = 0.144 and significance = 0.342) and normative commitment had (beta = 0.552 and significance = 0.001) . This indicates that a change of one standard deviation holding all other factors constant would change employee commitment by 22.7%, 14.4%, and 55.2% respectively

4.7 Discussion of the Findings

From the findings above, a higher job rank created reluctance of employees to leave an organization, signifying that job rank influences employee commitment. However, if an employee stayed at any rank for too long were willing to leave the organization. Also, employees who had been promoted to higher ranks gained a sense of affective commitment to their organizations. For normative commitment, employees of all ranks viewed loyalty to their organization as important and did not advocate for movement from organization to organization every too often. However, those of higher ranks proved to possess a greater loyalty sense.

Normative commitment influences employee commitment to the greatest extent., followed by affective commitment and lastly continuance commitment. The findings reveal that the employees have affective commitment by discussing their organization with outside people. The employee could easily be attached to another organization. A similar study by Meyer and Allen (1997) established a positive relationship between emotional commitment with job encounters where workers receive psychologically relaxed feelings, strengthening their sense of aptitude for example feedback. The growth of affective commitment comprises of distinguishing the organization's value and embracing its values and standards.

A study by Somers (1993) recommend that duration duty can be part up into high give up responsibility, for example, giving up of one's own priorities connected with departing and low option duty, for example, constraints open doors for other work duration responsibility occurs when an individual distinguishes that he or she will drop ventures and sees that there are no options or other strategy. Commitment is therefore build over

time and up the ladder. This shows that job rank does influence employee commitment positively.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Summary of the findings of the study, conclusions and recommendations is provided in this part. The summary is given based on the aspects covered in the questionnaire which were; general information about the respondents, job level, and employee commitment. It also outlines the limitations of the study and suggestions for further research.

5.2 Summary of the Findings

The target population was 354 employees from the twelve constitutional commissions in Kenya. However, 276 duly filled questionnaires were obtained representing a response rate of 78%.

The general information on respondents inquired was gender, age and length of service, age and gender. On the respondents' gender profile, 44% of the respondents were female and 56% of the respondents were male. A majority of the respondents at 39% were between the ages of 36 and 45 years closely followed by those above 45 years at 33%. Of the total respondents 25% were between 26 and 35 years in age and those below 25 years were the least at 3%. A majority of the respondents that is, 32% had worked at their commissions for between 6 and 10 years. 28% of the respondents had served for 11-20 years, 25% for above 25 years while 15% had worked with their commissions for below 5 years.

On job level respondents were required to give job titles, job level lastly duration in which they had been at the job level. On job titles, 16% of the respondents were senior deputy directors, 15% clerical officers, project assistants and messengers were 12% each and 10% were accountants. Of the total respondents, personal secretaries, clerks and

human resource officers were 8% each, 7% were administrators, and 5% assistant managers. A majority of the respondents represented by 41% were in middle management. 36% of the respondents were in the intermediate level, 10% in upper level management, 8% at the entry level, and the least at 5% being at the executive level. A majority of the respondents represented by 49% had been at their current job level for between 6 and 10 years. 5% of the respondents had been at their current jobs for below 5 years, 10% between 11 and 20 years, and only 5% had been at in their current jobs for above 21 years.

In affective commitment, the respondents agreed that they enjoyed discussing their organization with people outside it with mean 3.8033 and standard deviation 4.06948, and that the commission meant a huge personal deal with mean 3.6500 and standard deviation 0.89868. The respondents could however neither agree nor disagree that they would be fond to a different organization as they were to their present one with mean 3.2623 and standard deviation 1.07860, and on whether they would be happy spending with their organization what is left of their career with mean 3.0984 and standard deviation 1.19310. They disagreed that they considered their organizations' problems as their own with mean 2.7705 and standard deviation 1.21646, that they did not feel attached to their organization with mean 2.3443 and standard deviation 1.20948, that they did not perceive to be piece of the family at their organizations with mean 2.3279 and standard deviation 1.12133, and that they didn't feel a huge solid feeling of having a place in their organizations with mean 2.2459 and standard deviation 1.01087.

On continuance commitment, the respondents neither agreed nor disagreed that a lot in their lives would be altered if they chose to vacate their organization with mean 3.4590

and standard deviation 1.00952, that being with their organizations is a matter of desire as much as necessity with mean 3.3934 and standard deviation 1.15872, that leaving their organization consequence would be available alternatives scarcity with mean 3.3770 and standard deviation 0.95156, that they perceive that they few factors to consider vacating their organization since benefits match the overall benefits they have in their organization with mean 3.2459 and standard deviation 1.02723, that even if they wanted to, it would extremely hard for them to depart from their organization at the time, with mean 3.2459 and standard deviation 1.13513, and that the reason they continue to work for their organization is that vacating would require extensive giving up of one's own priorities with mean 3.0667 and standard deviation 1.05552. The respondents disagreed that it wouldn't be expensive for them to leave their organization then with mean 2.8852 and standard deviation 1.11203, and that they are not afraid of what may happen on the off chance that they quit their job without having another arranged with mean 2.4667 and standard deviation 1.18560.

For the findings on normative commitment, the respondents neither agreed nor disagreed that they were enlighten to hold in remaining loyal value to one's organization with mean 3.3279 and standard deviation 5.42439, that they didn't perceive that wanting to be a 'company woman' or company man' is prudent with mean 3.0328 and standard deviation 1.15423, that shifting to different organization does not seem at all unprincipled to them with mean 2.8033 and standard deviation 1.15209, that they thought people these days shift from different companies too often with mean 2.7869 and standard deviation 1.11228, and when individuals remained with one organization for the greater part of their professions things were better in the days with mean 2.7377 and

standard deviation 1.18183. The respondents disagreed that on the off chance that they got another offer for a superior employment somewhere else they would not perceive was on the correct track to vacate their organization with mean 2.4590 and standard deviation 1.08894, and that they did not hold that a person must constantly be loyal to his or her organization with mean 2.3770 and standard deviation 1.15706.

5.3 Conclusion

The following conclusions were drawn from the summary of findings:

From the findings, a higher job rank created reluctance of employees to leave an organization, signifying continuance commitment. However, if an employee stayed at any rank for too long they were willing to leave the organization. Also, employees who had been promoted to higher ranks gained a sense of affective commitment to their organizations. For normative commitment, employees of all ranks viewed loyalty to their organization as important and did not advocate for movement from organization to organization every too often. However, those of higher ranks proved to have a greater sense of loyalty. It can therefore be concluded that job rank positively influences employee commitment.

5.4 Recommendations

From the findings summary and the conclusions, the following recommendations were drawn: The study recommends that employers recognize outstanding employees through promotions whenever possible in order to boost their morale and ensure their commitment to their jobs and organizations. The study also recommends the formulation and adjustment of policies and mechanisms in regard to promotions, informed by the conclusion that job ranks influence employee commitment.

5.5 Limitations of the Study

This study faced time and resources limitation. Study could not be carried out on the entire population. This was delimited by starting the study early during the set period and by taking a representative sample. This ensured the accuracy and validity of the findings.

The study also faced a limitation in the reluctance of respondents to offer information for fear that the information would be used against them. The researcher dealt with this by providing an introductory letter from the university and assuring the respondents of treating any obtained information confidentially and purely for academic purpose.

5.6 Suggestions for Further Research

These study limitations include time and financial constraints provide areas for further research, which include a similar study whose objective would be to reaffirm these findings.

Employee commitment is an important factor in organizational performance therefore further research could also be carried out to determine other factors that affect employee commitment. This would be useful in encouraging employee commitment through optimization of those factors.

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APPENDICES

Appendix I: Questionnaire

The study poupose is to establish the effect of job level on employee commitment of Constitution Commissions in Kenya. Your sentiments shall be kept confidentially and valuable to this study. Kindly fill this questionnaire as honestly as you can. You need not to indicate your name. Answer by writing in the spaces provided or by ticking in the appropriate box.

SECTION A: GENERAL INFORMATION

1. Name of the commission (optional).....

2. Indicate your gender

Male

Female

3. Indicate your age bracket

Below 25 years

26-35 years

36-45 years

Above 45

4. How long have you worked at the commission?

Below 5 years

6 - 10 years

11-20 years

Above 21 years

SECTION B: JOB LEVEL

6. What is your job title?

7. Which job level does your job belong to?

Entry-Level

The intermediate level

The Middle Management

The Upper-Level

The Executive Level

8. How long have you been in your current job level?

Below 5 years

6 - 10 years

11-20 years

Above 21 years

SECTION C: EMPLOYEE COMMITMENT

9. Please tick the appropriate box for each statement in the Likert scale to indicate whether you strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), OR strongly agree (5).

Affective Commitment

	Statement	SD	D	N	A	SA
1	I would be very happy to spend the rest of my career with this organization.					
2	I enjoy discussing my organization with people outside it.					
3	I really feel as if this organization's problems are my own.					
4	I think that I could easily become as attached to another organization as I am to this one.					
5	I do not feel like 'part of the family' at my organization.					
6	I do not feel 'emotionally attached' to this organization.					
7	This organization has a great deal of personal meaning for me					
8	I do not feel a strong sense of belonging to my organization.					

Continuance Commitment

	Statement	SD	D	N	A	SA
1	I am not afraid of what might happen if I quit my job without having another one lined up.					
2	It would be very hard for me to leave my organization right now, even if I wanted to.					
3	Too much in my life would be disrupted if I decided I wanted to leave my organization now.					
4	It wouldn't be too costly for me to leave my organization now.					
5	Right now, staying with my organization is a matter of necessity as much as desire.					
6	I feel that I have too few options to consider leaving this organization. matchthe overall benefits I have here.					
7	One of the few serious consequences ofleaving this organization would be the scarcity of available alternatives.					
8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice -another organization may not					

Normative Commitment

	Statement	SD	D	A	N	SA
1	I think that people these days move from company to company too often.					
2	Jumping from organization to organization does not seem at all unethical to me.					
3	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
4	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
5	I was taught to believe in the value of remaining loyal to one's organization.					
6	Things were better in the days when people stayed with one organization for most of their careers.					
7	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore					
8	I do not believe that a person must always be loyal to his or her organization.					

Appendix II: Krejcie-Morgan-Sample-Size-Table

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				