

THE RELATIONSHIP BETWEEN PERCEIVED JOB CHARACTERISTICS AND EMPLOYEE COMMITMENT AT THE NATIONAL BIOSAFETY AUTHORITY

by Nancy Mboani Kawira

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**THE RELATIONSHIP BETWEEN PERCEIVED JOB CHARACTERISTICS
AND EMPLOYEE COMMITMENT AT THE NATIONAL BIOSAFETY
AUTHORITY**

MBOANI NANCY KAWIRA

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
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DECLARATION

I declare that this research project is my original work and has not been presented for any award of Degree in any other University.

Signature: Date:

MBOANI NANCY KAWIRA

REG NO: D64/85921/2016

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

Supervisor

Signature: Date:

PROF. PETER K'OBONYO

PROFESSOR OF MANAGEMENT

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

DEDICATION

The research project is dedicated to my son and daughter for their moral and spiritual support and also my husband for financial support, inspiration and encouragement in my post graduate studies. Much dedication goes to my workmates and classmates who supported me in one way or the other.

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LIST OF ABBREVIATIONS

CCK	Communication Commission of Kenya
CEO	Chief Executive Officer
EC	Employee Commitment
GMC	Genetically Modified Crop
GMOs	Genetically Modified Organism
HRM	Human Resource Management
JC	Job Characteristics
JCT	Job Characteristics Theory
KPHISC	Kenya Plant Health Inspectorate Service Corporation
KTDA	Kenya Tea Development Agency
NBA	National Biosafety Authority
NMG	Nation Media Group
SD	Standard Deviation

ABSTRACT

Much attention has been given to identification of job characteristics and how it's linked to employee commitment. This has become a dominant matter in management and motivation of human resources to enhance quality of work and promote commitment. Survival and success of an organization depends largely on its human resources. Organization commitment is the state employees' wants to remain as a member of the organization. Employee's behavior is influenced by organization commitment and this promotes discipline at work which in turn enhances commitment. The objectives of the study were to determine the relationship between perceived job characteristics and employee commitment at National Biosafety Authority. This study was supported by two theories: Job characteristics theory and commitment model. Descriptive research design in form of census was adopted and all the 40 employees participated in the study. The research also used primary source of data by use of questionnaires developed in form of a five point Likert scale. Data was analyzed by use of scientific package for social science (SPSS) and Karl Pearson Moment of Correlation model was used to determine the relationship between perceived job characteristics and employee commitment at National Biosafety Authority Kenya. The findings conclude that there is a strong positive correlation between job characteristics and employee commitment. The study recommends that management of NBA should focus on work designing to increase employee commitment.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations are set up and run by people. Whether small, big or medium, companies are driven by people with the help of management systems. In many organizations, management are at the forefront of attracting, motivating and retaining employees who are competent to stay in the organization at a very minimal cost. Authors like Lazear and Gibbs, (2009); Snell and Deon,(1992) describe the value the employees bring to an organization as it strives to make profit and satisfy stakeholder's needs and interest. In recent time, interest on commitment of employees among organizations, managers and executives has been on the rise (Kahn, 1990).In the past, employers provided extrinsic motivators such as pay rise, benefits and bonuses which they believed to be competitive and adequate. These were prevailing when jobs were more repetitive and rigid and it was vital for employees to conform to organizations' guidelines and processes. Thomas (2009) argues that extrinsic rewards are also believed to be external to the job. Their size and whether or not they are granted is controlled by people. Their significance still stands as remuneration is considered very important in accepting an employment offer.

In our current globalized world, motivational role is mainly played by the elements in job. There has been a real change in motivational dynamics at workplace because of new work requirements and rising workers expectations on the importance of intrinsic motivation and a decline in material motivation (Thomas, 2009). More employees are working towards more meaningful work that permits freedom of choice and allow the use of talents thus promotes innovativeness and letting them discover their own methods of getting the job done. Wachira (2013) maintains that employees want to be allowed to plan and control how well they execute their jobs as they strive towards goal achievement and grow their commitment with the organization.

Considerable scientific researches done over the years on employee commitment have pointed out a significant link between job attitude and employee commitment. Following a strong desire to enhance employee commitment, scholars have intensified much of their effort in ascertaining favorable motivational tools that can promote employee commitment and engagement (Crawford et al., 2010). Through the responsibilities model, (Britts, 1999) positioned job control, relevance and clarity are seen as the most important factors that promote commitment and engagement in employees. Humphrey et al., (2007) have stated that employee commitment is determined by work design. In their overview paper, Christian et al found job characteristics that drive a positive relationship towards commitment as task variety, autonomy, ⁴⁸significance and feedback.

Job characteristics model (Hackman & Oldham, 1980), and organizational commitment model (Meyer & Allan, 1997) are the models in which this study is founded. Hackman and Oldham lay emphasis on the positive work structure in the form of five job characteristics (independence, feedback, competence, task identity and task significance) which promote increased intrinsic psychological factors (relevance, accountability, and outcome) that are known to improve performance and increase commitment. Job Characteristic theory is intended to offer a better understanding of factors that enhance commitment in workers. Hackman et al. (1975) stated that when individuals perceive their work to be as a play then they are motivated to work. Hackman et al. (1975) also propose experienced responsibilities, meaningfulness and knowledge of results as the three most important psychological conditions present in a task for one to perceive job to be motivating and enjoyable. This means that employees find work important and meaningful when they perceive themselves responsible for the outcome of the work they do and receive timely and accurate feedback.

Herzeberg (1976) argued that a poorly designed job affect the employee's willingness to work and the ability to learn new things and engage in the company's activities. These theories took into account characteristics that not only make work to be meaningful from task oriented approach such as variety, feedback and achievement but also social interaction approach including participation, communication and recognition. According to Allen&Meyer (1997), continuance, affective and normative as the three tri-dimensions model commonly used to theorize commitment is in three dimensions; continuance, affective and normative commitment. These scopes refer to a number of methods useful in developing organizational commitment and its effect on employee conduct.

In the last financial year, 2016/2017, the National Biosafety Authority experienced a turnover of eight percent among the key employees of the state corporation. With a population of forty employees, the corporation is concerned about the cost of losing a competent employee as well as recruitment and retention of a talented workforce. This is a cause for alarm to the management of the corporation and the need to ensure various job elements are in place to promote employee commitment. To be able to realize vision 2030, enhanced service delivery and ensure the 2016 – 2020 strategic plan flagships is achieved; there is need for the NBA to put more emphasis on a strategic approach of recruitment and retention of talented and competent workforce, by ensuring work design that is fulfilling. This will lead to highly committed employees driven by zeal to achieve not only organizational goals but also their personal goals.

1.1.1 Concept of Perception

Robinson (2004); Armstrong (2006) define perception as attitude employees have in relation to policies of pay, recognition, promotion and work-life balance and group influence. Perception is a one's interpretation of reality that is influenced by, among other things, the individual's value. In this regard, an individual's opinion is resolved by the extent of information to his or her disposal and the extent to which he/she can interpret the acquired information (Hodgett and Hegar, 2008). They further define perception as a process involving selection, organizing and interpretation of external stimuli to make it logical.

One's opinion depends on the information available to them and the extent to which they can interpret the information. This is to mean, different people in certain circumstances will come up with different conclusions on information in public domain (Quick and Nelson, 1997). The importance of perception is articulated by Nzuve (2010) that behavior of people depends largely on perception of reality. Factors that influence perception are differences in individual character, aims, ambitions, ethical standards and attitudes, context, status, and effects of previous experience, physical senses and learned skills (Cole 2007)

1.1.2 Job Characteristics

Hackman and Kaufman define job characteristics as an activation theory that looks at the job aspects that can be altered to create a positive motivation to the jobholder. Workers perform high quality work, experience value and enjoy performance and effectiveness. Hackman & Oldham (1976) attempted to organize, improve and spread ⁶¹ the understanding of the link between job characteristics and reactions of an individual to their work. The model speculates that the know-how of an individual is certainly affected by what an

individual absorbs, what an individual has personally accomplished as well as the job and what an individual cares about.

An increase in perceived autonomy reinforces emotional connection with the organization (Lawler 1992), hence affirming the impact of jobholder's attitude and behavior when sense of autonomy is heightened. Job attributes are those characteristics with a motivational purpose to workers and enhance commitment. Individual experiences positively affect individual's inducement to perform the job well in future and this is key to commitment (Hackman and Oldham, 1978).

1.1.3 Employee Commitment

Employee commitment concept is defined by (Armstrong, 2012) as attachment and loyalty. Devotion depends on contentment of the needs, and their commitment largely depends of motivation and job performance. Newstrom& Davies (2002) define commitment of employees as the point to which employees feel proud to be associated with the organization and want to continue to be part of it. Employee willingness to remain with the organization can be measured the same way a metallic object is attracted to a strong magnetic force. A workforce that is committed will work conscientiously and diligently, deliver value and support organization's service delivery, as they strive to improve performance (Madigan, Norton and Testa 2009).

Kangure et al. (2013) cited (Bakker and Remerouti, 2008) and resolved that based on their definition, committed employees demonstrate vigor and passion when performing their work. Northcraft and Neale (1996) are on the opinion that commitment is a disposition replicating employee's organizational loyalty, and a platform that members of an organization use to air their issues to the organization towards its achievement and

wellbeing. A number of factors determine organizational commitment, one of which is ²⁹ personal factors (age, tenure in the organization, disposition, internal or external control acknowledgements) and organizational factors (supervisor's leadership style and job design) availability of alternatives which is non-organizational factor. All these according to (Nortcraft and Neale, 1996) are things that affect subsequent commitment.

1.1.4 National Biosafety Authority

Established by the Biosafety Act of 2009, the NBA is a government corporation tasked to exercise overall control and regulation over distributing, handling and usage of genetically modified organisms (GMOs). Its key responsibility being regulation of research and commercial activities involving GMOs directed towards warranting human safety, animal health and facilitate adequate environmental protection. The NBA's main focus in their vision 2030 flagship is to ensure that by close of the year 2030, Genetically Modified Crops, (GMSs) are accessible in the market.

In the 2016-2020 strategic plan, one of the NBA's core values pledges to promote brilliant teamwork in service delivery and relationship among teams to enhance creativity and incessant service delivery. To be able to attain this, NBA should cultivate an approach focusing on clients, ensure a high performing workforce that remain committed and motivated improve service delivery.

1.2 Research Problem

Task characteristics are known to be one of the key determinant of employee commitment in an organization. Employees who are committed are engaged and create a competitive edge and the organization becomes employer of choice. Ajmal et al., (2015) argue that the most important factor of intrinsic reward that affects employee motivation is job characteristic hence the need for organizations to incorporate task characteristics in

organizational policies. Many recent studies have confirmed employee commitment to be positively linked to performance, retention, customer satisfaction, productivity and overall organizational success (Dordevic, 2004).

Government parastatals have been the main focus of many Kenyans aspiring to work in the public service. This is because state corporations unlike other government organs are known to offer better terms of employment including a secure job, career advancement opportunities which are the key motivation factors to keep the employee committed and loyal to the organization. All these motivational factors have not been found adequate enough to ensure employees stay with the organization. Government institutions have been experiencing turnover in recent times as employees seek alternative employment in the private institutions believed to offer jobs that are interesting and self-filling. The study of Kangure et al., (2014) on job characteristics and employee engagement in state corporations concluded that job performance has robust influence on engagement of the workers. This has given government bodies and in particular government parastatals a wake-up call to ensure an atmosphere which is fulfilling to motivate and keep a committed workforce.

In Kenya, for instance, many studies allied to the same concept have been done. Otieno (2010) on correlation between individual characteristics to employee commitment and job satisfaction at Communication Commission of Kenya (CCK) established that job factors such as environment, task identity, compensation, job security, feedback and job enrichment significantly influences commitment and employees enjoy the pleasure of work. Kibigo (2016) studied effect of intrinsic reward on commitment of employees at Kenya Fairmont Group of Hotels found that career growth and development, flexible work schedules, meaningful work and empowerment as the most considered intrinsic rewards

that motivate employees to work harder. Kamau (2011) studied aspects that impact employee's organizational commitment at the KPHISC and established job characteristics such as challenging job and organization factors like participation and learning opportunities greatly influence employee organizational commitment. Maugo (2013) in a study on factors perceived to influence employee commitment at the NMG found that reward and benefits are the key factors that influence employee commitment. Kathure (2014) studied the effect of non-financial reward on commitment at the KTDA established career development opportunities and employee recognition as the management tool that influenced employee commitment at KTDA.

Studies by international researchers on task characteristics and its perceived relationship with employee commitment have elicited different views. Akua (2012) on the ⁵ study of the influence of work design on motivation and job performance on GT Bank and GCB established that job design affects job performance. Nzewi et al., (2017) in their study on job enrichment and employee commitment in Nigeria found independence in achieving organization goals promotes job autonomy, and this enhances commitment towards accomplishing organizational tasks. Syukrina et al., (2013) studied ⁶⁰ the relationship between job characteristics and job satisfaction among managers of outlet established that, autonomy is one of the job characteristic that has a close relationship with job satisfaction.

On the study in a fast food business on whether job characteristics has any effect on involvement of employees with the job (Kamal (2013), found that skill, job significance, identity, feedback, independence and control are the key determiners of employee job involvement. While these scholars have fronted their research on related concept, very little has been researched ⁵⁹ on the link between perceived job characteristics and commitment of employees in state corporations. The rationale behind this research is to fill

the gap in knowledge by focusing on the correlation between perceived job characteristics and commitment at the National Biosafety Authority.

1.3 Research Objective

The objective of this study is to establish the relationship between perceived job characteristics and employee commitment at the National Biosafety Authority.

1.4 Value of the Study

Findings from study will be vital in the management of NBA Kenya because they will provide insight about employees' perception on job characteristics and its relationship to commitment.

Public agencies and affiliated institutions will benefit from this research, as it provides useful information in policy formulation and a guiding framework on HRM, and specific job characteristics and Job design programs to motivate employees so as to remain committed to the organization. They will also be able to implement recommendations from the research to enhance employee commitment and hence earn extreme benefits from their employees' performance. Academicians and intellectuals can use this information to add to their understanding of job characteristics in Kenya and provide foundation and material for later studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter focuses on literature review that has been done on the same or related topics based on published empirical studies and journals. It deals with theoretical foundation, job characteristics, employee commitment and the link between task characteristics and commitments.

2.2 Theoretical Foundation

The theories guiding this study are Job characteristics theory by Hackman and Oldham, and commitment model by Meyer and Allen.

2.2.1 Job Characteristics Theory

In many research, the most common job characteristics classification is the model of (Hackman and Lawler, 1971), and (Hackman and Oldham, 1975). The model consist of five main job scopes suggested to lead to progressive work outcome such as increased motivation, job satisfaction, productivity, reduce turnover and enhance commitment. As a motivational model, JCT is established on the idea that the job itself is the pillar of motivation at work. The five core job characteristics dimensions as argued in this model are (skill range, task identity, task importance, autonomy, and knowledge of results) which influence vital mental state (exercise meaningfulness, experience accountability for the results and recognize of definite outcome) that enhance commitment.

These five core job characteristics collectively bring together possible inspiring gain towards task which is central in analyzing the probability of work effect on the jobholder's conduct and approach that define their commitment level.

2.2.2 Tri-dimensional Model of Commitment

As modelled by (Meyer and Allan 1997), the use of tri-dimensional model conceptualized commitment in three dimensions; continuance, affective and normative commitment.

Meyer & Allan (1997) in their organizational commitment model indicated a challenging job, clear role and goal that is hard to achieve, approachability by management, group unity, fairness, personal value, knowledge of results, shared vision and reliability to be key factors that influenced affective commitment.

They described affective commitment as an emotion attachment where a committed individual would not want to leave the organization since there exist a benefit attached to continuing working there (Meyer and Allen, 1991). Committed workers continue working for the organization since they are guided by employment psychological contract and have a common vision geared towards the beliefs and objectives of the organization (Back and Wilson, 2000). The strength of an individual is absolute association and engagement with the organization and this can be best described as affective commitment (Mowday et al., 1982).

Continuance Commitment is recognizing costs connected with organization's separation. An individual is fully aware of the costs and uncertainty associated with exiting from the present company. This is because there are those employees who remain working for the organization because of fear of losing important benefits. One of the instruments of organizational attachment is continuance commitment where economic benefit obtained from organization determines an individual's association with it (Back and Wilson 2000). There is need for an organization to boost high investment and avail less alternatives to

promote continuance organization commitment (Best, 1994). When organizations devote and recognize all important features that enhance employee self-confidence to be effectively committed then they will retain employees who are continuance committed.

As defined by Meyer and Allen (1997), normative commitment is where one feels obliged to stay in with the current employer. One stays with organization since they are obliged to remain with that employer. The individual work behavior where one feels obliged and loyal to the organization is what can well describe normative commitment (Wiener and Vardi 1986). Based on moral reasons, employees remain committed to the organization (Iversons and Buttigieg 1999). They consider it morally right not to leave the organization despite of career growth provided for by the organization for the period the individual worked for them. Suliman and Iles (2000) argue that acceptance of rules on shared responsibility on the part of organization and employees influence the power of normative commitment. MacDonald & Makin (2000) also aver that shared responsibility is based on SET which suggests that individual receiving a benefit is pushed by normative requirement to return the favour in a different way. This implies that since individual receive training and development they feel obliged to repay the organization for investing on them.

2.3 Dimensions of Job Characteristics

Job characteristic model originated from the Job characteristics theory of (Hackman and Oldham's 1976). According to Morgeson and Humphrey (2006), work design involves a number of tasks, knowledge, social and contextual characteristics. Although not elaborative, the major construct of work design is autonomy and skill variety. Hackman

and Lawler (1997) suggested that employees when utilizing their full capability in doing a task experience great dimension of autonomy, skill, task identity and knowledge of results. This leads to an employee inspired to give their optimal effort to realize both organizational and personal objectives. These employees remain committed and continue working harder to enhance their performance. Sageer's (2012) research found job design to have a strong effect on the level in which a jobholder feel satisfied. Jobs that experience progressive behavior element such as autonomy, task identity, task value and knowledge of results leads to motivation and commitment. Job attitudes provide the jobholder with an understanding of what the work entails, identification of task and its significance, and provide a range of skills, independence and feedback which fuel motivation and commitment. Lower (1969) from expectancy perspective suggested intrinsic rewards were most likely to produce the desired outcome sought out by employees, and proposed that jobs should allow for meaningful feedback, test individual value ability and permit a considerable degree of self-control over the way job is performed.

Chen and Chu (2009) research on Job characteristics refer to job characteristics as factors associated with work or attributes that include employee occupation and skills associated with the job, gains, work atmosphere, discretion, job security, challenges, feedback, work experience, interpersonal relationships and growth as the non-financial rewards that are derived from the job itself. Job characteristics have a fundamental background suitable in probing the level of employee involvement. Job characteristics have the potential to motivate employees hence increasing their commitment. The five job characteristics dimensions are important to employers when putting in place plans to assess and evaluate employees level of commitment.

2.3.1 Skill Variety

Morgeson and Humphrey 2006; Sims et al., (1976) define skill variety as the level to which employees accomplish a considerable number of tasks. Employees with skill variety have a high degree of task requirement to be able to execute roles that challenge their capabilities and skills. It is also the ability of employees to meet various job demands. According to (Herzberg, 1968; Lawler, 1969) skill variety reflects the concept of job enlargement that allows a jobholder to perform numerous tasks on a job and this makes it more interesting. Referring to job activation theory, the ability to begin and complete a task instils pride in a worker and keeps the jobholder motivated and committed.

Melamed et al (1995) notes individuals that perform monotonous jobs are faced with psychological distress and as a result experience work disconnect. They are satisfied when they have a number of skills that allows them to take up different tasks in the organization hence remain relevant to the organization. This inturn motivates them to stay with the organization. Morgeson and Humphrey (2006); Ryan andDeci (2000) are of the opinion that for work to be motivating and interesting, there is need to ensure employees have skills required to take up their responsibilities of executing the work.

2.3.2 Job Identity

Job identity is realized when employees undertake a task from the beginning till completion. Employees can claim to have a meaningful work when there is prove of having completed the required task hence experience some sense of job connection. According to (Kahn 1990) employees with the ability to offer and receive from job that replicates sense of self, are more likely to be attached to their work than those with nothing

to offer and receive. When employees accomplish a certain task they experience a sense of progress and this is an inspiration that their determination is actually achieving something. One feels their work is on course and moving to the right path, clearly indicating that their effort is paying, with enabling assurance in the future and the choices made (Thomas, 2009).

2.3.3 Job Significance

Task significance is defined by (Hackman and Oldham, 1980) as the level in which the job has a significant change on the existence or individual's person's effort both internally and externally. Job significance is simply experienced to a high level when an employee is certain that the task has an obvious impact on others. Recent scholars have highlighted the importance of task significance as a component of job characteristics in our current society (Grant, 2008) due to employees' strive to use work to create change in people's lives through work. In his research (Grants's 2007) argue that, when employees are aware of that their work has an impact on others, then they are expected to be persistent and put more effort to complete their tasks.

Humphrey et al. (2007) demonstrated task significance to numerously impact on job satisfaction, motivation and commitment. This also confirmed by (Rocco et al. 2010) who argued that for employees to believe their work possess some degree of significance then it must be meaningful. Employees understands the role their job play towards the organization's mission and their contribution to its success and growth. This is something employee believe is important to the organization.

2.2.4 Autonomy

Autonomy had been defined by (Langfred, 2000) as the amount of freedom permissible to a person when performing a task allocated to them by the organization. The extents to which a job permits discretion, freedom of choice and independence to plan, exercise personal judgement and select ways to execute the work (Morgeson&Humphrey, 2006). Autonomy is also the source of psychological ownership of work and is deemed an essential tenet in contemporary work design theories. This is as a result of argument by (Hackman and Oldham 1976)that theperformances of an employee with immerse autonomy is not subject to job processes but individual employees' effort and decisions. Research by (Breugh, 1985; Jackson et al., 1993; Morgesonand Humphrey, 2006) noted autonomy to be a construct multi-facet reflecting the ability to control work timing, have control on how work is executed and ability to make decisions at work.

Building a spirit of flexible attitudes towards work encourages the idea of learning organizations and achievement of a committed workforce. As argue by (Lazarus and Forkman 1984), independence and control provides a sort of possible benefit, strengthen organizations relationship, and provide a flat form to move forward. Therefore, the value of a task that containsa great amount of autonomy is possiblyreadiness to dedicate more effort and persistent even when faced with challenges, which are sensational signs of involvement. As stated by (Mohamed et al. 1996), autonomy isa situationwhere jobholdershave a sense of independence on the task they do, and are conscious of their work setting. Besides independence, this can similarly mean extent the jobholder is at liberty and discretion to plan and decide how to perform the work.

2.3.5 Feedback

Feedback is termed as the response a jobholder gets about the progress of their efforts in relation to their work performance (Humphrey et al., 2007). Workers' ability to obtain appropriate and precise feedback from their performance is reflected on this task characteristic. Commitment is derived from motivation. In motivation theories, knowledge of results is appropriate and significant goal setting (Locke and Latham, 1990) as jobholders require these facts to check their achievement in relations to their objectives, and alter their behavior appropriately.

When employees receive a report about their work progress, they increase their engagement in effort to obtain the expected results. As argued by Hackman and Oldham (1980), this reaction on jobholder effort increases employees' pride and passion towards work. Given that commitment is a state of mind that encompasses association and pride with that one does in terms of work, response on work performance offers crucial information to the employee on their effort towards achieving the objectives. It is important to note that when jobholders are given feedback, they become motivated and this is likely to energize them to continue working even when face with challenges. According to Larry and William (1994) failure to give precise feedback alongside practical and functional recommendations to enhance the work, leads to reduced progression and lack of inner motivation.

2.4 Employee Commitment

Committed employees are those that do not want to leave the organization regardless of working conditions, and strive to protect the interests of the employer (Meyer & Allen, 1997). Hence it's evident that commitment is an important factor in fostering an organization's growth. Commitment is an emotional affection felt by an individual towards

the organization, believes in and understands the objectives and values of the organization (Chen, 2007). According to (Shahid and Azhar, 2013), commitment that employees demonstrate to the employer and their work denote whether or not the organization will be successful.

Although committed employees are faithful and industrious, (Porter et al., 1974), they also tend to have a positive outcome towards the employers (Pepe, 2010). Committed and motivated employees continuously acknowledge being main organization's asset and spending their time and energy in pursuit of the organizational and personal goals (Pfeffer 1998). Madig, North and Testa 2009 argue that committed employees will continuously seek improvement, work diligently and consciously to provide value and strive to promote organizations product and image. In return an organization has to provide a favorable working environment that fosters growth, provides work-life balance and opportunities for career advancement.

2.5 Job Characteristics and Commitment

Top theorists in employee commitment have emphasized on the importance of job characteristics in enhancing employee commitment. The combination of doing and thinking in a job, and individual responsibilities is as a result of employee involvement and has a positive effect on commitment. According to Jernigan and Kohut (2004), alleged choice, sense of significance and contentment with organizational demands are major determinants of commitment hence unique features of a job can enhance employee attachment to an organization. Allen and Meyer, (2000) found job challenge as a factor that is highly correlated to commitment and is attributed to by job challenge. High employee organizational commitment is determined by elements of tasks characteristics such as variety of work, autonomy and control, and job interest (Milliman et al., 2003).

When employees accomplish an organizational objective, they share a feeling of value contribution and a sense of belongingness and this leads to organization commitment. Situation characterized by trust is realized when jobholders are allowed to exercise autonomy without close supervision (Coetzee and Rothman, 2005). On the other hand, a strong feeling of mutual responsibility is experienced when a jobholder recognizes the outcome. Job holders are engaged and committed in their work if they are personally involved in creating conditions of their work context (Kahn, 1990).

Thomas (2009) in the model of self- management suggests employees are capable of deciding best possible ways to reach their objectives when their work is meaningful, know what is expected of them and have sense independence in making choices. If they are attaining their goals then they demonstrate their capability and offer a sense of growth. As a result of this growth they become more energized and involved in their work and this reinforces their commitment. When employees are not able to attain their goals, this is then made known to them to re-assess and change their conduct.

Humprey et al., (2007) states that the engagement of an employee depends on how well work design is and this also determines their commitment. In their synopsis Christian et al established skill variety, significance, feedback and autonomy as job characteristics that positively linked to commitment. Other studies, (Ferris and Fred, 1987); Hackman and Oldham (1980) related to motivation revealed that elements of the work and the context with which a task is executed have an important role in the engagement levels. Job design, knowledge and advancement, and good employee management from immediate supervisors can boost employee commitment.

² **CHAPTER THREE: RESEARCH METHODOLOGY**

3.1 Introduction

The following chapter describes the proposed research design, population of the study, data collection and data analysis techniques.

3.2 Research Design

Descriptive research design was adopted to gain information as event description in an environment occurs systematically. Descriptive design is defined by Gay (1981) as the research method of gathering data directed toward testing assumption in relation to the present status of the matters in the study. The design is considered suitable because the key focus was to discover the possible relationship between matters under investigation. The use of research design was to aid the researcher establish correlation between perceived job characteristics and employee commitment in NBA.

3.3 Study Population

Population targeted in this study is the NBA Kenya staff working within the country. The National Biosafety Authority of Kenya has a workforce of 40 employees countrywide. This comprises of the Executives (CEO and Directors), Senior Managers and Operational Staff. Since the workforce of the NBA is quite small, a census investigation will be undertaken for all the staff.

¹⁰ **3.4 Data Collection**

The study used primary data obtained through a structured questionnaire. The questionnaire was administered to the all employees on a drop and pick later method. The questionnaire was divided into three parts.

Part A: Biodata

Part B: Job Characteristics

Part C: Employee Commitment.

The questionnaire was ⁵⁷ based on a five –point Likert scale and was administered to the respondent through drop and pick later.

3.5 Data Analysis

Percentages mean, frequency distribution and standard deviation was the main descriptive statistics that was used to analyze the data and findings presented ¹⁷ by the use of graphs, charts, percentages and tables. ²⁶Statistic from Pearsons Product Moment Correlation was used to establish the significance of the correlation between job characteristics and employee commitment at the National Biosafety Authority of Kenya.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

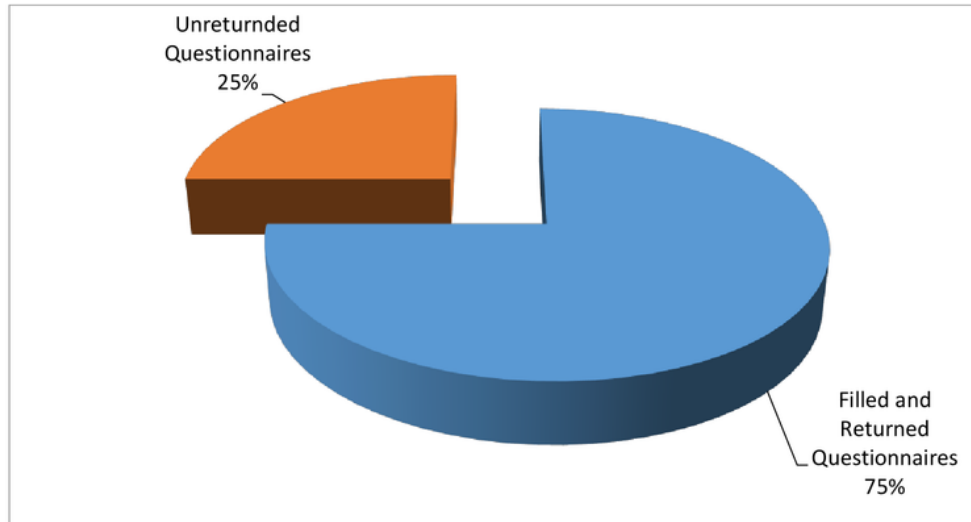
This chapter presents findings of the study based on the data collected. The objectives of this study were to determine relationship between perceived job characteristics and employee commitment of National Biosafety Authority. This chapter is divided into three section namely; Biodata, descriptive statistics and inferential statistic using Karl Pearson Correlation analysis

Out of the targeted 40 employees, 30 respondents completed and submitted the questionnaires. This accounts for a 70%, which is considered adequate enough for the study objectives. The analyzed data in this chapter will be presented alongside relevant interpretation and findings have been presented in three parts; Demographic profile, Job Characteristics and Employee Commitment at NBA Kenya.

4.2 Response Rate

The researcher distributed 40 questionnaires to all staff of the organization in attempt to collect data relevant to the study. Out of 40 questionnaires only 30 were filled and returned. This represent 75% while 10 were not filled which represent 25% as shown in Figure 4.2.

Figure 4.2: Response Rate



Source: Research Data (2017)

4.3 Respondents Demographic Profile

4.3.1 Staff Cadre

The study ought to establish the position of the respondent. Results of the staff cadre were presented in Table 4.3.1.

Table 4.3.1: Staff Cadre

Cadre of Staff	Frequency	Percent
Senior Level Management	9	30
Technical Staff	21	70
Total	30	100

Source: Research Data (2017)

Table 4.3.1 indicates senior managers formed 30% of the respondents while 70% were support staff. This indicates majority of respondents were support staff.

4.3.2 Respondents Gender

Results of respondent's gender were presented in Table 4.3.2.

Table 4.3.2: Gender of the Respondent

Gender	Frequency	Percent
Male	14	46.7
Female	16	53.3
Total	30	100.0

Source: Research Data 2017

Table 4.2 shows male respondents stood at 46.7% while 53.3% were female. This indicates an equal distribution of gender of the respondents.

4.3.3 Respondents Education Level

The respondents were asked to state their education level. Results of respondent's education level were presented in Table 4.3.3.

Table 4.3.3: Education Level

Education Level	Frequency	Percent
Certificate/Diploma	4	13.3
Bachelors' Degree	11	36.7
Master's Degree	14	46.7
PhD	1	3.3
Total	30	100.0

Source: ResearchData (2017)

Table 4.3.3 clearly shows respondents who were university graduates were the majority. 46.7% of the respondents had master's degree, 36.7% had bachelor's degrees, 13.3% held certificates/diplomas and 3.3% held PhD qualifications.

The education level is paramount in this study to evaluate whether the respondents were familiar with research concept. Considering that most of the respondents had a university degree and above means that they had a clear understanding of job characteristics and employee commitment concept.

1
4.3.4 Age bracket of the respondents

The respondents were asked to indicate their age bracket. Table 4.3.4 present the data collected on the age.

Table 4.3.4 Age Bracket

Age Bracket	24 Frequency	Percent	Cumulative Percent
Under 30 Years	3	10.0	10.0
31-40 Years	22	73.3	83.3
41-50 Years	5	16.7	100.0
Total	30	100.0	

Source: Research Data (2017)

As indicated in Table 4.3.4 73.3% of respondent were within aged bracket 31-40 years, 16.7% of the respondents 41-50 years while 10% of the respondents were below 30 years of age. Consequently, the implication is that a majority of the employees at the NBA belong to age bracket of 31-40, with many of them young within the productive age of employment.

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4.3.5 Length of Service

The researcher wanted to find out the number of years during which the respondent had worked for NBA which is in captured in Table 4.3.5

Table 4.3.5: Length of Service

Length of Service	Frequency	Percent	Cumulative Percent
< 1 year	3	10.0	10.0
2-4 years	9	30.0	40.0
> 5 years	18	60.0	100.0
Total	30	100.0	

Source: Research Data (2017)

From Table 4.3.5 most of the respondents 18 (60%) had worked for the parastatal for more than 5 years while 30% had worked for a period of between 2 to 4 years. The remaining 10% below year. Hence the study findings imply that majority of the NBA employees have been working for the organization for a period of over 5 years implying that the organization embraces job characteristics as a strategy to motivate employees.

4.4 Evaluation of Job Characteristics

The objective of the study was to determine the relationship between the perceived job characteristics and employee commitment. In this part, the study sought to establish various job characteristics at National Biosafety Authority. Five job characteristics were evaluated: Autonomy, skill variety, task significance, skill identity and knowledge of results (feedback). The respondents were asked to rate various job characteristics on a scale of 1 to 5: (1: strongly disagree 2. Disagree 3: Neither agree nor disagree 4: Agree 5: Strongly agree) the rate to which the organization had emphasized on activities relating to job characteristics. Means for the characteristics were established in order to provide a general feeling of the all the respondents

Mean scores were calculated and interpreted as 4.5 – 5.0 strongly agree; 3.5 – 4.4; agree; 2.5 – 3.4 neither agree nor disagree; 1.5 – 2.4 disagree; and 0.0 – 1.4 strongly disagree.

Standard deviation refers to the spread of the responses relative to the mean. The higher the SD the more diverse the opinions.

4.4.1 Autonomy

The respondents were requested to indicate to what level they were in agreement with the aspects under autonomy. Table 4.4.1 below shows the results of their answers.

Table 4.4.1: Autonomy

Autonomy	Mean	Std. Deviation
My job gives latitude to make independent decisions and actions	3.77	1.006
My supervisor is very understanding, if I take a decision or action that is different from decision rational, he or she would have taken	3.63	0.999
I have freedom to choose on the best methods and activities to engage in order to accomplish my work successfully	3.60	0.894
I plan the resources allocated in the budget for activities that are under me	3.37	1.159
Total Aggregates	3.59	1.015

Source: Research Data (2017)

From various aspects tested under autonomy, the respondents agreed with the following statements; my job gives me latitude to make independent decisions as ranked first with a mean of 3.77. I have freedom to choose on the best methods and activities to engage in order to accomplish their work successfully and my supervisor understands if I take a decision or action different from decision rational he or she would have taken as indicated by the mean of 3.60 and 3.63 respectively. However, respondents were neutral on the statement I plan the resources allocated in the budget for activities that are under me as shown by mean of 3.37. The set of data also showed standard deviation measuring the data

set range relative to the mean and to the rest of the data. From the findings the data facts are closer to the mean, and this shows that the responses are equally even and there was a small variance in the response, this was shown by a small standard deviation ranging from 0.894 to 1.159.

The overall ¹⁴ mean score was 3.59 implying that most of the respondents agreed that there was autonomy in their work. The overall standard deviation was >1 indicating that there were significant variations in the responses. Therefore the findings imply that autonomy is given some emphasis to enhance freedom of choice, independence and self-management at NBA.

4.4.2 Skill Variety

The respondents were requested to indicate to what level they were in agreement with the aspects on skill variety. The results ³⁷ are displayed in Table 4.4.2.

Table 4.4.2: Task Variety

Skill Variety	Mean	Std. Deviation
My skills can allow me to perform different tasks effectively.	4.40	0.675
I am capable of handling and performing a number of tasks in my organization.	4.47	0.615
I am capable of handling and performing any kind of task.	4.13	0.860
My organization ensures that employees are multi-skilled.	3.90	0.923
Total Aggregates	4.20	0.768

Source: Research Data (2017)

¹⁴ As shown in Table 4.6, majority of respondents agreed to all the aspects investigated under skill variety as indicated by an aggregate mean of 4.20. This is how respondents ranked various aspects; I am capable of handling and performing a number of tasks in my organization (Mean=4.37). My skills can allow them to perform different tasks effectively (Mean 4.40). I am capable of handling and performing any kind of task (Mean=4.13) and my organization ensures that employees are multi-skilled (Mean=3.90). From the

findings, it's evident that NBA ensures the employees are multi-skilled and can execute a large variety of task.

4.4.3 Task Significance

The respondents were requested to indicate to what level they were in agreement with the aspects under task significance. The results are summarized in Table 4.4.3.

Table 4.4.3: Task Significance

Task Significance	Mean	Std. Deviation
I am involved because my work is vital to me and an important part of who I am.	4.43	.626
I understand clearly what my work entails and expected results.	4.40	.621
My work is meaningful thus my commitment to the organization.	4.17	.747
My effort increases commitment and I am proud to be identified with this organization.	4.17	.834
Total Aggregates	4.29	.707

Source: Research Data (2017)

From the findings in Table 4.4.3, all the respondents agreed with all aspects that NBA offers task significance as indicate by the following means; I understand clearly what work entails and expected results (mean = 4.40), my work is vital and am engaged because work is important of who I am (mean =4.43), my work is meaningful thus my commitment to the organization (mean= 4.17), my work increases commitment and I am proud to be identified with the organization (mean = 4.17). From the table 4.4.3 the standard deviation of all items was <1 indicated the responses were distributed closer to the mean. By implication, it is evident employee's at NBA significantly impact on people's life through work.

4.4.4: Task Identity

The respondents were requested to indicate to what level they were in agreement with the aspects under task identity. The results are summarized in Table 4.4.4.

Table 4.4.4 Task Identity

Task Identity	Mean	Std. Deviation
I love my work very much and I will continue doing it despite the challenges	4.07	1.048
I have special attachment to my work	4.07	0.907
My image and self-concept depends largely on my work	3.87	0.819
My work is unique and distinct from any work in this organization	3.47	1.196
Total Aggregates	3.87	0.993

Source: Research Data (2017)

Results from table 4.4.4 shows that most of the respondents agreed with the aspects: I love my work very much and I will continue doing it despite the challenges, I have special attachment to my work (mean=4.07). The respondent agreed to some extent with the aspect on, my image and self-concept depends largely on my work (mean=3.87). However the respondents agreed to a low extent with the statement my work is unique and distinct from any work in this organization (mean=3.47). This clearly implies that at NBA, employees have a connection to task that they solely start and complete.

4.4.5 Feedback

The respondents were requested to indicate to what level they were in agreement with the aspects under feedback. The results are summarized in Table 4.4.5.

Table 4.4.5: Feedback

Feedback	Mean	Std. Deviation
My supervisor shows consistent keenness by keeping track of my work progress and performance	3.77	1.006
In my organization I am guided on how to direct my effort towards the realization of both personal and organizational goals.	3.70	.952
I obtain appropriate responses on my work progress and this motivates me to continue working for NBA	3.53	.973
Total Aggregates	3.67	.977

Source: Research Data (2017)

The results of the findings indicates the respondents agreed to the following aspects on feedback; my supervisor shows consistent keenness by keeping track of my work progress and performance (mean =3.77). In my organization I am guided on how to direct my effort towards the realization of both personal and organizational goals.(mean =3.70). Iobtain appropriate responses on my work progress and this motivates me to continue working for NBA(mean =3.53).

From the findings, it is evident that NBA has put in various processes on feedback to be able to track employee progress in relation to their effort and information on expected results.

4.5 Evaluation on Employee Commitment

The general objective of the study was to establish the relationship between perceived job characteristics and employee commitment at National Biosafety Authority. Three commitment dimensions were evaluated: Affirmative, continuance and normative. The respondents were asked to rate the factors on a scale of 1 to 5; (1: Strongly Disagree 2.

Disagree, 3: Neither Agree nor Disagree, 4: Agree, 5: Strongly Agree) the level in which they agreed or disagreed with the aspects relating to employee commitment at National Biosafety Authority in Kenya.

The results of the findings were analyzed through mean scores and presented in the tables below.

4.5.1 Affective Commitment

The respondents were requested to indicate to what level they were in agreement with the aspects under affective commitment. The results are summarized in Table 4.5.1.

Table 4.5.1: Statements on Affective Commitment

Statement	Mean	Std. Deviation
I am proud of my employer and enjoy discussing it with other people outside the organization.	3.60	.968
I would highly recommend my organization to anyone seeking employment.	3.37	1.129
I am emotionally attached to the organization.	2.80	1.126
I plan to expend the remaining part of my career working for my organization.	2.67	.994
Total Aggregates	3.11	1.054

Source: ResearchData (2017)

From the information analyzed in Table 4.5.1, employees agreed to be proud with the organization and enjoy discussing it with other people outside the organization as shown by mean of 3.6. On the other hand, employees were neutral on the statements, I would highly recommend my organization to anyone seeking employment mean 3.37, I am emotionally attached to the organization mean of 2.80 and I plan to expend the remaining part of my career working for my organization on the mean of 2.67. As indicated by aggregate mean of 3.11 the respondents were neutral on affective commitment. The respondents had also diverse opinion on affective commitment aspects as shown by

standard deviation > 1. The analysis implies at the National Biosafety authority did not offer adequate supportive environment to enhance affective commitment.

4.5.2 Continuance Commitment

The respondents were requested to indicate to what level they were in agreement with the aspects under continuance commitment. The ³⁴ results are summarized in Table 4.5.2.

Table 4.5.2: Continuance Commitment

Continuance Commitment	Mean	Std. Deviation
My organization offers career development opportunities to employees	3.07	.980
I do not plan to leave my current employer because of the benefits I receive.	2.77	1.006
I am compensated well and that is why I want to continue working for this organization	2.73	1.172
My organization identifies talent and nurtures it	2.53	1.252
Total Aggregates	2.77	1.103

Source: Research Data (2017)

Results from the table 4.5.2 above show that employees were neutral on whether the organization offers career development opportunities to employees as showed the mean 3.07. On the other hand, the respondents were also neutral on, I do not plan to leave my current employer because of the benefits I receive, I am compensated well and that is why I want to continue working for this organization, my organization identifies talent and nurtures it as shown by the means of 2.77, 2.73 and 2.53 respectively. Standard deviation was >1 meaning there was diverse variations on responses.

This implies that NBA does not offer an attractive economic benefit for employee to continual working for the organization. to ensure employee's continuance commitment and that the organization should offer a competitive economic benefit that will be will be

risky and costly if the employee decides to leave the organization and promotes affection towards their work.

4.5.3 Normative Commitment

⁵ The respondents were requested to indicate to what level they were in agreement with the aspects under normative commitment. The results ¹⁹ are summarized in Table 4.5.3.

Table 4.5.3: Normative Commitment

Normative Commitment	Mean	Std. Deviation
Training and development offered in the organization enhance my skills.	3.40	1.133
Morally, I feel obligated to continue working for my current employer.	2.97	1.189
I get advice on my career progression and that is why I remain committed to my employer	2.70	1.236
I would not consider leaving this organization for another even if the terms of employment were better	2.23	1.135
Total Aggregates	2.83	1.173

Source: Research Data (2017)

¹ From the findings on the above Table 4.5.3, majority of respondents were neutral on whether training and development offered in the organization enhances their skills, get advice on my career progression and that is why I remain committed to my employer, morally, I feel obligated to continue working for my current employer as shown by the means of 3.40, 2.97 and 2.70 respectively. However, other respondents disagreed on the statement I would not consider leaving this organization for another even if the terms of employment were better as indicated by mean of 2.23. This is evident that there is no effect on normative commitment and its necessary for the organization to put in place plans to ensure employees feel morally obliged to remain committed in the organization.

4.6 Evaluating the Relationship between perceived Job Characteristics and Employee Commitment

In order to establish the relationship between perceived job characteristics and employee commitment the researcher used Pearson product moment correlation to measure the linear association between two variables. R can range from +1 to -1. A value of 0 indicates no association between variables. Value greater than 0 indicates a positive association, that is, as the value of one variable increase so does the value of other variable. A value greater less than 0 indicates negative association. Correlation analysis was performed and the results summarized in tables.

The analysis was done for the five dimensions of job characteristics model and three dimensions of employee commitment as shown in Table 4.6.1.

Table 4.6.1: Correlation Analysis

		Affective	Continuance	Normative
Autonomy	Pearson Correlation	.383*	.377*	.331
	Sig. (2-tailed)	.037	.040	.074
Skill Variety	Pearson Correlation	.324	.288	.312
	Sig. (2-tailed)	.080	.123	.093
Task Significance	Pearson Correlation	.310	.172	.250
	Sig. (2-tailed)	.096	.365	.183
Task Identity	Pearson Correlation	.455*	.430*	.273
	Sig. (2-tailed)	.011	.018	.145
Feedback	Pearson Correlation	.742**	.597**	.809**
	Sig. (2-tailed)	.000	.001	.000

Results in table 4.6.1 indicate that correlation between autonomy, task identity and feedback are positively related to affective commitment ($R=0.383$, p value <0.005), ($R=0.455$, p value <0.005) and ($R=0.742$, p value <0.005) respectively. This implies that an

increase in autonomy, task identity and feedback is linked with an increase in affective commitment at NBA while a decrease in autonomy, task identity and feedback is linked to a decline in affective commitment. Findings also revealed that task significance and skill variety have insignificant relationship with affective commitment (($R=0.324$ and p value >0.005 ($R=0.310$ and p value >0.005 . this implies that an increase or decrease in skill variety and task significance will have no effect of affective commitment at NBA.

The results also shown autonomy, task identity and feedback are positively related to continuance commitment ($R=0.377$, p value <0.005), ($R=0.430$, p value <0.005) and ($R=0.597$, p value <0.005 respectively. this denotes that an increase in autonomy, task identity and feedback is associated with an increase in continuance commitment at NBA while a decrease in autonomy, task identity and feedback is associated with a decline in continuance commitment. Findings also revealed that that task significance and skill variety have insignificant relationship with continuance commitment (($R=0.288$ and p value >0.005 ($R=0.172$ and p value >0.005 . this implies that an increase or decrease in skill variety and task significance will have no effect of continuance commitment at NBA.

However feedback shown a positive relationship to normative commitment ($R=0.809$, p value <0.005), this suggests that an increase in feedback is associated with an increase in normative commitment at NBA while a decrease in feedback is associated with a decline in normative commitment. Findings also revealed that that autonomy, skill variety, task significance and identity have insignificant relationship with normative commitment (($R=0.331$ and p value >0.005 ($R=0.312$ and p value >0.005 ($R=0.250$, p value >0.005) and ($R=0.273$, p value >0.005 respectively. this implies that an increase or decrease in

autonomy, skill variety, task significance and task identity will have no effect on normative commitment at NBA.

Table 4.6.2: Correlation Matrix

		Job Characteristics	Employee Commitment
Job Characteristics	Pearson Correlation	1	.607
	Sig. (2-tailed)		.000
	N	30	30
Employee Commitment	Pearson Correlation	.607	1
	Sig. (2-tailed)	.000	
	N	30	30

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

Result in table 4.6.2 indicate that job characteristics has a strong positive correlation with employee commitment (R=0.607, P value <0.05). This implies that an increase in job characteristics is associated with an increase in employee commitment at National Biosafety Authority

4.7 Discussion of the Findings

This study's objective was to determine the link between job characteristics and employee commitment at National Biosafety Authority. The research findings are found to be in line with literature review.

From the demographic information, results shown that NBA had a very educated workforce that had most employee having worked for the parastatal for over 5 years. The study of Salami (2008) on the relationship between demographic factors and employee commitment support my findings since the study found that employees with high level of education qualifications have a higher commitment compare to less qualified.

Results shown job characteristics have a significant correlation with employee commitment. Where there is high level of job characteristics, employees tend to be more committed. This rhymes with Ekene et.al (2017) study that job enrichment enhances employee commitment and echoed by Yashiko et.al (2006) job characteristics have a direct relationship to commitment. Javadet. al. (2012) confirms that job characteristics have an impact on employee commitment. When employee exercises freedom and independence while performing the work, commitment is increased. This concur with Dude (2012), job autonomy predicted commitment. Dude (2012 also argues that although job autonomy is considered to be strong predictor of employee commitment, in the past studies does not imperatively contribute to employees decision to stay in the organization.

The findings also show direct job feedback through tracking work progress and employee effort by managers results in increase in ⁵² employee commitment. This is confirmed by the study of Obeidollah et.al, (2015) to exist a direct and trivial relationship between feedback and commitment. The study also shown that employees who had the necessary skills and competences are not always more productive and committed to the organization. This contradicts Kwon and Banks (2004) study that skill variety has a statistically positive influence on commitment.

Good compensation and benefit associated with working for the organization was found to influence the employee's continuance commitment with the organization. This finding concur with the statement of Bates (2204) that employees may need to stay with the organization because of the greater loss they are likely to experience by leaving the

current employer. Employee normative commitment was found to be greatly influence by the statements on training and development and career progression. Ahmed (2015) concur with the statement that employees who lack personal meaning towards the organization do not feel obliged to remain working for the organization and this finding is confirmed by the study of Sneed and colleagues in hospital and the result might be explained in this way that the more notice and guidance employees feel on behalf of their managers, and the more recognition they get of the real outputs of their jobs and their weak and strong points of their activities, the more they try to improve their job and remove their job defects and through improving their job they feel more satisfied and consequently they possess more organizational commitment.

The study findings shown that individual's job characteristics influence employee commitment and could be increased through redesigning and enriching employees' jobs. In this way, cub the adverse effects of low organizational commitment such as embarrassment and anxiety, absence and delays, physical and psychological unhealthiness, decreasing efficiency, and finally turnover. In order to enhance employee commitment, managers should attempt to design jobs in a way that tasks are challenging, meaningful and self-fulfilling enough for individuals to feel more satisfied and as a result more committed. Also, they could inform the employees about organization goals and programs and how they are related to their material and spiritual needs so that a convergence might occur among organizational goals.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the data findings on the relationship between perceived job characteristics and employee commitment at the NBA. It also gives the conclusion, recommendations for further studies and limitations of the study.

5.2 Summary of the Findings

The objective of the study herein was to establish the relationship between perceived job characteristics and employee commitment at National Biosafety Authority. Results from shown that majority of the respondents were technical staff as indicated by 70% of the respondents. The researcher also found that there was gender balance with female slightly higher than male as represented by 53.3%. On education level, the researcher found that most employees had a master's degree as represented by 46.7 of the respondent and that the organization had a young productive workforce aged between 31-40 years as indicated by 73.3%. The researcher further found that most of the respondents had worked for the organization for more than 5 years and this was an indication that they had worked long enough to respond to the issues of job characteristics at National Biosafety Authority.

The findings on the study on job characteristics established that, the researcher found that employees agreed to experience job characteristics on their work (Mean 3.90). Task significant was found to greatly experiences at NBA as agreed with all aspects investigated under task significance (4.29). This implies that task significant was embraced at NBA.

Majority of the respondents were found to agree with all aspects investigated under skill variety (4.2). These findings imply that, skill variety is give priority at NBA. The respondents also agreed on all aspects task identity (3.87). This implies that task identity is given much emphasis to promote employee self-image and concept and ensure employees have a special attachment. The finding also established majority of the respondent agreed with aspects on feedback. (3.67). this implies that NBA ensures participation in planning objectives and how to achieve them. Employees who receive advice on work progress and effort towards goals become more committed to the organization. The respondent also agreed with all aspects on autonomy (3.59). This implies that the organization emphasis autonomy and that freedom to make independent decisions and actions on their work and also make decisions on behalf of the supervisor determines to some extent the decision of the employee to continue working or consider leaving the organization. This is confirmed by the study of Thomas (2008) on intrinsic motivation that choice, competence, progress and meaningfulness as the support employees need to ensure they remain actively self-organized, engaged and committed in their job.

The study on employee commitment indicated employees at National Biosafety Authority were neutral to affective, continuance and normative commitment (Mean= 3.11, 2.77, 2.83 respectively). This implies that much need to be done to promote employee commitment at NBA. This withstanding, the study shows is a significant correlation between job characteristics and employee commitment since they have p-values <0.005. However, this study's findings are at variance with research findings of Kalleberg& Mastekaasa (2001) who reported a non-significance relationship between job characteristics and commitment of employees.

5.3 Conclusions

The findings and discussion on job characteristics is to ensure employees stay working for the organization. Job characteristics and employee commitment are important aspect and area of interest for researchers both locally and globally. Many organization are yet to embrace job characteristics to motivate employees hence enhance commitment (Dewhurst, Guthridge& Mohr, 2009) Job characteristics are intrinsic needs and that is need for organization to create an atmosphere where employees can fulfil their inherent desires directed towards organizational goals.

The study adds to body of proof insinuating that if an organization employs an environment with job characteristics then such organization may experience the benefit of having a committed workforce. The study therefore concludes that high level of job characteristics at National Biosafety Authority motivate employee to remain committed to the organization. Feedback, autonomy, ⁵⁰ skill variety, task identity and task significance influence ^{an} employee desire to remain employed by the current employer. The consequences of not providing job characteristics to employees not matter how experienced, energetic and enthusiastic they may be, will have a negative impact on employee's commitment level hence influence their decision to leave or stay with the organization

5.4 Recommendations

This research is highly recommended to other parastatals and intellectuals as it add to body of knowledge on job characteristics practices. National Biosafety Authority should put

policies in place to ensure proper work design that promote high level of job characteristics so as to improve employee's commitment levels.

To improve affective commitment the management of NBA should ensure employees goals and ideology are in line with those of the organization and offer work environment that is supportive where individuals experience impartial treatment and employee's value embraced. The management of NBA should also offer benefits and financial incentives to ensure employees do not have a viable alternative to move to. This will lead to continuance commitment.

Managers at National Biosafety Authority should ensure effective feedback to employees and provide and enhance autonomy through discretion, independence and freedom of choice as this will consequently enhance commitment.

5.5 Limitations of the Study

One of the constraints we encountered in the course of this study was out of a population of 40 employees only 30 responded to the questionnaire. Therefore the response rate was 70% with non-response rate of 30%. Some of the respondents who did not fill and return the questionnaire were the Top Executive Managers and their response was essential in coming up with the findings and conclusions.

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5.6 Suggestions for Further Research

It is recommended that further studies be conducted to establish whether this particular study can be replicated across other government parastatals in Kenya. Research can be conducted on other job characteristics other than the five used on this studies and their relationship to employee commitment. Studies could also be conducted in other organizations other than National Biosafety Authority so as to validate or invalidate the outcome of this study.

The scholars should also utilize the findings of this study to create a novel studies for further investigations on relationship between perceived job characteristics and employee commitment.

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APPENDICES**Appendix I: Introduction Letter**

UNIVERSITY OF NAIROBI

P.O. BOX 30197

NAIROBI.

Dear Respondent,

RE: RESEARCH DATA COLLECTION

I am a Master of Management Science student at the University of Nairobi, School of Business. In order to fulfil one of the requirements for the award of the degree, I am undertaking an academic research on the relationship between perceived job characteristics and employee commitment in National Biosafety Authority in Kenya.

You have been selected to be part of this study. I would appreciate if you could spare some time to fill the attached questionnaire and respond to the questions as honestly as possible. The information that you will provide will be treated with ultimate confidentiality and will only be used for this academic research.

Your participation is highly appreciated.

Thank you.

Nancy KawiraMboani (Mrs)

Telephone number: 0722 391616

Appendix II: Questionnaire

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Please indicate your response in the spaces provided and tick appropriately () in the box that matches your answer to the questions where applicable.

PART A: Personal Information

2. What cadre of staff do you fall under?

- a) Executive Management ()
- b) Senior level Management ()
- c) Technical staff ()

30

3. Gender:

- a) Male ()
- b) Female ()

4. Highest level of Education attained?

- a) Primary ()
- b) Secondary ()
- c) Certificate/Diploma ()
- d) Bachelors Degree ()
- d) Masters Degree ()
- e) PhD ()

16

5. Age bracket? (Tick as applicable)

- a) Under 30 years ()
- b) 31 – 40 years ()
- c) 41 – 50 years ()
- d) Over 50 years ()

6. Length of service?

49

- a) Below one year ()
- b) 2-4 years ()
- c) Over 5 years ()

SECTION B: Job Characteristics

For each statement below, you have a choice from five answers. Place a tick (☐) in the appropriate box that reflects your choice.

Indicator of your choice

- 1 = Strongly Disagree (SD)
- 2 = Disagree (D)
- 3 = Neither Agree nor Disagree (N)
- 4 = Agree (A)
- 5 = Strongly Agree (SA)

Statement	Ranking				
	5	4	3	2	1
Autonomy					
1. I am free to selecton the best methods and activities to engage in order to accomplish my work successfully					
2. I plan the resources allocated in the budget for activities that are under me					
3. My supervisor is very understanding. If I take a decision or take action that is different from decision rational, he or she would have taken					
4. My job gives me latitude to make independent decisions and actions.					
Skill Variety					
1. My skills can allow me to perform different tasks effectively.					
2. I am skillful and I can handle and perform any kind of task					
3. My organization ensures that employees are multi-skilled.					
4. I have the ability to handle and perform a number of tasks in my organization					
Task Significance					
1. My work is meaningful thus my commitment to the organization					
2. I understand clearly what my work entails and expected results					
3. My work is vital to me and I am motivate since my work is essential to me					
4. My effort increases commitment and I am proud to be identified with this organization					
Task Identity					
1. My work is unique and distinct from any work in this organization.					
2. My image and self-concept depends largely on my work					
3. I love my work very much and I will continue doing it					

despite the challenges					
4. I have special attachment to my work.					
Feedback					
1. I obtain appropriate responses on my work progress and this motivates me to continue working for NBA					
2. In my organization I am guided on how to direct my effort towards the realization of both personal and organizational goals.					
3. My supervisor shows consistent keenness by keeping track of my work progress and performance					

Section C: Employee Commitment

Affective Commitment					
1. I plan to expend the remaining part of my career working for the NBA					
2. I am proud of my employer and enjoy discussing it with other people outside the organization					
3. I am emotionally attached to the organization					
4. I would highly recommend my organization to anyone seeking employment					
Continuance Commitment					
1. I am compensated well and that is why I want to continue working for this organization					
2. My organization offers career development opportunities to employees					
3. My organization identifies talent and nurtures it					
4. I do not plan to leave my current employer because of the benefits I receive					
Normative Commitment					
1. Training and development offered in the organization enhance my skills					
2. I get advice on my career progression and that is why I remain committed to my employer					
3. Morally, I feel obligated to continue working for my current employer					
4. I would not consider leaving this organization for another even if the terms of employment were better					

THE RELATIONSHIP BETWEEN PERCEIVED JOB CHARACTERISTICS AND EMPLOYEE COMMITMENT AT THE NATIONAL BIOSAFETY AUTHORITY

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