

**THE RELATIONSHIP BETWEEN TRADE UNION MEMBERSHIP AND
JOB COMMITMENT AMONG NURSES IN
VIHIGA COUNTY, KENYA**

BY

LWEGADO KENNETH ENDENDE

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION (MBA) SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

NOVEMBER, 2012

DECLARATION

I declare that this is my original work and has not been presented for a degree in any other university or institution of learning.

Lwegado Kenneth Endende

D61/61761/2010

Signed----- Date-----

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

Signed----- Date-----

Duncan Ochoro

DEDICATION

I dedicate this research project to Almighty God who gave me good health, strength and ability to study.

To my dad Jacob and mum Agnes for your endless prayers and love which has been overwhelming.

To my Children Pritty, Fabian and Fortuin for your understanding and I challenge you to pursue further studies.

To the late Mama Karen Irangibacon of hope, paragon of virtue and an epitome of my strength. May God Almighty rest your soul in eternal peace.

ACKNOWLEDGMENTS

I sincerely thank the almighty God for giving me good health that enabled me to carry out this research.

I salute my supervisor, Mr. Duncan Ochoro who guided me and corrected me through the project. I strongly believe that without his unending support, this study would not have been a success.

I am greatly indebted to my family members who encouraged me to move on regardless of the challenges and tight schedules.

Most especially, am grateful to my MBA classmates for their fruitful suggestions. Just to name but a few Cliff Mande, Sheillah Buhasio without forgetting my workmates Mr. Benjamin Anyira, and Mr. Shange for their understanding as I pursued my studies.

Lastly but not least, thank all my friends who have not been mentioned yet their contributions and support was quite immense in making this project a success.

ABSTRACT

The objective of this study was to determine the relationship between trade union membership and job commitment among nurses in Vihiga County, Kenya.

The research design was a descriptive survey. The sample of 120 respondents was selected using stratified random sampling technique. The study used primary data and secondary data. The data collection instrument was a questionnaire which was semi-structured comprising both open and close ended questions. Quantitative data was analyzed using descriptive statistics in form of percentages means, standard deviations and frequencies. Linear regression technique was used to establish the strength of the relationship between trade union membership and job commitment.

Based on the findings, it was found that all nurses know that job commitment affect employee performance. Some of the issues affecting job commitment include poor remunerations, staff shortage, work environment and loyalty of management to nurses.

Employees felt that by joining trade unions issues affecting job commitment could be articulated on their behalf by their union leaders as they concentrate on their work .Unions have pushed management of hospitals to a moderate extent improve job security, working conditions, achieve work life balance and to a less extent improved management loyalty to employees.. Nurses agree that trade unions play a significant role in bringing harmony, cooperation; peace and understanding whenever the management and employees disputes reach a deadlock .The research reveal that there is a strong positive correlation between trade union membership and job commitment among nurses in Vihiga county Kenya. The respondents however cited shortcomings in the inability by the hospital management to address issues on remuneration, labor turnover, understaffing, work life balance and loyalty of management to employees.

TABLE OF CONTENT

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGMENTS	iii
ABSTRACT.....	iv
LIST OF TABLES	vii
LIST OF FIGURES	x
INTRODUCTION	1
1.1.1 Trade Unions.....	3
1.1.2 Job Commitment.....	4
1.1.3 Nurses Union in Vihiga County.....	5
1.2 Statement of the problem	6
1.3 Objective of the Study	8
1.4 Value of the Study	8
CHAPTER TWO	10
LITERATURE REVIEW	10
2.1 Job Commitment.....	10
2.2 Trade Unions.....	13
2.3 Relationship between Union Membership and Job Commitment	17
CHAPTER THREE:RESEARCH METHODOLOGY	20
3.1 Research Design.....	20
3.2 Population of the Study.....	20
3.3 Sample Design and Sample Size.....	20
3.4 Data Collection	21
3.5 Data Analysis	21
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	22
4.1 INTRODUCTION	22
4.2 Quantitative Data Analysis	22
4.2.1 Response Rate.....	22
4.2.2 Gender of the Respondent.....	22
4.2.4 Years in Employment	25
4.2.5 Marital Status.....	27

4.3 Trade Union Membership.....	29
4.4: JobCommitment.....	31
4.5 Relationship between Trade Union Membership and Job Commitment among Nurses in Vihiga County Hospitals and Health Centers	39
CHAPTER FIVE	40
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	40
5.1 Summary of findings.....	40
5.2 Conclusion	41
5.3 Recommendations.....	42
5.4 Limitation of the Study	43
5.5 Suggestions for further Research	43
APPENDIX II: QUESTIONNAIRE.....	48
(b) On a scale of 1-4 how would you rate the importance of trade Union in your organization? Tick appropriately against the scale below.....	51
Important Very important Not Important Undecided	51
3(d) On a scale of 1-5 how would you rate the level of job commitment in your organization...	52
Low Moderate High Very High Un decided.....	52
APPENDIX III: LIST OF HOSPITALS AND HEALTH CENTERS IN VIHIGA COUNTY ...	53
APPENDIX IV: Stratified Sampling Procedure	54

LIST OF TABLES

Table Page

4.1	Gender Respondents-----	23
4.2	Ages of Respondents.....	24
4.3	Work experience of employees.....	25
4.4	Respondents level of education.....	26
4.5	Respondents marital status.....	28
4.6	Reasons for union membership.....	29
4.7	Trade union membership and job commitment.....	30
4.8	Employers and employee commitment.....	32
4.9	Effects of work environment on employee job commitment.....	34
4.10	Achievement of work life balance.....	35
4.11	Job commitment and improvement in organizational performance.....	36
4.12	Desire to remain employee of ministry of medical services.....	37
4.13	Employee level of belief and acceptance of values and goals of organization.....	38
4.14	Relationship between trade union membership and job commitment.....	39

LIST OF FIGURES		Page
Figure 1	Showing Gender of respondents	23
Figure 2	Showing Ages of respondents.....	24
Figure 3	Showing respondents work experience.....	25
Figure 4	Showing respondents level of education.....	27
Figure 5	Showing respondents marital status.....	28
Figure 6	Trade Union Membership and Job Commitment.....	31
Figure 7	Employers and Employee Job Commitment.....	33
Figure 8	Work Environment and Job Commitment.....	35
Figure 9	Achievement of Work Life Balance.....	36
Figure 10	Desire to remain employee of ministry of medical services.....	37
Figure 11	Employees level of belief and acceptance of values and goals	38

CHAPTER ONE

INTRODUCTION

1.1 Background

Maintaining healthy employee relations in an organization is a pre-requisite for organizational success. According to (Torrington, et al, 2005), employees are one of the most important resources for the effective and efficient organization and without the personal efforts and commitment of human resources, organizations cannot succeed. Strong employee relations are required for high productivity and human satisfaction.

Strong employee relation depends on healthy and safe work environment. Employee empowerment is the practice of enriching jobs so that employees accept responsibility for a variety of decisions normally associated with staff specialists. Robbins (2003), Herzberg and others advocated for best human resource practices that can improve job commitment hence performance and among them is job redesign which helps to make work itself inherently motivating through designing the content and nature of the task in the job. Enriching jobs increases depth of the jobs hence increases job commitment. Job rotation involves shifting workers routinely from one job to another within the same organization so as to make them develop a variety of skills. It motivates workers by challenging and enabling them to learn new skills. Job enlargement is used to break up monotony of work cycle by increasing job scope (Mwangi, 2010). It is important to encourage employees to do various tasks so that their jobs do not become routine and boring. Job sharing or part-time schedules can be encouraged in organizations since it brings teamwork (Bateman and Zeithmal, 1993).The management should

keep employees well informed since informed employees make sound decisions and also remain motivated and productive. Employees should be rewarded for a well done job or for over - meeting their target. This will boost them and make them work together as a team. The management should provide feedback to the employees to make them aware of the concerns of the employer. Employer should build a good rapport with the employees. This will make them feel comfortable with their managers and grievances will decrease.

When employees are not satisfied with the way the management is treating them and have tried everything possible without success, they will seek assistance from relations expert or industrial action. <http://www.bing.com>. Accessed on 18th June, 2012

According to Kanyi and Mwalo (1997), there are circumstances in the life of every organization when employees and management relations are hampered. Labor management problems cause conflicts and mistrust between the management and workers. Efforts undertaken to secure harmony and co-corporation among workgroups usually make workers and employers nurse a constant distrust and antagonism against each other. This happens because employees and employers have fundamentally opposite interests. The conflicts of interest between the two groups are deeply entrenched in their respective perception of each other. Sometimes instead of working together as a team, management and workers are divided, blinded from seeing or appreciating each other's point of view. While the management is concerned with how to improve the performance of the organization, workers on the other hand are concerned with demanding of improvement of working conditions and good remunerations. When striving to improve the performance of the organization, the management may appear to be inconsiderate in the manner in which it handles workers. Management may also make arbitrary decisions like

wage freezes, wage cuts or redundancies in complete disregard to the outcome they may have on the employees' welfare.

1.1.1 Trade Unions

Trade unions are associations of employees and their main objective is to represent the employees' interests to the employers. The right to form and join a trade union is a fundamental human right. A well functioning and respected trade union movement is often a good indicator of democracy and standards of human rights. Besides playing a role in the fight for better working conditions, trade unions have had (and continue to have) a key role in the building of social movements and the developing of social changes (Armstrong, 2008). The role of trade unions has been very varied. Significant motivations for joining the union include: to safeguard against victimization, to enhance the unity and solidarity of work-force and for securing better working conditions. Pressure of friends, desire for economic gains, and expectation of promoting one's personal interests, interest in union activities, job security and persuasion of the union leaders also can entice employees to join trade union (John and John, 1990).

To elicit workers' participation in trade union, it is imperative for the unions to win confidence of work force and build cohesion among the rank-and-file while simultaneously trying to establish congruency of interests with those of the organization. Compulsory trade union recognition under state regulations would prove immensely beneficial in this context. This measure would go a long way in ensuring harmonious union-management relations and the prosperity of the economy which is moving on the path of globalization and liberalization.

1.1.2 Job Commitment

Job commitment is the psychological bond that connects an employee to an organization. This concept was first highlighted by American writer Robert Walton ,(Armstrong,1998) According to Robert, people respond best and most creatively when they are given responsibilities, encouraged to contribute to issues affecting organization, and helped to achieve satisfaction in their work. Porter et al (1974) defines commitment as an attachment and loyalty of employees to an organization. Commitment is the relative strength of the individuals' identification with and involvement in a particular organization. Indeed the essence of introducing Human Resource Management policies to organizations is to increase levels of commitment so that other positive outcomes can ensue (Sparrow and Marchington, 1998)

According to (Walton,1985) there are three factors that determine employee degree of commitment to any organization namely: a strong desire to remain a member of the organization, strong belief in and acceptance of the values and goals of the organization and a readiness to exert considerable effort on behalf of the organization. Organizations strive to increase the attachment of employees' willingness, strengths and loyalty by developing a number of strategies. Some of these strategies include: introducing flexible working, training and development, employee participation and employee empowerment. Other ways of boosting employee commitment include: allowing communication, setting up social welfare schemes such as housing schemes, benevolence funds to assist members improve their economic and social status, provision of social activities to members in order to maintain a harmonious working relationship. This will in turn, help solidarity develop among members, prevent unjust treatment and discrimination against any of its members.

Job involvement is the readiness of an employee to invest personal resources in the job. Career commitment is the wish of employee to develop and advance through training. Continuance commitment is the cost benefit analysis of the employment relationship and finally, affective commitment is the employee's emotional attachment to the organization goals and values (Messo, 2011). Employees in any organization can be divided into three main categories: employees who are engaged, employees who are not engaged and employees who are disengaged. Employees who are engaged are usually very loyal hence very productive. Those who are not engaged are not committed. They perform duties as a formality and thus are just putting in time. Those who are disengaged cannot find happiness at their place of work. They are not contented and are always continuously spreading their discontent to the public. Organizations should always endeavor to identify employees who are not engaged and disengaged so as to diagnose their problems on time before they become a menace. According to (Buckingham and Coffman, 1999) authors of "First Break All the rules", even in the "best of times" (i.e. the late 1990's) only 26% of the working population is fully engaged in their work. The rest of the population (55%) is not engaged. while those who are disengaged are 19% of the working population.

1.1.3 Nurses Union in Vihiga County

Nurses in Vihiga County are unionized under the Union of Kenya civil servants, National Nurses Association of Kenya (NNAK) Kenya National Union of Nurses (KNUN) and Kenya Progressive Nursing Association (KPNA) headquartered in Nairobi, Kenya. As of June 2012, the county had four districts namely Vihiga district, Sabatiadistrict, Emuhaya and Hamisi district with its headquarter being at Vihiga. Within these districts, there are about seven hospitals and ten health centers.

Unionized employees (Nurses) in Vihiga County are workers whose wages, hours and working conditions are negotiated through collective bargaining between the union and the employer. Membership to the union is open to all members who are not in the management position. Membership is therefore not a factor in employing or keeping workers and those who do not contribute to the Union will benefit from the collective bargaining process. Vihiga County has Vihiga district hospital as it's headquarter with the highest number of employees (nurses) and therefore the highest number of union membership. Its mission statement is to support, facilitate and coordinate the hospital activities towards the achievement of its core mandate. Additionally its vision statement is to be a leader in quality administration service where professionalism, efficiency, effectiveness and results are the guiding principles.

1.2 Statement of the problem

Trade Union membership is an expression that has emerged in response to employees feeling that they are being alienated at their place of work, they are exploited, intimidated and that their jobs are insecure. Recent and more deeply rooted changes in the labor market, nature of employment, demographic trends, family responsibilities, organizational policies, educational level and length of service combine to affect job commitment between unionized employees and the organization. Trade union leaders and industrial relation experts are concerned with creation of harmony, co-operation and understanding between the employees and the employer whenever or before trade disputes can result to extreme levels of strikes, lockouts, dismissals etc. Employees become confident, less intimidated, knowing that the existence of a union makes their jobs secure. This interest derives from the belief and evidence that there are benefits to having unionized and committed workforce (Locke and Lathan, 1990, Meyer and Allen 1997).

However trade unions have limitations and among them; most trade union leaders lack adequate educational skills and training on labor matters, they are therefore less effective. Critics of trade union also argue that some workers fear victimization due to their involvement in trade union activities. In some cases, employees are not united and this can weaken their representation and bargaining power.

The relationship between trade union membership and job commitment among nurses in Vihiga County is of great concern since the county is one of the most densely populated counties in Kenya hence it is envisaged that whenever negotiations of the management and nurses reach deadlock, the vast majority of patients affected will be from this county.

Little is known about the impact of collective bargaining on commitment of employees and speculative opinion still dominates the literature (Wilson, 1983). Studies have been done to investigate factors that motivate the formation of trade unions, but investigation of the effects of unionism on commitment have been few. More over no known study has investigated the cause-effect relationship between unionism and job commitment. Previous studies have addressed various individual concepts of human resources management but not directly focusing on relationship between the concepts, for instance, Ombogo, (2010), studied best practices in human resources management including formation of unions and proper employee relations that can spur performance and concluded that trade unions have positive effect on commitment of employees to their duties because of the perceived job security. Okioma, (2011) studied the relationship between employee empowerment and performance and concluded that empowered employees perform better than unpowered ones.

Furthermore, studies done by Cameron (1982) concluded that unionized institutions scored lower than non-unionized institutions on eight of the nine dimensions of organizational effectiveness. This study contradicted with the one done by Richardson (1978) which found out that ineffectiveness causes unionism. Therefore unions help restore a higher level of effectiveness after forming (Balridge, 1978). Unfortunately, no information has been available to support either point of view. This drives the urgent need to investigate job commitment especially among unionized nurses in Vihiga County who contribute bigger percentage of workforce.

While many studies attempt to address the issue of employee relations in part, they do not directly tackle unionization and job commitment. Therefore to the best of researcher's knowledge, there is no known study that has focused on effects of unionization to employee commitment among nurses in general and in Vihiga County in particular.

1.3 Objective of the Study

To establish, the relationship between trade union membership and job commitment among nurses in Vihiga County, Kenya.

1.4 Value of the Study

This study will be of importance in supplementing the literature on the relevance of trade unions in Kenya and to provide justification for the growth of rival unions in the country.

It will provide management with information that will help in its management practice, policy formulation and evaluation of the relevance of trade unions in their organizations.

The discussions and the findings of this study will be important to academic researchers by providing important factors regarding the increasing number of rival unions and there effects on employee performance and commitment in the organizations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Job Commitment

Job commitment is the psychological bond that connects an employee to an organization. It can also be viewed as the dedication, diligence an employee shows to an organization. The strength of this psychological bond depends on employee trust, employee involvement, employee loyalty, and belief in the culture of organization. Strategies for increasing employee commitment may include: support by unions to clamor for flexible working and work- life balance policies, training and development, employee participation, and empowerment (Walton, 1985). Commitment is the feeling of loyalty, that employees have towards the organization that they work for, which largely depends on the extent to which they believe in the values and aims of the organization (Messo, 2011). Organizations that recruit committed employees and go a step further in ensuring the employees welfare is well catered for are most likely to steer employees towards mastering the organizational goals, mission and vision. Once the employees are dedicated to their work, and results have improved, they then feel they are supposed to be treated well, appreciated, and motivated. Once commitment has been established, it should be maintained by ensuring staffs have clear roles and responsibilities and an understanding of what is required of them in their jobs (Messo, 2011).

Employees trust that with the presence of quality of work life initiatives, they feel safe, relatively well satisfied and able to grow and thus can develop as human beings. They believe that quality of work life enhances their dignity through job satisfaction, ensuring job security, making

provisions for better pay and benefits, providing safe and healthy working conditions, giving opportunities for capacity building, ensuring growth and security, social integration, getting freedom to self-expression, and thus help to increase individual performance that is supposed to achieve employee commitment and organizational effectiveness (Hsian and Einstein, 1990)

Job commitment is largely influenced by the interactions that occur between colleagues and with their immediate senior managers. The relationship between the organization and the employee is paramount in the day to day operation. In the previous years, there is a general agreement that hold the view that commitment should be viewed as a multi dimensional construct. Allen and Mayer (1990) developed an early model which has received considerable attention. This model was based on existing definition of commitment reflecting three distinct themes: an affective commitment-emotional attachment towards an organization, continuance commitment-cost benefit analysis of employment relationship and a mutual obligation to remain with an organization (normative commitment).It is important to remember that not all forms of employee commitment are positively associated with superior performance (Meyer and Allen, 1997).

The main objective for the management of organization to insist that its employees show commitment to duty is to drive them towards realization of vision, mission, of the organization to know where the organization is, where it is going and where it is supposed to go. Most organizations motivate its employees by giving incentives in form of rewards and bonuses, improve their salaries and working conditions so as to steer them into achieving good results so as to make them stick to their organization. A range of demographic variables have been found to be related to job commitment. According to (Mathieu and Zajac, 1990) the older employees become, the less alternative employment options are available. Hence older employees view their current employment more favorable. Dunham Et al. (1994) argues that older employees may be

more committed because they have stronger investment and greater history with their organization.

(Mathieu and Zajac, 1990) have different argument focusing on women. They argue that women are more committed to their work than men. This is because of the many barriers women must overcome in order to be promoted .Research also shows that married employees are more committed than unmarried (Mathieu and Zajac ,1990) . It is believed that one of the reason being due to the greater financial and family responsibilities which increases their need to remain with the organizations.

Organization policies and administration is the other reason for employees to be committed to duty .Great organizational achievement increase employee commitment. This is due to the human nature whereby many people would wish to stick around so as to be associated with good results. The performance benefits include: job satisfaction, increased job performance (Mathieu and Zajac, 1990). Another reason why employees tend to be committed to organization is increased total return to shareholders (Walka, 2000) since employees would wait to benefit from their investments. In addition to these, (Barber, et al 1999) also argue that increased sales can make employees be committed to their work since many organizations pay their employees according to their sales.

Indicators of job commitment include reduced rate of absenteeism that arises from poor attitude, illness, and injury. Absenteeism may be caused by pressure from family responsibilities, transportation problems and employees' commitment to personal business rather than that of the organization. Increased cases of absenteeism reduces job commitment hence productivity.

Quits or resignations and transfers is a sign that employees have found better alternative jobs than the current one or can be as a result of cohesion by the management. Quits can be necessitated by the items external to the individual such as pay, working conditions and influence by the co-workers. Factors associated to employees personal characteristics such as sex, age etc. determine whether an employee quits or remains in the organization. Factors tied to the employees' reaction to the job such as job satisfaction, job involvement and employee expectation provide a direct measure of intent to remain and is a more powerful predictor of turnover than are other measures of job satisfaction. Multiple job holding caused by little or no opportunity for overtime or extra hours on the primary job can reduce employees' job commitment on the primary job. The motivation for multiple job holding and overtime work is caused by financial reasons.

2.2 Trade Unions

Trade unions are associations of employees and their main objective is to represent the employees' interests to the employers (Armstrong, 2008). Kerr (1981) asserted that unions are formed out of antagonism rather than in affection and therefore they are expected to affect the working of organization. The right to form and join a trade union is a fundamental human right.

Besides playing a role in the fight for better working conditions, trade unions have had (and continue to have) a key role in the building of social movements and the developing of social changes (Armstrong, 2008). A well-functioning and respected trade union movement is often a good indicator of democracy and standards of human rights not only within the trade union, but also in the whole organizational structure (John and John, 1990).

Changes in the world economy, technological advances, responses of the state and employee are creating tensions and pressures for unions and making them increasingly vulnerable. According to (Cameron, 1982), in the past, trade unionism focused their activities on asking for and more for their members through collective bargaining; while this may have worked in a few situations, by and large, the lot of majority of the working force remained poor (Cameron,1982). Trade unions need to be agents of social economic change and undertake a variety of non bargaining activities, more so frequently than pay agreements, also it is not enough to protect jobs and interests alone, but also think of ways of creating new jobs. However trade unions alone cannot fight the major challenges of the new millennium. They need to establish broad based coalitions with other partners in the civil society.

Significant motivations for joining the union are, to safeguard against victimization to enhance the unity and solidarity of work-force and for securing better working conditions. Pressure of friends, desire for economic gains, and expectation of promoting one's personal interests, interest in union activities, job security and persuasion of the union leaders also can entice employees to join trade union (John and John, 1990). They further argue that to elicit workers' participation in trade unionism it is imperative for the unions to win confidence of work force and build cohesion among the rank-and-file while simultaneously trying to establish congruency of interests with those of the organization.

Nurses' Trade unions in Kenya are professional and independent unions established under The Labor Relations Act, 2007, for the distinctive purpose of representing all nurses in labor and professional related issues. The unions were founded after realization that nurses did not have a specific Trade Union to professionally articulate and represent their issues of schemes of service, career progression, extraneous allowance, non-practice allowance, uniform allowance,

risk/special duty allowance, responsibility allowance, and general health policy. These unions were also established to participate objectively in the continuing professional development of medical professionals and allied staff to initiate and promote health care policies in constructive and professional engagements with the government, and other relevant institutions/professional organizations for optimal performance of the health system (www.knun.org.ac.co accessed on 16th June, 2012).

In Kenya, industrial relations are governed by the industrial relations charter, the employment act, the trade dispute act, collective agreements, arbitration awards, management decisions, trade unions, regulations, court rulings and social conventions. The institutions involved in facilitating industrial peace in the country are trade unions, the employer's federations, individual private firms, the ministry of labor and the industrial court.

The industrial machinery established in Kenya provides adequate channels for the established bodies to participate in maintaining industrial stability at work places. It advocated mutual collective bargaining between trade unions and employees in matters pertaining to the terms and conditions of employment. It further argues that trade disputes that may arise like demotions, dismissals or redundancies to be settled by way of conciliation and arbitration. The machinery provides for appeals to be made whenever a disputing party is not satisfied with the machinery. It is envisaged that the disputing parties would sort out their differences without resorting to extreme measures such strike and lockouts. Industrial peace in any country is disrupted by strikes, lockouts, disputes and conflicts. If sound industrial relations do not exist, such a situation is not conducive to the development of the country.

To achieve sound industrial relations which make employee more committed to their work, certain basic requirements are necessary namely: need for free trade union movement, need to establish good relations between employers and trade union, need for effective communication, need for clearly defined procedures, need for freedom in negotiating, and need for integrity. The management should meet the needs of employees in order to avoid or reduce disputes between employees and employers. Maslow (1954) believed that some human needs can affect job commitment. Some of these needs include physiological needs which include food, clothing, accommodation, sleep, medical care etc. These needs can be met by fair remuneration to satisfy them.

Safety needs are met when employees have security of job and overall environment must be stable and secure. Without security, employees cannot show commitment to their work. Social needs are met when employees feel happy and secure when they are seen in social gathering, meeting with friends and relatives, family environment that make them enjoy a better social life. Esteem needs are met when employees desire for high status in the society are satisfied. Employees who occupy high level position in an organization are on average more satisfied with their jobs (Bennet 1997). This can be achieved when employees are promoted to higher offices. Employees work well when the organization provide favorable working condition, recognize their efforts by coming up with policies that recognize their contribution, involved actively in decision making. When employees are involved in decision making, they derive greater incentives to work hard (Stoner, Freeman and Gilbert 1995).

2.3 Relationship between Union Membership and Job Commitment

The whole rationale of introducing Human resource Management policies is to increase levels of commitment so that other positive outcomes can ensure (Sparrow and Marchington, 1998). Several studies have been conducted that contributed to the controversy surrounding the contribution of trade unions in organization (Cameron, 1982). There is evidence that in some organizations, unionized employees had a higher rate of productivity than non-unionized firms (Rodger, 1995). Without a labor union some argues, workers are disgruntled with their jobs, feel taken advantage of by their employers or feel unsafe in their work and would leave their jobs and seek work elsewhere (Rodger, 1995).

No organization will feel comfortable to lose talented and skilled employees since when employees exit a firm, organizations incur cost in training and results in lengthy job interviews during which those searching for jobs are not productive. Such costs can be greatly reduced when a labor union acts as a collective bargaining voice for its members. Generally, labor union makes employees feel more confident, less intimidated and more secure in their work. Such positive feeling usually means happier, more productive employees (Rodger, 1995).

However, traditional view argues that labor unions are an obstacle to establishing reasonable work standards. They suggest that organizations that have unionized employees are less competitive than those that are not unionized. Critics of labor unions argue that such rigid staffing requirements are unreasonable and that they make their organizations less competitive.

Several trends and issues have been observed in today's labor movement. These trends include the decline of union membership, discrepancy in pay between men and women, teenagers and the minimum wage. Three reasons have been cited for the decline in both union membership and

influence .Decline in union membership is attributed to the employer's determination and effort to keep unions out of their business. Some employers have made workers part of the management team, adding employees to the board of directors or setting up profit –sharing plans to reward employees (Garry, 1995).

A second reason for the union decline is additions of women and children to the labor force. Traditionally, the two had little loyalty to organization labor. This was because women employees and teenagers had a tendency to accept lower wages. The third reason for the union decline in membership and influence is that unions raised their wages substantially above the wages paid to non-union workers (Garry, 1995).

Several researches have been conducted that contributed to the controversy surrounding contributions and distractions of unionism in organizations (Cameron,1982).The studies investigated the relationship between unionism and organizational effectiveness in colleges and were based on cross sectional data that precluded any causal conclusion from being drawn. In the investigation, unionized institutions scored lower than non unionized institutions on eight of nine dimensions of organizational effectiveness. It was not clear however, whether ineffective organizational performance caused by lack of commitment preceded unionized faculties or whether some kind of mutual causation was present between unionism and the dimensions of organizational effectiveness. Some agitation resulted from this discovery. After unions form, institutional effectiveness decreases, they argued .Proponents of unionism on the other hand, suggested that ineffective institutional performance is a primary motivation for faculties to unionize (Garbarian, 1975).

Richardson (1978) argues that ineffectiveness causes unionism. Therefore unions help restore higher levels of effectiveness after forming (Baldrige, 1978). Naples et al. (1978) argues unionism results from desire to perform and performance results from unionization. When job commitment decreases, organizational effectiveness also decreases or is threatened and therefore, collective action is a reason response in institutions without a strong disciplinary community. Unionization is less likely in institutions where rewards and recognition are provided by external professional groups and where loyalty to the organization is more limited. The formation of a union, which often leads to increased centralization and formalization, is unlikely to be influential in affecting conditions in the external environment or in improving institutional environment relations (Garbarinino, 1975).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

A descriptive census survey design was used in the study because of the cross-sectional nature of the data to be collected and the inherent comparative analysis. This survey explains events as they are, as they were, or as they will be and when a researcher wants to simply describe events or opinions without manipulating variables, then descriptive census survey is the best design. It is appropriate method for this study because it makes it possible to compare and verify information across several health centers and hospitals.

3.2 Population of the Study

The population of the study was 150 unionized nurses. According to the Vihiga District Public Health Officer there are 7 hospitals and 10 health centers in Vihiga County as at 2012. These hospitals or health centers are classified as, public or private and the nurses are randomly distributed. A census study is preferred due to the small size of the population.

3.3 Sample Design and Sample Size

Stratified random sampling technique was used. Stratified random sampling was used because the population was heterogeneous; consisting of health centers and district hospitals which formed two strata. The total sample size was 3 hospitals and 5 health centers for adequate representation. With 7 hospitals and 10 health centers, sample size for each stratum was obtained using proportional allocation technique (see Appendix IV). Then simple random sampling was used for selection of the health center and hospital in each stratum.

3.4 Data Collection

Primary data was collected using a semi-structured questionnaire which was involved using both open and close ended questions. The questions were structured in such a way to ensure definite, concrete, and precise responses. The questionnaires were divided into three sections. Section 1 elicited information on the demographic data and the job commitment; section 2 addressed aspects of workplace union membership and relations. Section3 brought out the issues on unionism and job commitment. The questionnaires were administered to respondents through “drop and pick later “method by the researcher.

3.5 Data Analysis

To ensure completeness and consistency, completed questionnaire was edited, then coded and checked for any errors and omissions. Data was analyzed using descriptive statistics such as frequency counts, distribution, mean scores, percentages and standard deviations. Descriptive statistics has an advantage in that it is used to generate meaning in relation to the research objectives. Linear regression technique was used to test for the strength and significance of the relationship between trade union membership and job commitment among nurses.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 INTRODUCTION

This section presents an outcome of findings of the research. This research seeks to determine the relationship between trade union membership and job commitment among nurses in Vihiga County, Kenya. All completed questionnaires were edited for completeness and consistency.

The questionnaires were administered to 120 respondents and out of the 120 respondents, only 102 responded representing an overall of 85%. This response rate was fair and conforms to Mugenda and Mugenda(1999) who stipulated that a response rate of 50% is adequate for analysis and reporting, a rate of 60% is good and a rate of 70% and over is excellent. Data was then analyzed using descriptive statistics.

4.2 Quantitative Data Analysis

4.2.1 Response Rate

Out of the target population of 120 respondents chosen randomly from Vihiga County Hospitals and Health centers who were issued with questionnaires, only 102 responded. This represents 85% of the target population.

4.2.2 Gender of the Respondent

This item was intended to capture the number of male and female interviewed. Out of those who responded to the questionnaires, 70.6% were female and 29.4% were male as shown in the table 4.1 below

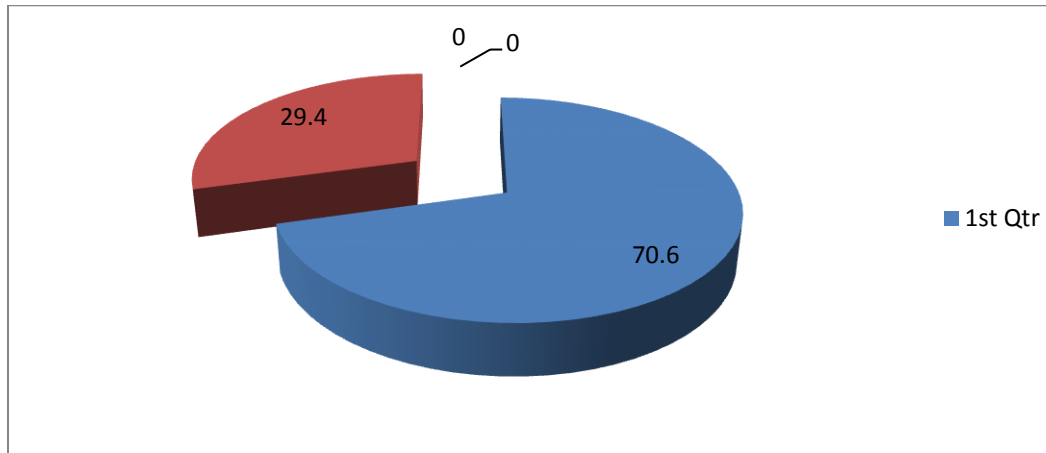
Table 4.1: Gender of respondents

GENDER	Frequency	Valid percent	Cumulative percent
Female	72	70.6	70.6
Male	30	29.4	100
Total	102	100	

Source (Research Data)

It can therefore be concluded that the majority of the respondents were females while 29.4% were male.

Figure 1: Gender of respondents



Source (Research Data)

4.2.2 Employees Age Group

Respondents were asked to indicate their age brackets by ticking appropriately their age group. Data was then analyzed using percentages and the results were as shown in the table 4.2 below

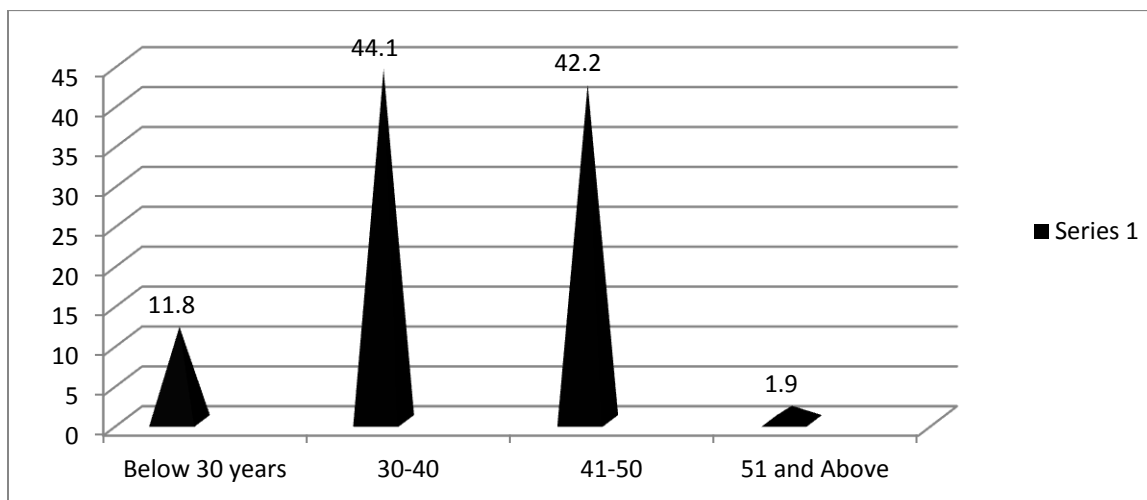
Table 4.2 Ages of Respondents

AGE GROUP IN YEARS	FREQUENCY	VALID PERCENTAGE (%)	CUMULATIVE PERCENTAGE
Below 30	12	11.8	11.8
30-40	45	44.1	55.9
41-50	43	42.2	98.1
51 and above	2	1.9	100
Total	102	100	

Source (Research data)

The outcome shows that age group (Below 30), (30-40), (41-50), (51 and above) had 12, 45, 43 and 2 respondents respectively. It therefore indicates that the majority of the respondents were in the age group (30-50 years). It is therefore worth concluding that majority of unionized nurses of the Vihiga County are below 50 years and that the management promotes and includes them in the management positions or leave for greener pastures.

Figure 2: Ages of respondents



Source (Research data)

4.2.4 Years in Employment

This item was intended to capture the respondent work duration with the ministry of medical services. Respondents were asked to tick appropriately how long they had served in the ministry of medical services for; less than 3years,(4-7),(8-11)and 12 years and above. Data was analyzed using percentages and findings presented in table 4.3 as shown below.

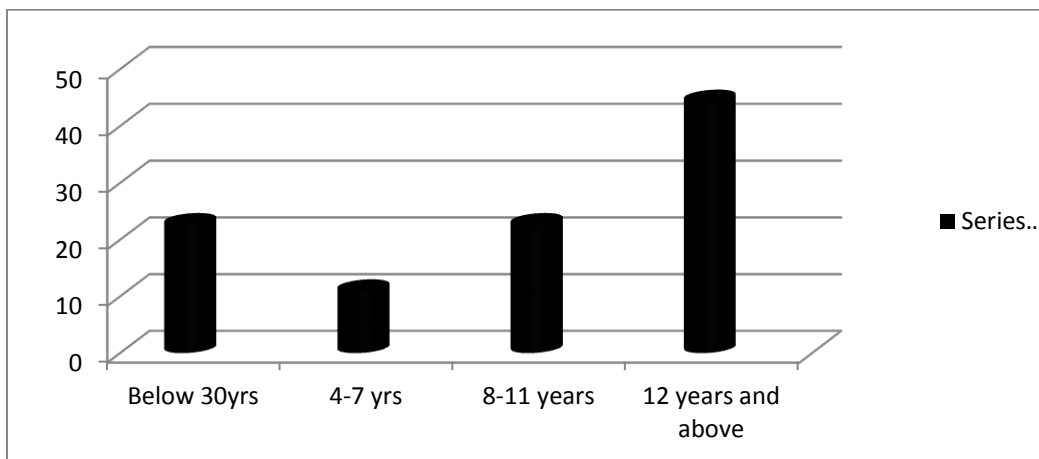
Table 4.3: Working experience with the ministry of medical services

Years in Employment(Years)	Frequency	Valid percentage	Cumulative percentage
Below 3 years	23	22.5	22.5
4-7	11	10.8	33.3
8-11	23	22.5	55.8
12 and above	45	44.2	100
Total	102	100	

Source (Research Data)

Results in the above table show that 44.2% of the respondents have served in the ministry of medical services for more than 12 years indicating that labor turnover is moderate among nurses.

Figure 3: Employee working experience with the Ministry of medical services



Source (Research Data)

4.2.4 Level of Education

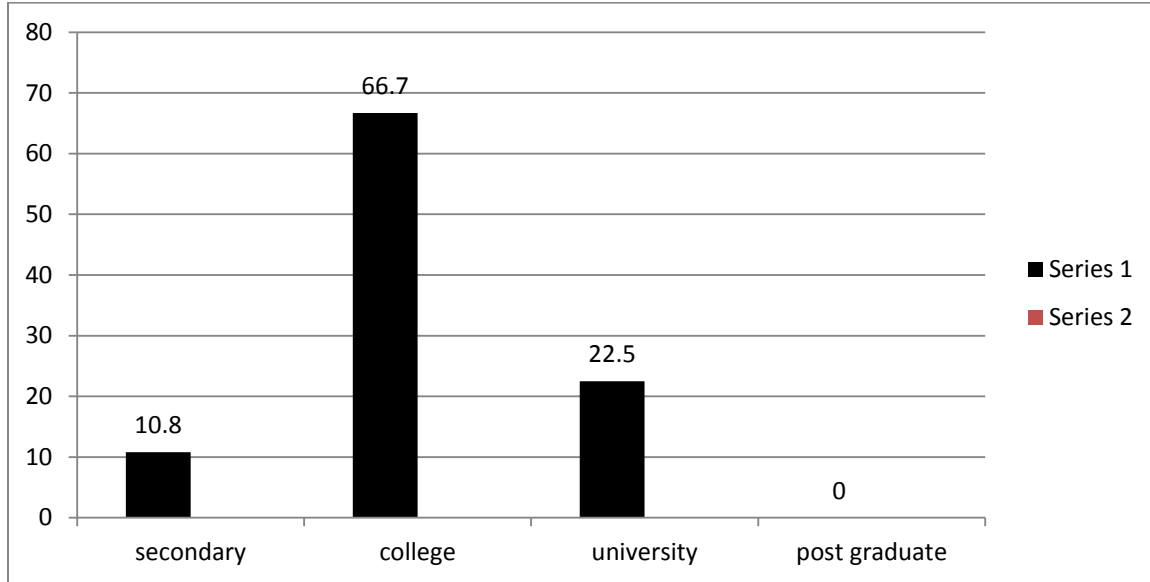
Table 4.4: Respondents level of education.

Level	Frequency	Cumulative
Primary	-	-
Secondary	11	10.8
College	68	66.7
University	23	22.5
Post- graduate	-	-
Total	102	100

Source (Research Data)

The table 4.4 above represents the level of education of respondents. The study reveals that the nurses level of education was secondary (10.8%), College (66.7%), University (22.5%). This shows that the county hospitals have fewer secondary and post graduates while the majority are diploma holders. Hence most nurses in Vihiga County are educated and informed indicating that they can make sound comments on the subject of the study.

Figure 4: Employee level of education



Source (Research Data)

4.2.5 Marital Status

This particular item was intended to capture the general marital status of the respondents. They were asked to indicate by ticking appropriately whether they are married, single, widowed, separated or divorced. Data was analyzed using percentages and results were summarized in the table 4.5 below.

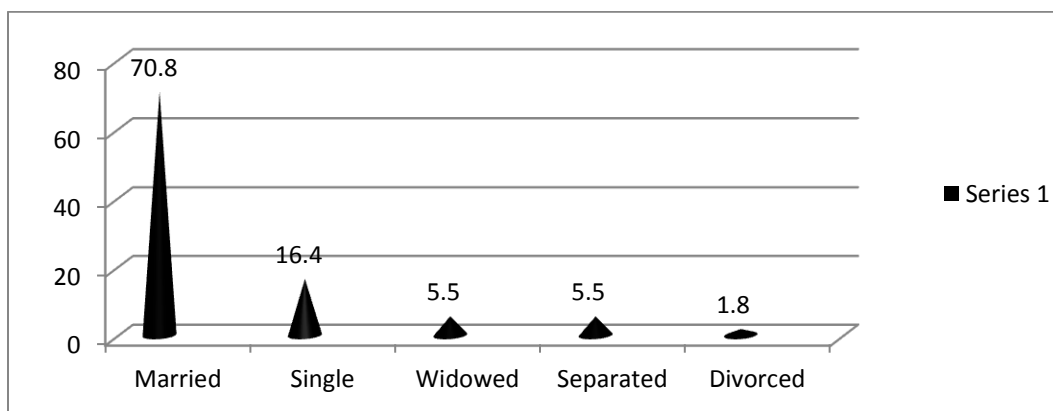
Table 4.5: Respondents marital status

Marital Status	Frequency	Valid percent	Cumulative percent
Married	38	70.8	70.8
Single	9	16.4	87.2
Widowed	3	5.5	92.7
Separated	3	5.5	98.2
Divorced	2	1.8	100
Total	55	100	

Source (Research Data)

The outcome in the table above indicates that 70.8% of the respondents are married, 16.4% are single, 5.5% are widowed, 5.5% are separated and 1.8% divorced. It can therefore be concluded that majority of unionized nurses of Vihiga County are married or single and marital status has significant effect on trade union membership and job commitment.

Figure 5: Employee Marital status



Source (Research Data)

4.3 Trade Union Membership

The respondents were asked to tick appropriately on a scale of 1-5 about the reasons for their membership in their trade unions. The scale is as provided as: Not at all (1), To a less extent (2), To a moderate extent (3), To a great extent (4) and To a very great extent (5) undecided.

Table 4.6 Reasons for union membership

	1	2	3	4	5	MR	SD
1 Compensation	34	0	22	22	24	3.02	0.35
2 Employee Benefits	0	13	43	22	24	3.56	0.19
3 Employee Safety	0	2	36	36	28	3.88	0.51
4 Job rotation	2	7	33	60	0	3.48	0.11
5 Effective communication	11	0	45	23	23	3.46	0.09
6 Job security	10	14	11	22	45	3.76	0.39
7 Loyalty of employer to employees and vice versa	11	23	45	23	0	2.78	0.59
8 Career development through training	22	23	23	12	22	2.70	0.67
9 Recognition of my commitment by management	12	0	23	44	23	3.65	0.28
10 Management concern for employees	27	0	43	22	10	2.88	0.49
11 Promotion Opportunities	15	23	44	10	0	2.28	1.09
12 Employee confidence	0	2	20	46	34	4.10	0.73
13 Cooperation among employees	0	10	11	48	33	4.02	0.65
14 Understanding between employer and employees	12	22	23	22	23	3.22	0.15
15 Harmony	11	23	3	20	45	3.25	0.12
16 Intimidation of employees by management	3	11	23	21	44	3.68	0.31
17 Participative management	3	24	44	20	11	2.73	1.0
18 Working conditions	3	11	21	23	44	4.14	0.77
19 Work schedule	19	40	22	10	11	2.55	0.82
20 Work life balance	3	11	27	40	21	3.64	0.27
21 Teamwork	4	27	10	41	20	3.45	0.08
22 Solidarity	8	0	23	27	44	3.97	0.60

Source (Research Data)

The study intended to find out what prompted nurses to join trade union. Table 4.6 above shows means rating and standard deviations of the responses. Reasons for joining trade union were to a very great extent for members to be in solidarity in asking the management to improve working

conditions with a mean score of 4.14, to increase employee confidence with a mean score of 4.10, to boost cooperation among members with a mean score of 4.02 and to be in solidarity with a mean score of 3.97.

Other reasons for union membership were to a great extent stimulated by the need for employee safety by a mean score of 3.88, need for job security with a mean score of 3.76, to make employees less intimidated by the management with a mean score of 3.68, for management to recognize their efforts with a mean score of 3.65 and for the union leaders to ask for their benefits with a mean score of 3.58.

Reasons for joining trade union was to a moderate extent driven by the need for promotion opportunities with a mean score of 2.28, for management to be sensitive to employee career development through training with a mean score of 2.70, for participative management with a mean score of 2.73, for management to show loyalty to employees with a mean score of 2.78, for management to show concern for employees needs with a mean score of 2.88.

Respondents were further asked to indicate by ticking appropriately whether trade union is important in their organizations. Table 4.7 presents how trade union membership affects job commitment.

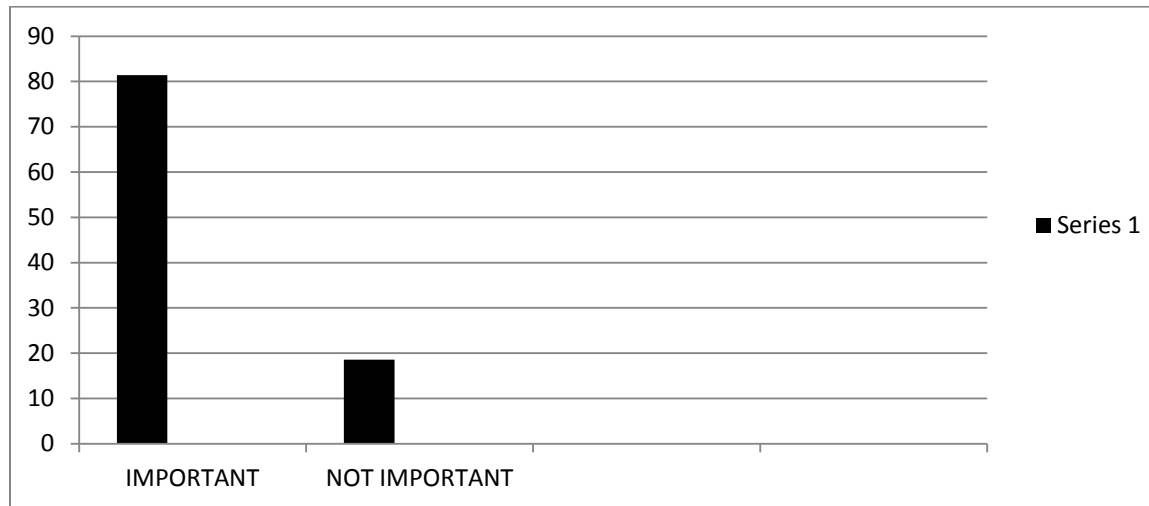
Table 4.7: Trade Union Membership and job commitment

	FREQUENCY	PERCENTAGE
NO	19	18.6
YES	83	81.4
TOTAL	102	100

Source (Research Data)

To the question whether trade unions are important and whether they affect job commitment, 81.4% of the respondents were in agreement while 18.6% disagreed.

Figure 6: Trade Union Membership and job commitment



Source (Research Data)

Some of the views raised by the respondents who concurred with the statement included that union’s activities increases job security, confidence among the employees and harmony between the management and the nurses. In contrast very few respondents thought trade union membership increases job commitment hence organizational performance among nurses in the Vihiga County.

4.4: JobCommitment

Respondents were then presented with a list of statements concerning job commitment and asked to indicate by ticking appropriately how they rate the employer’s commitment to employees and vice versa

- 1. Low
- 2. Moderate
- 3. High
- 4. Very high.
- 5. Undecided.

Data was analyzed using mean scores and standard deviations. Findings are as shown in the table 4.7 below.

Table 4.8 Employers and Employees Commitment

		1	2	3	4	5	MR	SD
a)	Employer recognizes employee commitment	3	20	11	22	46	3.86	0.29
b)	Management willingness to involve employees in decision making	0	0	0	47	55	4.54	0.97
c)	Effectiveness of communication	0	2	33	11	56	4.19	0.62
d)	Management commitment to career development	0	0	3	44	55	4.51	0.94
e)	Satisfaction with accomplishment	11	14	22	11	44	3.62	0.05
f)	Employee desire to remain an employee	0	47	11	22	22	2.89	0.68
g)	Exerting considerable effort on behalf of the organization	12	20	43	23	4	2.87	0.70
h)	Level of trust and cooperation	22	4	10	44	22	3.39	0.18
i)	Labor turnover level	23	20	43	14	2	2.53	1.04
j)	Management loyalty to nurses	40	30	20	10	2	2.06	1.51
k)	Level of appreciation by management	3	20	28	21	30	3.54	0.03
l)	Understanding that job commitment leads to high performance	0	0	0	46	56	4.55	0.98
m)	Working hard even without supervision	0	0	33	47	22	3.89	0.32

Source (Research Data)

The study computed the weighted means and standard deviation as shown in table 4.8 above.

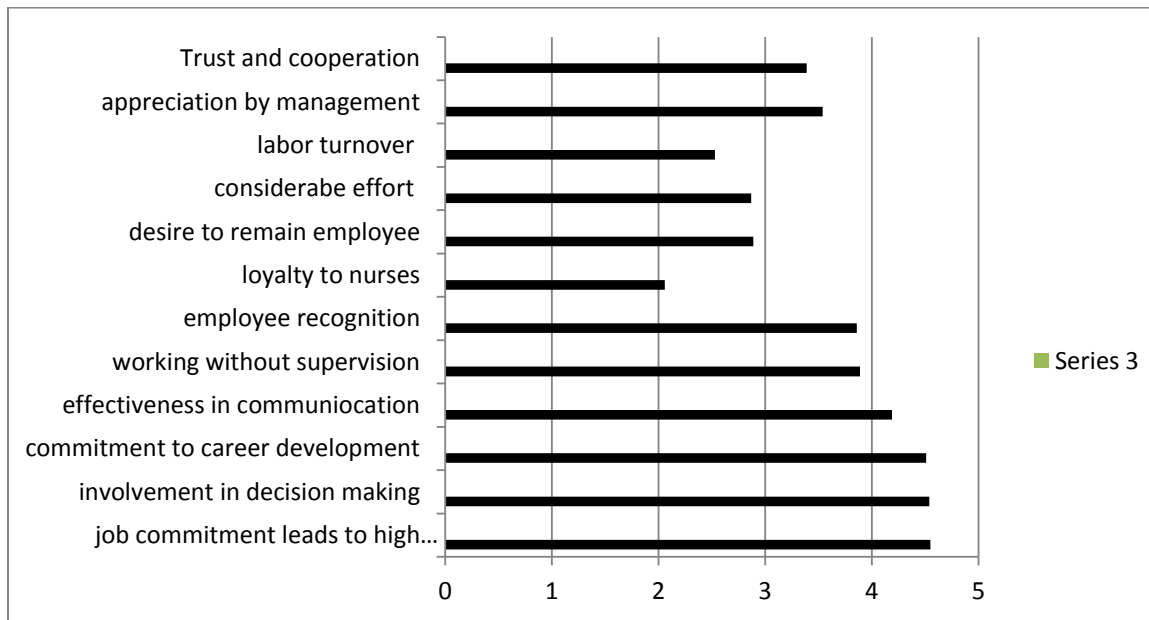
The mean scores show that understanding that job commitment very highly leads to high performance with a mean score of 4.55, management willingness to involve employees in decision making with a mean score of 4.54, management commitment to career development with a mean score of 4.51, effectiveness in communication with a mean score of 4.19, recognition of employees commitment with a mean score of 3.86. This was the statement which scored a high measure tested working without supervision with a mean score of 3.89,

the employer recognition of employees commitment with a mean score of 3.86, feeling of satisfaction and accomplishment with regard to nursing career with a mean score 3.62, level of appreciation by management with a mean score of 3.54, and level of trust and cooperation with a mean score of 3.39.

The findings show that management show moderate loyalty to nurses with a mean score of 2.06, labor turnover is moderate with a mean score of 2.53, and employees can exert considerable effort on behalf of the organization with a mean score of 2.87 and have a desire to remain employees in their organization with a mean score of 2.89

resulting from the failure by the management to involve employees in decision making, poor remuneration, shortage of staff and lack of equipment.

Figure 7: Employers and Employee Job Commitment



Source (Research Data)

Whereas the statement (a,b,c,d,j& k) expressed views that are in favor of commitment to the organization by showing commitment on their career a large number of respondents are happy with the level of climate of trust and co-operation the management of Vihiga district hospitals,

by and large they are not happy working for the organization. The nursing organization falls short of not being loyal to nurses, not meeting the nurse's expectations like providing housing, enough staff and poor remuneration and lack any sign of rewards to nurses.

Table 4.9 Effects of work environment on employee job commitment

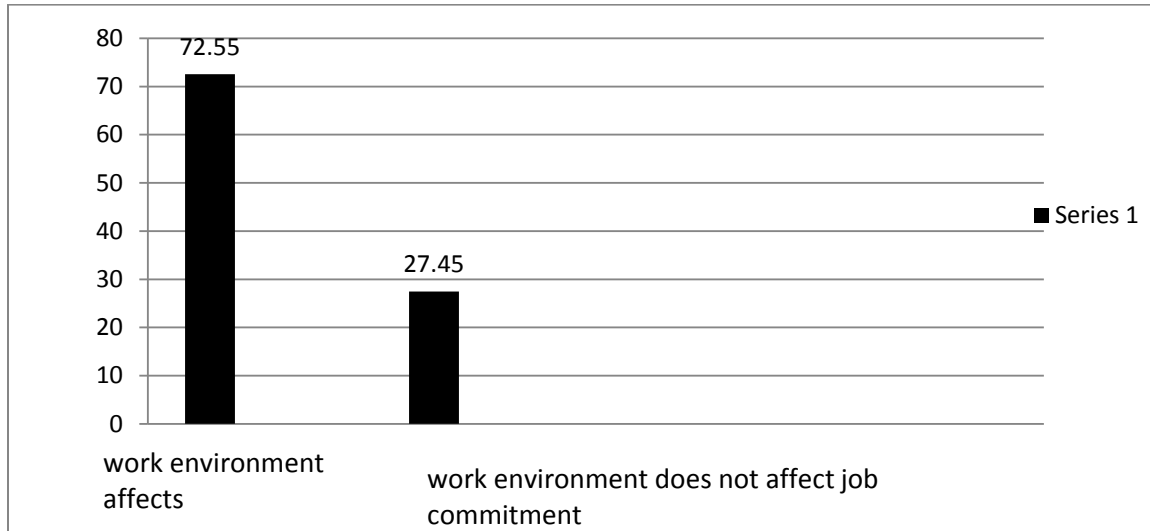
	Frequency	Percentage
YES	74	72.55
NO	28	27.45
TOTAL	102	100

Source (Research Data)

Table 4.9 presents the effects of work environment on employee job commitment

To the question on whether work environment affects the respondent's commitment on duty, 72.55% of the respondents were in agreement while 27.45% disagreed. Some of the views expressed by respondents included lack of working equipments and materials, acute shortage of staff, water, and housing for nurses among others. In contrast a few respondents thought the working environment was favorable.

Figure 8: Work Environment and Job Commitment



Source (Research Data)

Respondents were asked to indicate appropriately by ticking for yes or no to whether they achieve work life balance at place of work. Table 4.10 shows their response

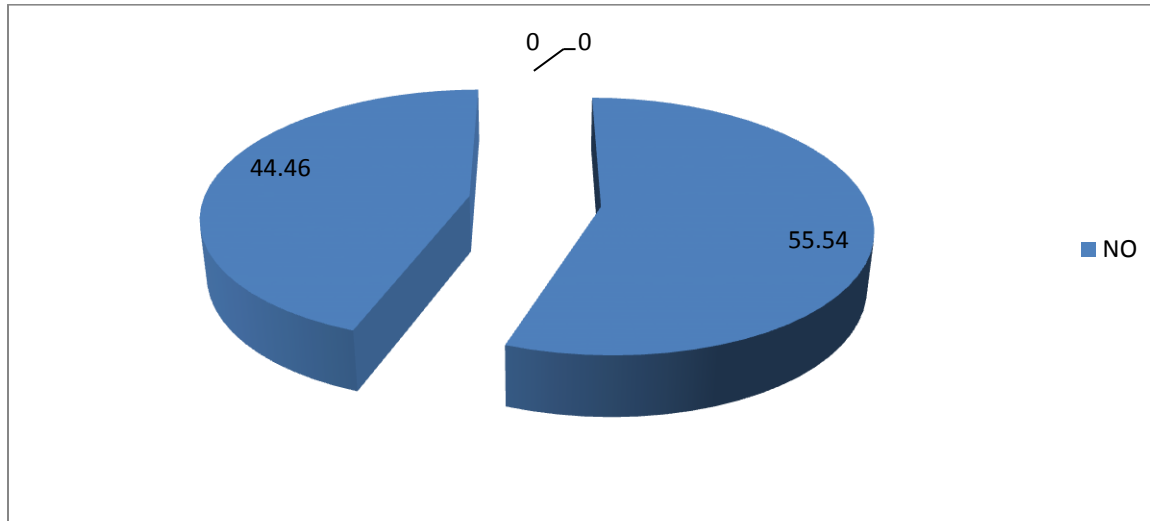
Table 4.10 Achievement of Work Life Balance.

	Frequency	Percentage
NO	55	54.54%
YES	47	45.46%
Total	102	100

Source (Research Data)

To the question whether respondents achieved work life balance with their current employment, 54.6% were in disagreement while 45.4% agreed. This data is indicative of the magnitude of discontent and failure by hospital management to employ more staff to reduce on heavy workloads and shift working which reduces work life balance.

Figure 9: Achievement of Work life Balance



Source (Research Data)

Respondents were further asked to tick appropriately yes or no to the question on whether they think job commitment results in improved performance. The table 4.11 shows the results of their response.

Table 4.11 Job Commitment and Improvement in Organizational Performance

	Frequency	Percentage
Yes	102	100
No	0	0
Total	102	100

Source (Research Data)

To the question on whether respondents believe job commitment results in improvement in organizational performance, 100% overwhelmingly concurred with the statement. This shows that job commitment positively relates with performance

The study also sought to establish the respondents desire to remain an employee with the medical services.

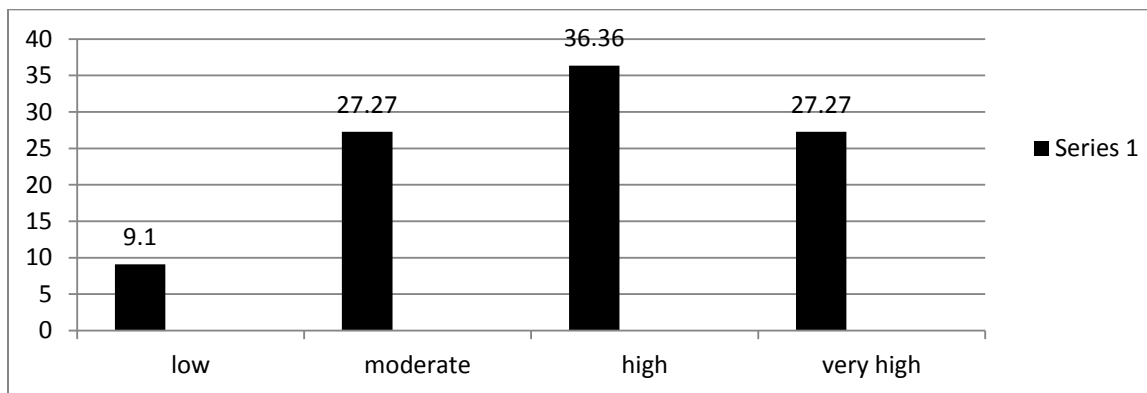
Table 4.12 Desire to remain Employees of the ministry of Medical services

	FREQUENCY	PERCENTAGE	CUMULATIVE
Low	9	9	9.1
Moderate	28	27.27	36.27
High	37	36.36	72.63
Very High	28	27.27	100
Total	102	100	

Source (Research Data)

According to table 4.12, 36.6% scored high, 27.27% scored moderate and very high while 9.1% scored low. This is indicative that even though 27.27% of the respondents are highly motivated to remain employees of the ministry of medical services, some of the respondents are generally not happy working for the ministry of medical services. The organization falls short in retaining its employees due to failure by management to improve remuneration, reduce workload by employing more staff.

Figure 10: Desire to remain Employee of Ministry of Medical Services



Source (Research Data)

The study further sought to establish employee's belief and acceptance of values and goals of the nursing organization.

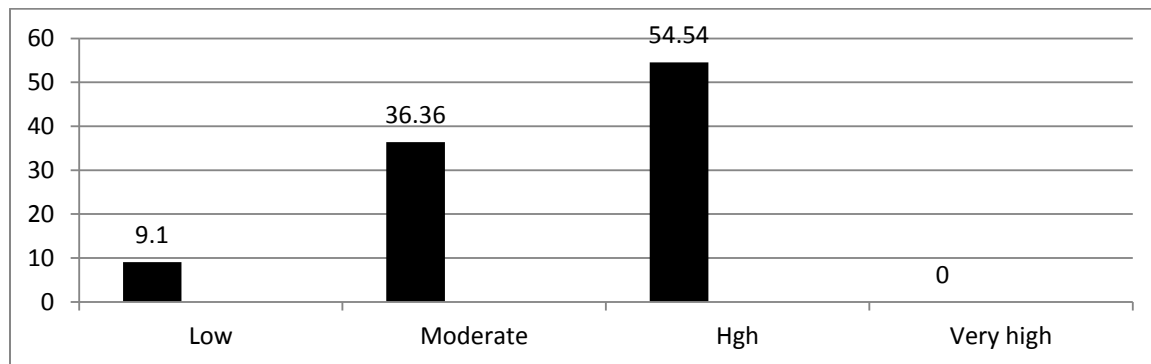
Table 4.13 Employees Level of Belief and Acceptance of Values and Goals of Nursing Organization

	Frequency	Percentage
Low	9	9.1
Moderate	28	36.36
High	54	54.54
Very High	0	0
Total	102	100

Source (Research Data)

The respondents asserted their beliefs in accepting the values and goals of the organization. 54.54% accepted the values and goals of the hospitals while 9.1% expressed discontent by the way values and goals are set by the management.

Figure 11: Employees Level of Belief and Acceptance of Values and Goals of Nursing Organization



Source (Research Data)

4.5 Relationship between Trade Union Membership and Job Commitment among Nurses in Vihiga County Hospitals and Health Centers

Data was analyzed to establish the relationship between trade union membership and job commitment among nurses in Vihiga County hospitals and health centers, Kenya.

So as to establish the strength and significance of the relationship between trade union membership and job commitment, linear regression technique (r) was used. The results are presented in the table 4.14 below

Table 4.14: Relationship between Trade Union Membership and Job Commitment

R	ΔR^2	β	P-Value
.608	.358	.326	.015

Source (Research Data)

The findings of the study in Table 4.14 above show job commitment has a strong positive and significant predictor for Trade union membership with a β strength of .326 at $p = .015$ level of significance. It further shows that trade union membership was accounted for by 35.8% of the variance for the job commitment.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

5.1 Summary of findings

The aim of this study was to establish the relationship between Trade Union Membership and Job Commitment among unionized nurses of Vihiga County, Kenya. From the data analysis it was established that the respondents were female, majority of unionized nurses are aged below 50 years, most nurses have worked in the ministry for medical services for more than 12 years, majority of these nurses are either married or single and marital status has a significant effect on the trade union membership and job commitment. Research findings also indicate that most nurses are diploma holders with a few being degree holders indicative that nurses in Vihiga County are informed and can make sound decisions and thus level of education has a direct influence on unionism and job commitment of employees in the hospitals or health centers.

Research findings are indicative that most of unionized nurses of Vihiga County agree that they belong to a trade union, trade union activities are important in their organization since their presence increases job security, makes employees more confident, less intimidated and reduces employee employer grievances. Respondents assert that their working environment is not conducive, they are overworked due to staff shortage, their employer management moderately recognize their commitment, moderately involve them in decision making and that communication is effective in their organization. The management is committed to career development; there is a low rate of feeling of satisfaction and accomplishment in their organization. Findings also show that the majority of nurses do not have a strong desire to

remain employees of their organization mainly due to poor remuneration and heavy workload and would leave to greener pastures whenever an opportunity arises. Nurses do not believe in and do not accept the values and goals of the organization due to inability by management to involve them in setting goals and laxity in implementing them. Nurses' rating on the ability to exert considerable effort on the behalf of their organization was moderate. The findings also show that job commitment results in improved organizational performance.

Majority of the respondents agreed that the level of climate of trust and cooperation was high, and the relationship between themselves and immediate supervisor does not hinder their performance of duty.

The findings also show that majority of nurses do not achieve work life balance at their place of work which is attributed to heavy workload, shift working and the inability by management to come up with strategies to improve work life balance, Labor turnover was also high within the last 5 years partly due to poor remuneration and partly due to poor working conditions. The research findings also indicate a decrease in the union membership indicative that the management is determined to reduce or weaken unionism by either including them in the management position or the governments hand in registering many unions in order to reduce solidarity of union membership. Most nurses concur that there are opportunities for advancement and development in their career and that management's loyalty to its employees was low.

5.2 Conclusion

Trade union membership is specifically related to job commitment. Employees in any organization are very important human resource and without their commitment and personal effort, organization cannot succeed in achieving their goals, vision and missions. When employer

management recruits qualified staff their objective is to increase productivity while the employees' desire is for the organization to meet their needs. Whether these needs are met or not will determine the level of employer employee relation hence job commitment of its employees.

The moment the employees feel that they are being exploited and their commitment on job and returns are not proportional, they start exhibiting such behaviors like absenteeism, low productivity, low commitment to duty, and when the situation is not addressed on time may result to extremes like lockouts, strikes, picketing, dismissals, turnover and court cases during which employee performance reduces. From research findings it can be concluded that there is a strong positive linear correlation between trade union membership and job commitment among nurses in Vihiga County. Employees who felt that unions in their organization are important also agreed to the fact that they portray high levels of job commitment.

5.3 Recommendations

The hospitals and health centers management should involve nurses in the setting of organizational goals, vision and mission statements in order to make them realize they are part of the team to be involved in the achievement of higher levels of efficiency and effectiveness. The employer management should be sensitive to the needs of nurses whose career is very sensitive since the profession deals with patients who are clients of compassion. Nurses commitment is therefore required in showing a mixed reactions; feeling compassion for the family members who have lost dear once and almost immediately put a smile on their faces to patients so as to give them hope and encouragement. To achieve this, the employer should meet basic, social, esteem and actualization needs of the nurses by giving good remuneration to cushion them

against high cost of living and inflation, reduce heavy workload, and introduce strategies aimed at achieving work life balance like leave.

The management should also improve working condition and working environment by focusing on provision of essential services such as water, working tools and materials. Above all these nurses effort should be appreciated by incentives, rewards and bonuses aimed at motivating them to increase levels of commitment. Unionism should be encouraged and seen to be for the good of the organization since they bring harmony, cohesion and understanding without which employees cannot show commitment to their job.

5.4 Limitation of the Study

The study was conducted using a pre-determined questionnaire. This hindered respondents from expressing their views freely and widely. The study involved two levels of unionized employees namely; those working in hospitals, (with many facilities and highly qualified doctors and clinical officers) and health centers (with limited facilities and qualified personnel). This might have affected the results since union membership and job commitment may vary at each of these levels.

5.5 Suggestions for further Research

Further research should seek to study trade union membership in each of the three levels unionized employees of the ministry of medical services namely nurses, clinical officers and doctors unions and focus on all employees of the ministry of medical services tasked with the responsibility of handling patients across the entire nation as this would give more precise relationship between trade union membership and job commitment among nurses. Future

research should also aim at studying the relationship between trade union membership and job commitment among employees in other organizations since trade union membership and job commitment are essential in ensuring harmony, cooperation, understanding, efficiency effectiveness to increase productivity in organization

REFERENCES

- Allen, N. & Meyer, H. (1991). The measurement and antecedents of affective, continuance, and normative commitment to the organization, **Journal of occupational psychology**, Vol.63
- Amaratunga, D. & Baldry, D. (2002). "Moving from Performance measurement to Performance Management" **Research Paper** Vol. 20, No.5/6 pp.217-223
- Armstrong, M. (2008). **Human Resources Management Practice**, 10th Edition, Kogan
- Barber, L., Hayday, S. & Bevan, S. (1999). **From People to Profits** IES Report 355
- Belcher, R.G. (1997). "Corporate objectives, facilities, measurement and use: A university model", **Proceedings of the RICS Cobra Conference**, Portsmouth.
- Baldrige, J. & Victor, C. (1978). Policy Making and efficient leadership. **San Francisco: Jossey Bass**
- Borland, T. & Allan, F. (2000). "A systems perspective of performance Management in public sector organization". **The international journal of public sector management**, vol. 13 no.05, and 417-44.6
- Cameron, K. (1982). "The Relationship between Faculty Unionism and Organizational Effectiveness". **Working paper Graduate School of Business Administration; University of Michigan**
- Chaffee, E. (1984). Successful strategic management in small private colleges. **Journal Of Higher Education** pp 212 – 224
- Cohen, A. (1993). Age and Tenure in relation to organizational commitment: **A meta-Analysis, Basic and Applied Social Psychology**, Vol.14
- Dessler, G. (2008). Human Resource Management: 11th edition Upper Saddle River, New Jersey
- Gabrian, J. (1975). Faculty Bargaining: Change and Conflict: New York.
- John, S. & John, P. (1990). Hours of work and trade unionism: **Journal of labor Economics** Vol. 8, No: 1

- Kanyi, E. & Mwalo, J. (1997). Secondary Business Education, Commerce Student Book four: **Jomo Kenyatta Foundation**
- Kerr, C. (1981). Creative academic bargaining: New York Teachers College Press
- Lawler, E. (1982). Strategies for improving the quality of work life: American Psychologist
- Mathieu, J. & Zajac, D. (1990). A Review and meta-analysis of the antecedents, correlates, and Consequences of organizational commitment: Psychological Bulletin, Volume 108
- Messo, J. (2011). Relationship between Quality of Work Life and Employee Commitment of Unionized Employees of KCB Branch Network in Nairobi (Un published MBA Project University of Nairobi)
- Meyer, J. & Stanley, N. (1997) Commitment in the workplace: **Theory, Research and Application**. Newbury Park CA: Sage.
- Naples, J., Carother, J. & Alexander, J. (1978). Faculty Collective Bargaining: Implication for academic performance and vitality: Jossey Bass
- Okioma, L. (2011). Relationship between empowerment of teachers and performance of Public secondary schools in Tiriki West Division of Vihiga District; Unpublished MBA project, University of Nairobi
- Ombogo, J. (2010). Adoption of best practices in human resource management among Security firms in Kisumu City; Unpublished MBA project, University of Nairobi
- Oso, W., Onen, D. (2008). A general guide to writing research proposal and report. A Handbook for beginning researchers (2nd Ed.). Kampala; Uganda: Makerere University Printery.
- Sparrow, P. & Marchington, M. (1998). Human Resource Management: The new Agenda Britain.
- Torrington, D., Hall, L. & Taylor, S. (2005). Human Resource Management, Pearson Education.
- Walker, L. (2000). Employee commitment and the bottom line: Ethical issues in the employer-employee Relationship, work, USA
- Walton, R. (1985). Improving the quality of work life. Harvard Business Review, May-June.
- Wholey, J. (1999) Performance-based management: responding to the challenges. Public Productivity and Management Review, Vol. 22 No. 4, pp 288-307

APPENDIX I: LETTER TO THE RESPONDENT

University of Nairobi

School of Business.

P.O BOX 30197, NAIROBI

RE: RELATIONSHIP BETWEEN TRADE UNION MEMBERSHIP AND JOB COMMITMENT AMONG NURSES IN VIHIGA COUNTY-KENYA.

I am a postgraduate student undertaking a master of business administration at the school of Business, University of Nairobi. I am currently carrying out a research on the relationship between trade union membership and job commitment among nurses in Vihiga County, Kenya.

I kindly request you to provide the required information by responding to the questions in the questionnaire. The information you provide is purely for academic purpose and will be used and treated with a lot of confidentiality.

A copy of the findings of the research will be availed to you upon request.

I will be glad if you will grant me your corporation in this academic exercise.

Thanks in advance for your precious time.

Yours faithfully

Kenneth ELwegado.

APPENDIX II: QUESTIONNAIRE

This questionnaire has been designed to collect information from nurses in Vihiga County hospitals and health centers and is meant purely for academic purposes only. The questionnaire is divided into 3 sections. Please complete each section as instructed. All the information provided in this questionnaire will be treated with utmost confidence.

1. SECTION A

Background information (please tick as appropriate).

1. What is your gender? Male Female
2. How old are you? Below 30 years 30-40 years
41 – 50 years 51 years and above
3. What is your marital status? Married Single Separated Divorced widowed
4. How long have been working with Ministry of Medical Services?
0-3 years 4-7 years 8 – 11 years 12 years and above
5. What is your highest academic qualification?
O level A Level Diploma Degree Post Graduate

SECTION 2: TRADE UNION MEMBERSHIP AND RELATIONS

Please respond by ticking and filling appropriately in spaces provided appropriately

6. (a) Do you belong to any union?

YES NO

(b) If yes, kindly state which union you belong to? -
.....

(c) On the scales 1-5 provided in the matrix below, rate the extent to which you are satisfied with trade union activities in your organization represented by each statement or word

1 Not at all

2.To a less extent

3.To a moderate extent

4. To a great extent 5.To a very great extent

		1	2	3	4	5
a	Compensation					
b	Employee Benefits					
c	Employee Safety					
d	Job rotation					
e	Effective communication					
f	Job security					
g	Loyalty of employer to employees and vice versa					
h	Career development through training					
i	Recognition of my commitment by management					
j	Management concern for employees					
k	Promotion Opportunities					
l	Employee confidence					
m	Cooperation among employees					
n	Understanding between employer and employees					
o	Harmony					
p	Intimidation of employees by management					
q	Participative management					
r	Working conditions					
s	Work schedule					
t	Work life balance					
u	Teamwork					
v	Solidarity					

SECTION 3: JOB COMMITMENT

3. (a) The statements presented in the second column of the matrix below describe various aspects of job commitment to the organization. Please rate each statement by ticking the appropriate box on the scale of 1-5. The points on the scale are defined as shown below

1. Lowly 2. Moderately 3. Highly
 4. Very highly 5. Un decided

		1		2	3	4	5
a)	My employer recognizes my commitment on job						
b)	Management is willing to involve me in decision making						
c)	There exists effectiveness of communication in my organization						
d)	Management is committed to employees career development						
e)	I enjoy Satisfaction with accomplishment from my organization						
f)	I desire to remain an employee of my organization						
g)	I exert considerable effort on behalf of this organization						
h)	There is a high Level of trust and cooperation in my organization						
i)	Labor turnover level						
j)	Management loyalty to nurses						
k)	Level of appreciation by management						
l)	Understanding that job commitment leads to high performance						
m)	Working hard even without supervision						

(b) In your own opinion do you think work environment affects your commitment on your job?

YES NO

(c) Do you achieve work life balance in your organization?

YES NO

(d) Does job commitment lead to an improvement in organizational improvement?

YES NO

(e) On a scale of 1-4, rate your desire to remain an employee of the ministry of medical services.

1. Low 2.Moderate 3.High 4.Very high

(f) What is your level of belief and acceptance of values and goals of your organization?

1. Low 2.Moderate 3.High 4.Very high

4. (a) The Relationship between Trade Union Membership and Job Commitment

Please rate the following statements on a scale of 1-5 by ticking appropriately against the scale below

Statement	1	2	3	4	5
(i) Joining trade union has given me job security					
(ii)I am more regular on duty after joining the trade union					
(iii)My trade union handles other issues apart from salaries					
(iv)Grievances have reduced since I joined the trade union					
(v)We meet more regularly because of the trade union					
vi)I am more committed to work since joining the trade union					

(b) On a scale of 1-4 how would you rate the importance of trade Union in your organization? Tick appropriately against the scale below.

Important **Very important** **Not Important** **Undecided**

3(d) On a scale of 1-5 how would you rate the level of job commitment in your organization

Low Moderate

High

Very High

Un decided

APPENDIX III: LIST OF HOSPITALS AND HEALTH CENTERS IN VIHIGA COUNTY

NO	HOSPITAL/HEALTH CENTRE	CATEGORY
1	Vihiga health center	Public
2	Vihiga district hospital	Public
3	Sabatia health center	Public
4	Givudimburi health center	Public
5	Kegondi health center	Public
6	Tigoi health center	Public
7	Ekwanda health center	Public
8	KimaMissionHospital	Private
9	Coptic hospital Maseno	Private
10	Hamisi district hospital	Public
11	Banja health center	Public
12	Itando health center	Public
13	Iduku health center	Public
14	Kaimosi mission hospital	Private
15	Mario stopes-Mbale	Private
16	Sabatia eye hospital	Private
17	Mbale rural health center	Public

(Vihiga District Public Health Officer, 2012)

APPENDIX IV: Stratified Sampling Procedure

Stratum 1	Stratum 2
7 hospitals	10 health centers

Source (Author 2012)

Proportional allocation technique

P1-Proportion of population to be included in stratum 1

P 2-Proportion of population to be included in stratum 2

N-Total number of hospitals and health centers 17

N-Sample size (8) 50% of N

S1/S2-Required sample size for stratum 1 and 2 respectively

N1-Number of hospitals in stratum 1(7)

N2-Number of health centers in stratum 2(10)

Where

$$P1=N1/N=7/17$$

$$P2=N2/N=10/17$$

$$S1=nxP1=8X7/17=3$$

$$S2=nxP2=8X10/17=5$$

Out of 7 hospitals, 3(S1) hospitals will be selected using simple random sampling

Out of 10 health centers, 5(S2) health centers will be selected using simple random sampling.