FACTORS THAT INFLUENCE ORGANIZATIONAL COMMITMENT OF EMPLOYEES AT KENYA PLANT HEALTH INSPECTORATE SERVICE CORPORATION

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A management research project submitted in partial fulfilment of requirement for the award of the degree of Master of Business Administration(MBA), School of Business, University of Nairobi

November 2012

DECLARATION

I declare that this research project is my original work and has not been presented for any degree in any other university. Information from other sources has been dully acknowledged.

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Alice Wanjiru Kamau

D61/ 61503/2010

Dated this 13TH Day of NOVEMBER 2012

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

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Mr. George Omondi

Lecturer

School of Business

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Dated this 13th Day of Nov 2012

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DEDICATION

In loving memory of my late mum Mrs. Mary Njeri Kamau, a beacon of hope and a source of inspiration to many.

ACKNOWLEDGEMENT

ABSTRACT

Organizational commitment is critical to the success of any organization. Meyer and Allen (1997) stated that a committed employee is one who will stay with the organization through thick and thin, attend work regularly, put in a full day and may be more, protect company assets and who shares company goals. The purpose of this study was to identify the factors that influence organizational commitment among employees in Kenya Plant Health Inspectorate Service.

The study adopted a case study design. Data was collected using questionnaires directly administered to the respondents. Out of the sample of 100 employees, 84 members of staff responded thereby giving a response rate of 84%. Factor analysis was used to rank the factors that influence organizational commitment in Kenya Plant Health Inspectorate service .

The findings indicated the significant factors influencing organizational commitment in Kenya Plant Health Inspectorate service to be educatduration of service and job category. Specifically, the organization should focus its attention on the leading factors identified which include employees age, job category and level of education.

From the above findings, it is concluded that majority of the employees are committed to the organization. It is recommended that future research should investigate the extent to which these findings can be generalized to other regulatory institutions in public service since this was a case study on Kenya Plant Health Inspectorate Service, a parastatal mandated to regulate all the plants and plant materials entering or leaving the country.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Employees are one of the key elements in the operation of a successful organization. The central asset any organization has been described as intellectual capital and expert knowledge which reside in highly talented professionals. Much of what a firm can offer stays with key professionals and is transportable beyond the boundaries of a given organization (Teece, 2003). These organizations are faced with ever increasing competition and as they prepare for new challenges, one of the key components of survival is maintaining and upgrading the organizations ability to use human resources effectively and efficiently. Having the right employees can greatly enhance the likelihood of success since they are the main drivers of competitive advantage (Davidson, 2003; Karatepe et al., 2009). The success of any organization depends not only on how the organization makes use of human competences, but also how it stimulates their commitment to its goals and objectives. (Whiteman and Mattord,2003).

1.1.1 Organizational commitment

Organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization. It is willingness remain in the organization due to feelings like attachment or loyalty. It consists of three factors namely; a belief in and acceptance of the values of the organization, a strong willingness to put in effort for the organization and the desire to remain with the organization (Armstrong, 2006). Organizational commitment is a multidimensional construct comprising of three components namely affective, continuance and normative. Affective commitment has been defined as an employee's emotional attachment, identification with and involvement in the organization. Employees with a strong affective commitment will remain in the organization because they want to. Continuance commitment

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deals with one's awareness of the costs associated with leaving the present organization. Employees whose commitment is in the nature of continuance will remain in the organization because they have to. The third component, normative commitment deals with feeling of obligations to the organization based on one's personal norms and values. Employees whose commitment to the organization is said to be of the normative type remains in the organization simply because they believe they ought to. These three dimensions are considered as the key measures of organizational commitment (Allen and Meyer, 2000).

Organizational commitment plays an important role in its influence on employee's attitudes and behaviors in the workplace. High organizational commitment reduces employees' intention to leave the organization, improves employee punctuality, and promotes organizational citizenship behaviors and attitudes towards organizational change and performance (Allen and Meyer, 2000; Meyer and Herscovitch, 2001). Affective commitment involves the internalization of strategic goals and values of an organization and is a prime motivator. Employees who closely identify themselves with their employers' goals and values readily take on a diverse range of challenging work activities and are more responsive to change (Siegal and Sisaye, 1997; Iverson and Buttigieg, 1999). Employees with higher levels of organizational commitment internalize strategic goals and values of the organization and direct their efforts towards organizational objectives (Siders et al., 2001). With changing times, firms are faced with need to maximize on organizational integration, flexibility and quality service. Employee competence and commitment is therefore of decisive importance for any organization to be able to compete in quality and go along with changing times by adapting to these changes. The firm therefore must attract, select, train and retain qualified people to meet these changing needs (Armstrong, 2006).

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1.1.2 Factors that influence organizational commitment

Organizational commitment develops as a result of a number of factors which are classified into personal characteristics of an employee, organizational characteristics and situational factors. These factors have a positive or negative effect on organizational commitment. Personal factors include employee age and tenure in the organization. Organizational factors include job design and leadership style of the supervisor. Other factors such as the availability of alternatives after making the initial choice to join an organization affect subsequent commitment (Meyer et al., 2002; Erdheim et al., 2006 ;). Factors that influence organizational commitment among employees will be identified by posing questions designed to determine the extent to which employees have inclined to affective, continuance and normative commitment (Felfe et al., 2006).

1.1.3 Kenya Plant Health Inspectorate Service Corporation

Kenya Plant Health Inspectorate Service (KEPHIS); a parastatal under the Ministry of Agriculture was incorporated in 1998 as a regulatory agency for plants/ plant products entering and leaving the country with an aim of protecting Kenya's agriculture from invasion of foreign pests and diseases. This is done through inspection of all plant materials entering and leaving the country to ensure that they are free from any pests and diseases that may be transfered into kenyans farms and hence affect their optimum production. To execute its mandate, the corporation has eight regional offices namely Kisumu, Nakuru, Embu, Muguga, Jomo Kenyatta International Airport, Mombasa. Kitale and Naivasha that man at all the entry and boarder points into the country. The corporation has four hundred and eight (408) employees who are classified into technical and support staff (KEPHIS Annual Report and Financial Statements, July 2010 to June 2011).

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With introduction of performance contracts in the public service and the demand to meet strigent performance targets under scarce resources, there is need to maintain and invest in developing employees who are committed to organization overall goals and objectives. Kenya plant Health Inspectorate Service has a number of core values spelt out in the service charter which include customer focus, transparency, integrity, teamwork and social responsibility (KEPHIS Service Charter, February 2011). The corporation has been experiencing delays in meeting deadlines set in the service charter and some young professionals leaving the corporation to join other corporations in the Agricultural sector. These challenges can be minimized by developing organizational commitment which increases employee identification with the organization, develop feelings of loyalty among employees, provide a context within which motivation and therefore performance will increase and reduce employee turnover (Armstrong, 2006). This creates the need for managers to understand the concept in terms of what it is, its importance and most importantly the factors that enhance organizational commitment among employees in order to reward the factors that have a positive contribution towards the desired results (Hewitt, 2008).

1.2   Research problem

No organization in today's competitive world can perform at peak levels unless each employee is committed to the organizations objectives and works as an effective team player. Employees want to be part of a successful organization which provides adequate compensation and opportunity for development. Organizations on the other hand are faced with ever increasing competition and new challenges posed by changing times. One of the key components of their survival is maintaining and upgrading their ability to use human resources effectively and efficiently. Organization commitment is therefore critical in ensuring that experienced

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employees remain loyal to the corporation and perform their duty as required to enable it execute its mandate . Organizational commitment may fluctuate over an employees' lifetime. This is because employee's expectations during their working life change as circumstances in their life's change over time (Morrow, 1983). Organizational commitment is influenced by a number of factors. The management is better placed to enhance the level of organizational commitment among staff if it knows these factors and how they influence organizational commitment.

In the recent past, there has been an increase in the number of variety of plants and plant materials entering the country and incidences of infestation of new pests and diseases from 2% in year 2008/2009 to 4% in year 2009/2010 (KEPHIS Annual Report and Financial Statements, July 2010 to June 2011). This calls for organizational commitment to ensure retention of knowledge in the organization when experienced workers retire and enable older workers transfer their skills, knowledge and experience as a corporate asset. In order realize or institutionalize corporate values which include customer focus, transparency, integrity, teamwork and social responsibility and meet the service delivery timelines, the corporation needs to have committed employees with high levels of personal, professional and organizational satisfaction which results to teamwork and increased productivity. Labor turnover will also be managed if organizational commitment is enhanced hence the need to identify the factors that promote it within the corporation. Kenya Plant Health Inspectorate Service therefore needs to explore creative ways of retaining key staff in order to execute its mandate as required. (KEPHIS Service Charter, February 2011).

A number of studies which have been done on employee commitment include: Filstad (2010) who carried out a study on organizational commitment through organizational social tactics at Norwegian School of Management, Oslo, Norway, Abwavo (2005) carried out a survey on the relationship between psychological contract, organizational commitment and job satisfaction in Commercial Banks in Nairobi; Iro (2010) did a case study on the components of organizational commitment and its influence on employee turnover at Teachers Service Commission of Kenya. To the best of the researcher's knowledge, none of the scholars have studied the factors that influence organizational commitment in public corporations in Kenya. This study therefore attempts to address this knowledge gap.

1.3   Research objective

To establish the factors that influence organizational commitment among employees in Kenya Plant Health Inspectorate Service.

1.4   Value of the study

This study will be relevant to the target organization as the firm will know the level of organizational commitment and appreciate the factors that influence it. Where necessary, it will redesign its systems to foster employee work relationships that will enhance organizational commitment hence reap maximum benefits following the findings and recommendations of the study.

The study will make a significant contribution to similar organizations in Kenya and East Africa Region as it will provide insights into what organizational commitment is and enable them indentify the factors that contribute to organizational commitment in their firms.

Academics can use the findings of the study as a foundation or a basis for further research on organizational commitment and may desire to replicate them not only within the Public Service but also other sectors of the economy.

CHAPTER TWO: LITERATURE REVIEW

2.1   Organizational commitment

Organizational Commitment has been a matter of major concern to managers because low commitment has been regarded as a major cause of employee turnover. Turnover has a high potential to impact negatively on an organization since the loss of employees would mean a reduction in company productivity (Taormina, 1999).   Organizational commitment is a psychological state that characterizes an employee's relationship with the organization and reduces the likelihood that he or she will leave (Allen and Meyer, 2000). According to Chen, (2007), organizational commitment refers to the psychological attachment felt by a person for the organization. Committed individuals believe in, and accept organizational goals and values. They want to remain in the organization and commit themselves to provide quality service on behalf of the organization.

One of the most-cited models of organizational commitment was developed by Allen and Meyer (Meyer and Allen, 1991; Allen and Meyer, 1996, 2000). It differentiates three commitment components namely affective which denotes emotional attachment to the organization; continuance which denotes perceived costs associated with leaving the organization; and normative which denotes feelings of obligation towards the organization. Each of these components contributes to strengthening the likelihood that the employee will remain in the organization, but the nature of each mind-set differs from the others. Employees with a strong affective bond remain because they want to do so. Those with strong continuance commitment stay because they feel they have to. Normatively committed employees remain because they feel they ought to.   This means that a given employee can be affectively, normatively and

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instrumentally committed to the organization (Allen and Meyer, 2000; Meyer and Allen, 1991, 1997). Affective commitment develops when the employee becomes involved in, recognizes the value-relevance of, and or derives his or her identity from the association with the organization. Employees tend to be affectively committed if they feel that the organization treats them in a fair, respectful and supporting manner. Continuance commitment develops when the employee recognizes that he or she stands to lose investments in the organization, and or perceives that there are no alternatives other than remaining in the organization. Normative commitment develops when people internalize the organization's norms through socialization; receive benefits that induce them to feel the need to reciprocate and/or to accept the terms of a psychological contract.

Organizational commitment has implications over permanence or withdrawal of employer – employee relationship. The higher the level of commitment to the organization, the stronger the intention of the employees to stay (Allen and Meyer, 1996, 2000; Meyer and Herscovitch, 2001). Affective commitment relies on an emotional attachment to the organization. Affectively attached employees are motivated to make greater contributions to the organization compared to employees with a weak affective bond. It leads to lower turnover, reduced absenteeism, improved performance, and increased organizational citizenship behaviors'. Employees with strong continuance commitment feel no tendency to contribute to the organization beyond what is needed to keep their jobs. Moreover, if continuance commitment is the primary tie that bonds employees to their organization this attachment may lead to undesirable work behavior. Employees with normative commitment to the organization feel an obligation towards the tendency to want to make positive contributions. This is because obligation does not carry the

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same feelings of enthusiasm and involvement brought about by affection and the positive relations will be weaker (Allen and Meyer, 2000). In order to reach higher performance, organizations need to develop affective and normative bonds with their employees, and to discourage continuance commitment (Fry, 2003; Giacalone and Jurkiewicz, 2003; Milliman et al., 2003; Jurkiewicz and Giacalone, 2004).

Organizational commitment is given provisionally and is transferrable and cannot be taken for granted by an employer. It is short lived and cannot be relied upon to survive changes in policy. Human resources policies do not have uniform effects so attention has to be given on individual needs. Therefore the way people are managed has a major impact on their commitment and organisational performance(Armstrong, 2006). According to Allen and Meyer (2000), there are two schools of thought of human resource management, which have had a significant effect on development of organizational commitment. The first one highlights the "hard " school of human resource management, which has its origins in Taylorism. Up until the 1980's the main concerns of management were the organisation's strategy and structure with an emphasis on the technical aspects of work. People were seen as a resource to be spent like any other. Contrary to this view is the "soft " school of human resource management which recognises that people are motivated by a complex set of factors that are interrelated, such as money, the need for affiliation or achievement and the desire for meaningful work. This view focuses on employees as potential talents and it is management's responsibility to learn how best to attract and retain these resources.

2.2   Factors that influence organizational commitment

Organizational commitment is influenced by a number of factors namely; personal characteristics of an employee, experience in the job, structural factors of the organization and human resource policies. These are broadly categorized into personal characteristics of an employee, job characteristics and organizational characteristics. These factors have a positive or negative influence on organizational commitment (Armstrong, 2006). The discussion below briefly highlights the principal personal, situational and organizational factors that influence organizational commitment.

2.2.1   Personal characteristics of the employee

Personal characteristics that influence organizational commitment include employee age and level of education. Younger employees are considered to be more committed than older employees because they are highly motivated to start a career and able to cope with change, whereas older employees are less committed because they are often disappointed. On the other hand, older employees, who have worked many years for the organization, do have lower levels of commitment but have a strong attachment to the organization compared to younger employees. To overcome this, communication is necessary and all employees despite their age should be encouraged to come up with new initiatives (Morris *et al.*, 1993: Milliman et al. (2003) Gallie and White (1993) found that higher educated employees have a higher task commitment, compared to organizational commitment since a higher level of education opens more possibilities to do the work that one likes.

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2.2.2 Job characteristics

Employees develop a sense of pride in belonging to an organization in which all departments and individuals work toward the common goal. Accomplishment of organizational objectives result in employees sharing a feeling of valuable contribution and a sense of belonging which results into high commitment to the organization (Chen, 2007). Management practices of the employer to assist employees understand the work role improve employee commitment. Feedback from managers is essential in letting an employee know what functions he is expected to perform and how well he is performing them (Iverson and Buttigieg, 1999; Mukherjee and Malhotra, 2006). Social activation takes place when new employees receive support from colleagues that acknowledge their previous experience. Newcomer's interaction with colleagues, appreciation and facilitation to increase their changes of participation in work activities bring employee identity and affirmative feedback from other employees and result in organizational commitment (Ashforth et al., 2007; Filstad, 2004).

Allen and Meyer, (2000) found that factors that contribute to job challenge are highly correlated with commitment. The more challenging the job is to an employee, the higher the level of organizational commitment. Employee involvement as a combination of doing and thinking in a job and individual responsibility has a positive effect on organizational commitment. This approach relies on employee self-management and participative management styles where employees at all levels are given the authority to influence decisions considering their own work. High involvement practices help to build organizational commitment and also foster its development. This is enhanced by cultivating learning throughout all levels of the organization which equips employees with critical skill that determine their competitiveness in the future.

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Variety in task, autonomy of work, and job interest are elements in the job characteristics that lead to high organizational commitment among employees (Milliman et al., 2003).

2.2.3 Organizational characteristics

Organizational practices which enhance empowerment have been found to have a significant effect on employee commitment (Gardner et al., 2001). Decentralization and employee participation in decision making are important organizational characteristics that influence commitment. He suggested that organizational commitment is higher in a flat organization where co-ordination and control are based more on shared goals than on rules and procedures and where employee participation in decision making is encouraged. Another important organizational characteristic that influence employee commitment is the style of leadership. Participative leadership where employees and managers co-operate in decision making lead to high organizational commitment as compared to dictatorial leadership style. This is enhanced through open communication where employees are encouraged to come up with new initiatives that contribute to the welfare of the organization. Leadership competency and organizational culture are important factors for improving employees 'commitment to their organization (Asree et al., 2010).

Human resource policies are considered as an organizational characteristic that determine the level of organizational commitment. Good career prospects and possibilities for further training and education lead to high levels of organizational commitment among employees. Organizational justice determines employee attitudes and behaviour towards the organization. Fairness of procedures relating an employee to an organization and justice focusing on

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interpersonal treatment employees receive from their managers during these procedures contribute to high organizational commitment among employees (Chang, 2005). A good salary payable to employees and having job security has a positive influence on organizational commitment (Purcell et al., 2003; Boxall and Macky, 2009). Employee trust in senior management is based on the outcomes of organizational decisions and lead to higher levels of organizational commitment (McAllister, 1995; Aryee et al., 2002)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1   Research design

The research design for the study was case study design This design was appropriate for the study because it was an indepth investigation of organizational commitment among employees with specific focus on the factors influencing organizational commitment in Kenya Plant Health Inspectorate Service.

3.2   Data collection

The study used primary data which was collected through a semi structured questionnaire self administered to the respondents. The questionnaire contained three parts. Part A focussed on demographic data which captured personal characteristics of an employee that influence organizational commitment. Part B focussed on organizational commitment and Part C on job and organizational factors that influence organizational commitment.

As at June 2011, Kenya Plant Health Inspectorate service comprised of four hundred and eight employees (KEPHIS Annual Report and Financial Statements, July 2010 to June 2011). Proportionate stratified convinience sampling technique was used to select one hundred respondents drawn from all the nine stations targeted in the study as shown in table 3.1.

Table 3.1 Target respondents of the study

Staff category	Population	Sample size	Percentage %
Management	26	6	6
Technical	184	45	45
Support	198	49	49
Total	408	100	100

3.3 Data analysis

The primary data collected was checked for accuracy and completeness of the responses. It was then coded and checked for coding errors and omissions. Thereafter, factor analysis (using desriptive statisics of mean and standard deviation) was used to rank the various factors that influence organizational commitment at Kenya Plant Health Inspectorate Service in order of significance.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1   Demographic characteristics of the respondents

Out of the targeted one hundred respondents comprising of six managers, fourty five technical staff and fourty nine support staff, only eighty four people responded. This is an aggregate of 84% response rate which is considered adequate for the study.

4.1.1 Respondents classified by job category

Table 4.1.1 shows respondents in terms of their job category. Out of the 84 respondents, 38 of them were from technical category (45%), 41 from support staff category (49%) and 5(6%) were from management category.

Table 4.1: Respondents by job category

Job Category	Response Rate
Technical staff	45%
Support staff	49%
Management	6%
Total	100%

4.1.2 Respondents classified by number of years of service

Out of the 84 people who responded to the questionnaire, 48% has been in service for ten years and above (40). 24% has been in service for a period of 1-3 years (20) and 18 % ,(16) had been in service for a period of 4-6 years. This ratio is representative of the target sample of one hundred employees.

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4.1.3 Respondents classified by level of education

52 % of the respondents hold a first degree while 33% have a college diploma the remaining 5% hold a secondary certificate and 10% a primary level of education.

4.1.4 Respondents classified by gender

Out of the 84 respondents to the questionnaire, 48 respondents were male (57%), and 36 (43%) were female employees.

4.2   Factors influencing organizational commitment

The respondents were required to indicate the extent to which they agree with the statements depicting their commitment to the organization. For each of the statement in the questionnaire, a mean score was calculated to represent the aggregate response while standard deviation was calculated to indicate the number of respondents who gave the same response to each question. A mean score of 2.4 and above was obtained which suggests all the factors under review are indeed important in determining the level of organizational commitment in the institution. The results were further subjected to factor analysis, a data reduction technique to identify personal characteristics of employee, job and organizational factors that influence organizational commitment. The results are discussed in greater detail here below.

4.2.1 Personal Factors

From the factors reviewed, the employees with lower level of education are older and have served for longer duration in the organization. The study reveals that this category of employees are more dedicated to work and are willing to spend the rest of their career in the organization believeing that their lives will be disrupted if they leave the organzation. They are are happy to

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remain with the employer and seek opportunities to enhance their value in the organization and are not ready to seek opportunities to impove their future career potential. Majority of the young people are more educated and hence more committed to the organization as they consider whatever they are doing worth. This is collaborated by previous studies by Morris *et al.*, (1993) and Gallie & White (1993). However gender and marital status has insignificant influence on employee commitment.

4.2.2. Job characteristics

On Job characteristics 95% of the employees at KEPHIS feel they have a sense of obligation toward achieving the organizational common goal and consider remaining with the organization. Majority of the technical staff feel their job is challenging and are more committed than the support staff. They feel they would not leave the organization due to scacity of available alternative jobs. This is collaborated by previous studies by Allen and Meyer, (2000).

4.2.3 Organizational factors

Organizational factors identified that promote organizational commitment include employees being associated with sharing ideas for new projects, organization making good most of learning opportunities for the employees, promotion of learning new skills for prospects of the career development and employees attending and participating in decisions that affect their work.

This encourages majority of the employees' complete tasks beyond what is required and makes them find the job challenging hence associate high costs with leaving the organization. This is collaborated by previous studies by Allen and Meyer, (2000) and Milliman et al., (2003)

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

According to the results of the study, 71% of the respondents are generally committed to the organization. Out of the fourty factors analyzed,thirty six of them recorded a mean score of 2.5 and above which suggests that the factors under review are indeed important in determining the level of organizational commitment in KEPHIS. Personal factors of the employee namely level of education, employee age and duration of service were identified as the key influences to organizational commitment. This correspond with previous studies done by Morris *et al.*, (1993), Gallie and White (1993) and Milliman *et al.* (2003). Organizational factors that influence organizational commitment identified included involvement of employees by management in decision making, communication and the level of climate of trust and corperation found within the organization. These findings are collaborated by previous studies conducted by McAllister, (1995) Gardner *et al.*, (2001), and Aryee *et al.*, (2002). Job characteristics identified included employees feeling that they are making a valuable contribution towards achievement of organizational goals. This corresponds with studies done by Chen, (2007).

The findings further indicate that employees consider organization culture and top management commitment to be useful in enhancing organizational commitment. This corresponds with the current business strategy of KEPHIS which places strong emphasis on professionalism and employee initiative in its operations.

5.2   Conclusions

The imperical evidence presented by this study based on analysed data corresponds with a review of theoretical reports in previous studies that suggest that employee factors like age, education level, and duration of service influence organization commitment.   Factors that contribute to job challenge, employee participation in decision making and the feeling they are making valuable contribution towards a common goal are highly correlated with organizational commitment.   Organizational culture where employees are encouraged to come up with new initiatives that contribute to the welfare of the organization and leadership competency are important factors for improving employees 'commitment to their organization.

From the above findings and discussions, the level of organizational commitment at KEPHIS is high especially among technical staff.   This is supported by the results of the study which indicate majority of the respondents view KEPHIS as a good employer and feel obligated to remain with their current employer.

5.3   Recommendations

In order to promote and manage organizational commitment among employees, it is recommended that the organization focusses its resources on the most significant factors that influence the organization commitment identified. Job enrichment and participative leadership should be enhanced in order to improve employee motivation and hence promote organizational commitment.

The study will assist similar organizations in determining the areas which they should focus their resources in enhancing organization commitment. It will assist them in making informed resource allocation decisions.

5.4 Limitations of the Study

The study had some limitations, the most important of which are highlighted herein. This being a case study design, the reseacher responses were limited to KEPHIS. A generalization of the findings to represent a wider and more diverse sample of indusries would have provided a broader insight on the subject and especially revealed any industry specific differences. Another limitation identified was that all the factors under review received a mean score of 2.5 and above which indicates that all the factors are relatively important in determining organizational commitment. Therefore, although my recommendations focussed on the factors that recorded a level of significance of 0.5 and above, all the factors would still need be addressed in identifying organizational commitment in institutions where there is abundance of resources.

5.5 Suggestions for Further Research

This was a case study that focussed on KEPHIS, a single sector entity. Future research should focus on the extent to which these findings can be generaslised to other sectors of the economy . This research used a sample was based on population of KEPHIS employees only, therefore, further research is recommended using a larger sample.

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APPENDIX I:LETTER OF INTRODUCTION

Alice W. Kamau
P.O Box 49592 – 00100,
NAIROBI

TO WHOM IT MAY CONCERN

Dear Sir/ Madam,

RE: RESEARCH ON A SURVEY OF ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES IN KENYA PLANT HEALTH INSPECTORATE SERVICE

I am a student at the University of Nairobi pursuing a Master of Business Administration(MBA) degree. As part of the requirements for the fulfilment of the degree, i am required to undertake a study for a research project on the above referenced topic.

This is kindly to request you to participate in this survey by filling attached questionnaire as accurately as possible. The information you provide will be used strictly for academic purposes and will be treated as confidential.

Thankyou for your corperation.

Yours Faithfully,

Alice Kamau

APPENDIX II:QUESTIONNAIRE

PART A. DEMOGRAPHIC CHARACTERISTICS

Please put a tick(✓) in the alternative that best describes your status.

a) Job Location

Headquarters ☐   Mombasa ☐   Kitale ☐   JKIA ☐   Embu ☐

Muguga ☐   Nakuru ☐   Kisumu ☐   Naivasha ☐

b) Age

20 - 29 years ☐   30 - 39 years ☐   40 - 49 years ☐   50 years and above ☐

c) Gender

Male ☐   Female ☐

d) Education Level

Primary ☐   Secondary ☐   Diploma ☐   Degree ☐

e) Marital status

Single ☐   Married ☐   Divorced ☐   separated ☐   Windowed ☐

f) Job category

Support staff ☐   Technical staff ☐   Management ☐

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PART B: ORGANIZATIONAL COMMITMENT

Please indicate to what extent you agree with each of the following statements on scale of Strongly Disagree (1), Disagree (2), Neither Agree Nor Disagree (3), Agree (4) and Strongly Agree (5). Please an (x) in the category that fits you.

	Statement	Strongly Agree (5)	Agree (4)	Neither Agree Nor Disagree (3)	Disagree (2)	Strongly Disagree (1)
1.	I will quit the job whenever i want					
2.	I make personal sacrifices to KEPHIS					
3.	I perform only required tasks					
4.	I accept increasingly challenging performance standards					
5.	I seek out development opportunities that enhance my own value to KEPHIS					
6.	I build contacts outside this firm that would enhance my career potential					
7.	I take KEPHIS concerns personally					
8.	I do only what I am paid to do					
9.	I adjust to changing performance demands due to business necessity					
10.	I build skills to improve my future employment opportunities elsewhere					
11.	I plan to stay for the foreseeable future					
	I am under no obligation to remain in this organization					
12.	I commit myself personally to this organization					
13.	I am prepared to contribute ideas to help KEPHIS improve					
14.	I would be very happy to spend the rest of my career with this employer					
15.	I feel like "part of the family" at my current employer					

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16.	I feel as if these companys problems are my own					
17.	It would be very hard for me to leave my employer right now even if I wanted to					
18.	I do not feel any obligation to remain with my current employer					
19.	I do not feel a strong sense of "belonging" to my employer					
20.	This organization has a great deal of personal meaning for me					
21.	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives					
22.	I really feel as if this organization's problems are my own					
23.	Right now, staying with my department is a matter of necessity as much as desire					
24.	If I had not already put so much of myself into this department, I might consider working elsewhere					
25.	I feel that I have too few options to consider leaving this department					
26.	Too much of my life would be disrupted if I decided I wanted to leave my department now					
27.	I do not feel "emotionally attached" to this department					
28.	I would feel guilty if I left my organization now					
	This organization deserves my loyalty					
29.	I feel an obligation to remain with my current employer					
30.	Even if it were to my advantage, I do not feel it would be right to					

		Strongly Agree (5)	Agree (4)	Neither Agree Nor Disagree (3)	Disagree (2)	Strongly Disagree (1)
	leave my organization now					
31.	I Would not leave my organization right now because I have a sense of obligation to the people in it					
32.	I owe a great deal to my organization					

PART C: FACTORS THAT INFLUENCE ORGANIZATIONAL COMMITMENT

Please indicate to what extent you agree with each of the following statements on scale of Strongly Disagree (1), Disagree (2), Neither Agree Nor Disagree (3), Agree (4) and Strongly Agree (5). Please an (x) in the category that fits you

	Statement	Strongly Agree (5)	Agree (4)	Neither Agree Nor Disagree (3)	Disagre e (2)	Strongly Disagree (1)
	Job Characteristics					
1.	I complete tasks beyond what is required					
2.	I show up early so that i can get things ready					
3.	I feel a sence of self satisfaction after i do my work well					
4.	I find my job challenging and i enjoy doing it					
5.	I make suggestions to improve operations in my work					
	Organizational Characteristics					
	I cannot leave the organization because:					
1.	The costs associated with leaving the organization are high(e.g Salary, medical benefits, leave benefits					
2.	I share ideas for new projects or organizational improvements widely					

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3.	I make good of most learning opportunities provided by KEPHIS					
4.	I perform extra duties and responsibilities that enhance my career prospects					
5.	I attend and participate in in meetings that affect my work					

DESCRIPTIVE ANALYSIS OF THE FACTORS

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
Employee age	2.5238	1.12335	84
Gender	1.4286	.50709	84
Education Level	3.2857	.95618	84
Marital Status	1.8571	.35857	84
Job category	1.7619	.62488	84
Duration of service	2.8095	1.28915	84
I will quit the job whenever i want	2.6667	1.27802	84
I will make personal sacrifices to KEPHIS	4.2381	.94365	84
I perform only required tasks	2.2381	1.04426	84
I accept increasingly challenging performance standard	4.3810	.80475	84
I seek development opportunities to enhance my value to KEPHIS	4.2857	.95618	84
I build contacts outside the organization that help enhance my career potential	4.1429	1.06234	84
I take KEPHIS concerns personally	3.9048	1.04426	84
I do only what am paid to do	1.8095	1.03049	84
I adjust to changing performance due to changing demands	4.0476	.92066	84
I build skills to improve future employment elsewhere	3.4762	1.40068	84
I plan to stay for the foreseeable future	3.6190	.86465	84
I commit myself personally to this organization	4.1905	.81358	84
I am prepared to contribute ideas to help KEPHIS grow	4.7143	.46291	84
I would be happy to spend the rest of my career with this employer	3.6190	.86465	84
I feel as part of the family in my current employment	3.7143	.90238	84
I feel as if these company's problems are my own	3.3333	1.19722	84
It would be hard to leave my employer now even if i wanted	2.9048	1.13599	84

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I do not feel any obligation to remain with my current employer	2.7143	1.00712	84
I do not feel a strong sense of belonging to my employer	2.1429	.85356	84
This organization has great deal of personal meaning for me	3.6190	.97346	84
Least negative consequence of leaving this organization will be scarcity of available alternative	2.57143	1.121224	84
Right now, staying with my department is a matter of necessity as much as desire	3.2381	.99523	84
I have not put so much in this department and may consider working elsewhere	2.4286	1.07571	84
I feel i have too few options to consider leaving this department	2.4762	1.03049	84
Too much part of my life would be disrupted if i decide to leave my department now	2.6190	1.20317	84
I do not feel emotionally attached to this department	2.6667	1.19722	84
I would feel guilty if i would leave my organization now	2.8095	1.03049	84
I feel obligated to remain with my current employer	3.3810	1.02353	84
I would not leave organization now since i have a sense of obligation to the people in it	3.2857	1.18924	84
Even if it were to my advantage, i do not feel it is right to leave my organization now	3.2381	1.09109	84
I complete tasks beyond what is required	4.4286	.59761	84
I show up early so that i can get things ready	4.5714	.59761	84
I feel a sense of self satisfaction after i do my work well	4.7143	.56061	84
I find my job challenging and enjoy doing it	4.4286	.92582	84
I make suggestions to improve operations in my work	4.7143	.46291	84
the costs associated with leaving the organization are high	2.5714	1.16496	84
I share ideas for new projects or organizational improvements widely	3.5714	1.16496	84
I make good of most of the learning opportunities provided by KEPHIS	4.0476	1.11697	84
I perform extra duties and responsibilities that enhance my career prospects	4.2381	.83095	84

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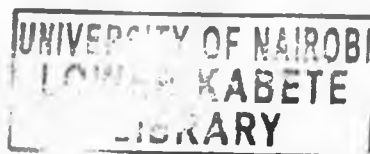
I attend and participate in meetings that affect my work	4.1905	.98077	84