

**THE INFLUENCE OF PERCEPTION IN THE RELATIONSHIP BETWEEN JOB
ENRICHMENT AND EMPLOYEE COMMITMENT AT KENYA LAW REFORM COMMISSION**

MUTIE LEONARD KYALO

**RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE
MANAGEMENT, FACULTY OF BUSINESS AND MANAGEMENT SCIENCE,
UNIVERSITY OF NAIROBI**

2021

DECLARATION

I declare that, this research project is my original work and has not been presented in any other University or institution of higher learning for any academic award.

Signature:



Date: 3rd November, 2021

Mutie Leonard Kyalo
D64/21820/2019

Supervisor's declaration

This research project has been submitted for examination with my approval as University of Nairobi Supervisor:

Signature:



Date: 9/11/2021

Supervisor

Dr. Margaret M. Kariuki

Department of Business Administration

School of Business,

University of Nairobi

ACKNOWLEDGEMENT

I would like to thank God the Almighty for his provision and seeing me through this Masters program and in good health.

My Sincere appreciation goes to my supervisor for her invaluable academic support, wise counsel and guidance all the way through the research project. I also wish to acknowledge and thank my employer for material and financial support.

Special thank goes to my family, workmates & classmates for their immense support and encouragement all through the program.

Lastly I would like to acknowledge and thank all the respondents who filled in questionnaire whom without them this program would not have concluded as scheduled.

DEDICATION

I dedicate this research project to my lovely wife Geraldine and my lovely children Precious, Kaylah and Braylen for their inspiration and support during the period of this program. May the almighty God bless you abundantly.

TABLE OF CONTENTS

DECLARATION	i
ACKNOWLEDGEMENT	ii
DEDICATION	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
LIST OF ABBREVIATIONS	viii
ABSTRACT	ix
CHAPTER ONE: INTRODUCTION	1
1.1 Back ground of the study	1
1.1.1 Concept of Perception	3
1.1.2 Concept of Job Enrichment	4
1.1.3 Concept of Employee Commitment	5
1.1.4 The Kenya Law Reform Commission	7
1.2 Research Problem.....	8
1.3 Research Objectives	10
1.4 Value of the Study	10
CHAPTER 2: LITERATURE REVIEW	11
2.1 Introduction	11
2.2 Theoretical Foundation of the Study	11
2.2.1 Job Characteristic Theory	11
2.2.2 Allen Three- Components Theory	13
2.3 Types of Job Enrichment.....	14
2.4 Measures of Employee Job Commitment.....	15
2.5 Job Enrichment and Employee Commitment	16
2.6 Summary of Empirical and Knowledge Gaps	18
CHAPTER THREE: RESEARCH METHODOLOGY	21
3.1 Introduction	21
3.2 Research Design	21
3.3 Target Population	21
3.4 Sampling Design	21
3.5 Data Collection	22
3.6 Data Analysis.....	22
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	23
4.1 Introduction	23
4.2 Test of Reliability	23

4.3 Respondents Bio-Data	23
4.3.1 Rate of Response	23
4.3.2 Gender	24
4.3.3 Age Distribution	25
4.3.4 Highest Education level attained	25
4.3.5 Level of Employment	26
4.3.6 Current post Duration	26
4.4 Descriptive Statistics	27
4.5 Job Enrichment	27
4.5.1 Task Variety	27
4.5.2 Task Significance	28
4.5.3 Freedom.....	29
4.5.4 Task Identity	29
4.5.5 Feedback.....	30
4.6 Employee Commitment.....	31
4.6.1 Affective Commitment	31
4.6.2 Normative Commitment.....	32
4.6.2 Continuance Commitment.....	33
4.7 Perceptions	34
4.8 Regression Analysis	35
4.9 Discussion of Results	37
4.9.1 Job Enrichment.....	37
4.9.2 Employee Commitment.....	37
4.9.3 Employee perception	38
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	39
5.1 Introduction	39
5.2 Summary	39
5.3 Conclusion.....	40
5.4 Recommendation of the Study	41
5.5 Study Limitations	42
5.6 Further Suggestions for Research.....	42
APPENDIX I: Questionnaire	47

LIST OF TABLES

Table 4. 1 Reliability test	23
Table 4. 2 Gender	24
Table 4. 3 Age bracket distribution.....	25
Table 4. 4 Highest level of education	25
Table 4. 5 Task variety.....	27
Table 4. 6 Task Significance.....	28
Table 4. 7 Freedom	29
Table 4. 8 Task identity.....	30
Table 4. 9 Feedback	30
Table 4. 10 Affective commitment	31
Table 4. 11 Normative Commitment	32
Table 4. 12 Continuance commitment	33
Table 4. 13 Perception	34
Table 4. 14 Model summary	35
Table 4. 15 ANOVA Results	36

LIST OF FIGURES

Figure 4. 1 Response rate.....	24
Figure 4. 2 Level of employment.....	26
Figure 4. 3 Duration in current post.....	27

LIST OF ABBREVIATIONS

OAG & DoJ- Office of the Attorney General and Department of Justice

ACS- Affective commitment score

CCS - Continual commitment score

EC- Employee Commitment

CIC- Commission on implementation of the constitution

CoG- Council of Governors

CoK 2010- Constitution of Kenya 2010

EC- Employee commitment

HRM- Human Resource Management

JE- Job enrichment

KLRC- Kenya Law Reform Commission

LSK- Law Society of Kenya

MDA- Ministries, Departments and Agencies

MoJNCCA – Ministry of Justice, National Cohesion and Constitutional Affairs

NCS- Normative Commitment Score

ODPP- Office of the Director of Public Prosecution

SAGA- Semi-Autonomous Government Agency

ABSTRACT

The study aimed at investigating the influence of perception in the relationship between job enrichment and employee commitment at Kenya Law Reform Commission. Job enrichment is a HR practices which involve vertical expansion of job duties and responsibilities by modifying the job contents to make them more difficult and interesting. It increases job satisfaction and motivation potential in a job which results in enhancing performance through employee commitment. Organization cannot achieve its goals or mandate unless its workforce is committed. Therefore, employee commitment plays a central role in productivity as it enables employees to be to be fully engagement and bounded emotionally to achieve a certain goals or course of actions. Enriched jobs enhances employee's job commitments, however, this relationship can be negatively affected by perception. Negative perceptions in the organization adversely impact on productivity. For positive employee's perceptions, distributive justice & procedural justice are supposed to be perceived as fair and just. This research was anchored on two theories namely; the Job Characteristic Theory and Allen Three- Components Theory. The researcher employed a descriptive cross-sectional survey design. Primary data was obtained by means of structured questionnaires customized from past related guides such as TCM Survey guide, (2004) , work design questionnaires (2006) and (1975) job diagnostic survey. The collected primary data was organized, coded and analyzed with help of SPSS software. A test of Cronbach alpha coefficient was taken to ascertain reliability of the data collection instrument which found the instrument reliable. The target population was purposefully sampled to select employees who will give relevant information for the study. Duly filled questionnaires were analyzed using SPSS version 22. A linear regression model; descriptive statistics and inferential statistics were undertaken to analyze data. The study revealed that Job enrichment interventions had been undertaken in the organization to increase employee motivation and address staffing gaps. The study revealed a positive correlation between job enrichment & employee commitment however this relationship was negatively affected by perception. From the data analysis and findings it was clear that employees at KLRC had low commitment levels despite job enrichment interventions being undertaken. This low commitment was as a result of negative employee perception. The study recommended that for effective job enrichment interventions all the five core job characteristic of the Job characteristic theory to be modified and companies. To manage perception there should be procedural justice and distributive justice in their organizations. Succession management plans should be enhanced and employees compensated according to their contributions or value to the organization.

CHAPTER ONE: INTRODUCTION

1.1 Back ground of the study

Today's corporate environments have become very dynamic and competitive, demand for improved services have made organization to realign with their environment. These demands have impelled organizations to design jobs that have motivational and job satisfaction potential to elicit employee's commitment. The current business landscape is marked by increased competition and one of the approaches to attain employees work satisfaction is through enriching Jobs (Siruri & Cheche 2021). Choudhary, (2016) believes "the problem of Job enrichment stem from the fact that organizations globally want to maximize the potential of their human resources to stay ahead of the aggressive competition to survive in the middle of the quest". Job enrichment (JE) involves upward expansion of the job contents to make them more difficult and interesting through modification.

Employees create competitive advantages to an enterprise, thus their jobs should be enriched to increase their performance and commitment by reducing dissatisfaction while enhancing motivators. Chilgong et al (2021) suggests that every enterprise should consider employee job satisfaction and motivation as essential drivers for success. By enriching employees jobs the organization benefits by attracting and retaining key talents, who bring corporate success as they experience meaningfulness of work. Evidence amassed from various studies shows enriched jobs increases employees job motivation and satisfaction potential which enhance employee commitment. Choudhary (2016), believes enriched jobs facilitates securing of employees loyalty and commitment enabling the management to implement organizational changes with ease. While Armstrong (2009) states, Job enrichment allows more discretion and accountability in line with the job characteristic model to enhance workers commitment. Torrington et al (2011) suggests "effective commitment from employee would lead to discretionary behaviours, employees going above and beyond what is

required of them to deliver their best". Therefore seeking workers commitment is very important in ensuring continuous quality improvement and performance (Denton 1987). JE will enhance job satisfaction, job motivators and increase performance. However, Brown (2004), argue enriched jobs will not motivate or work for every individual employee. This is echoed by Marwa & Cheche (2021), Jacque & Stamp (1976) and Hower (2008), who believes that people differ in terms of working capacity & intellectual capability and tendency to assume more responsibilities as some workers resist additional responsibilities resulting to job dissatisfaction. Also negative perception of HR practices and processes can affect workers commitments and productivity. The perceptions of unfair procedural justice can adversely impact on trust, and commitment affecting productivity, (Bekele et al 2014).

The current study is pegged on two theories namely, Job characteristic theory and Allen Three Components model theory. These theories will be useful in highlighting of how various variables under study influence each other and ways of enhancing commitments while managing perception in enriched jobs. The study will be carried out at Kenya Law Reform Commission (KLRC), a Government agency responsible for law reforms, established following the enactment of KLRC Act, 2013 and delinked from the mainstream Civil Service on 1st January, 2015. Upon delinking jobs were enriched to motivate employees to cope with the expanded mandate and deal with understaffing. Past studies have revealed a positive relationship between Job enrichment & employee commitment. However, to the contrary there has been a decrease in employee's performance stemming from job dissatisfactions and low morale. Notably, there was an increase in absenteeism, lateness and staff turnover. The enthusiasm employees exhibited when their jobs were first enriched were short-lived. Studies by Sururi & Cheche (2021) Janik and Rothmann, (2015) and Miring'u, et al (2017) found that job enrichment increases employees' retention due to the enhancement of psychological meaningfulness of a job. HRM ought to optimize on the organizations most important resource to maintain competitiveness (Cheche & Siruri 2021)

1.1.1 Concept of Perception

Perception can be explained as having a sensory input and interpreting them meaningfully. It involves individuals selecting, organizing, interpreting, retrieving and responding to information. Robbins (2005) & Nzuve (1999) defined perception as “a process of organizing and interpreting the sensory impressions in order to give meaning to the environment”. Perception involves cognitive process of people processing information from the environment which is collected through the five senses (Sight, hearing, touch/ feeling, taste and smell). Pareek (2012) defined perception as “the process of receiving, selecting, organizing, interpreting, checking, and reacting to sensory stimuli or data”. While Gilmer (1975) stated, “Perception is the process of becoming aware of situations adding meaningful associations to sensations”.

The process of perception involves confrontation, registration, interpretation, feedback, behavior/output and consequences. It starts with confrontation with external stimulus from the environment. These external stimuli include sensual stimulation, physical environment and social environment. After confrontation the external stimulus is registered and the interpretation made. Feedback inform of fear, anger, panic, pain can be observed. Feedback results to output/ behaviour in the perception process which may include attitude, opinions and feeling. The perceiver's behaviour can be covert or overt. The last stage in this process is the consequences of the behaviour which generates responses to constitute new set of inputs that are processed to provide new meaning. Khalid and Ishaq (2015) believed that workers perception of the organizational work environment can affect their productivity. Perception processes are affected by either internal or external factors. Internally factors are characteristics of the perceiver and may include the perceivers needs, learning acquired, personality, past experiences while external factors are the characteristics of the perceived object which may include its size, appearance, status, motion etc. These factors lead employees to react differently for the same situation affecting their behaviours. “behaviour will be influenced by the perceptions of individual about the situation they are in” (Armstrong 2006”).

Employee's behaviour is based on how they perceive reality. What one perceives can essentially vary from objective reality, therefore organizations should endeavour to understand their workforce, ensure fairness and effective communications to influence the perception of its employees. In conclusion studies done by Baron and Kacmar (1999) revealed that there was a link between employee's perceptions of organizational environments and negative job related outcomes.

1.1.2 Concept of Job Enrichment

The process of Job Enrichment involves incorporating more skills and abilities into job (Torrington, 2011). It involves vertical enlargement of tasks to increase their difficulties and make them more motivating by modifying the job contents. Effort to make a job more satisfying to worker can be broadly defined as job enrichment (Nzuve, 1999). Choudhary, (2016), "job enrichment is a vertical enlargement of job duties by providing employee with tasks and responsibilities normally done by a supervisor which comes with more freedom and control over planning, execution and evaluation of job tasks". As noted by Robbins and Coulter (2005), enriched jobs should permit an employee to undertake a whole task with complete discretion, autonomy and increased responsibilities. This is echoed by De Ciszó and Robbins (1996) that, in job enrichment managers should allow workers to perform higher tasks executed by their supervisors so as to plan and control their work with less supervision. Herzberg et al (1968) stated that Job Enrichment technique make the workers job more challenging, have more responsibilities, provide opportunities for growth, completes task and contribute ideas. It is a motivating approach that involves vertical loading of tasks to include planning, controlling and evaluation of own job. "Job enrichment attempts to change the relationship between the worker and the job and involves vertical Job loading, adding intrinsic rewarding and satisfying components to the job" (Leap and Crino, 1989).

Therefore, Job enrichment gives a worker more control of their activities, addressing need for personal growth, more responsibility and recognition (Ivancevich, et al 1994). Enriched jobs increase motivating and job satisfaction potentials thus enhancing commitment and performance.

Vijay and Indradevi (2015) believes “Job enrichment is valuable tool for managing and fostering the successful employee performance, as enriched jobs consists of various elements which improves the performance of employees and motivate them to perform zealously”. To achieve these, there are several job enrichment methods suggested by various scholars. Among others Mullins (2007), Armstrong (2006), Tampoe (1993), Robertson and Smith (1985) which includes, increasing employee autonomy & discretion, pacing and planning own’s work, enhance task identity by completion of task cycle, increase job challenges to optimally utilize employee capabilities & skills, increase task variety to motivate workers & influence personal growth, allow workers to form natural and self-regulating groups, monetary rewards just for their contribution, monitoring own performance, encourage direct contacts with customers and feedbacks from work itself.

1.1.3 Concept of Employee Commitment

Employee commitment involves employee being bound emotionally to achieve a performance goal or a course of action. Dosh and Khan (2012), defined employee commitment as the extent to which an employee attaches herself to work or company and see the organizational success or failure as his own. Steer et al (1974) defined “commitment as attachment and loyalty”. The term commitment means to be fully engagement or involvement to a course. Therefore a good commitment would involve behavioural and attitudinal change to achieve agreed performance targets and identification with an organization, (Guest 1991). Commitment involves an employee having an effective psychological attachment and identification to a job or an organization (Coopey & Hartley, 1991). One of the objectives of HR practices is to promote employee commitment that will increase organizational performance, encourage individual growth and development, (Armstrong, 2009). Committed workers have a good attitude towards their work and organization, cooperate and collaborate well with colleagues and can be relied upon. Dessler (1999) Committed employee tend to have better attendance records and longer job tenure, tends to work harder and better and are more valuable than less committed employee.

Therefore organizations should develop strategies that will increase employee commitment which increases their loyalty by providing an environment that boosts talent retention and performance as a result of elevated motivation and job satisfaction. High commitment is a tool for management with an objective of enhancing high levels of trust and getting self-regulated behaviours which are not influenced by sanction and relations (wood 1996). Torrington et al (2011) opine “gaining employee commitment is winning the battle for their hearts and mind and is the holy grail of HRM”. As such, committed employees are an asset to the organization as they create competitive edge, are supportive and go extra miles whole hearted. Zahra (1985) opine employee commitment and loyalty have a profound impact on organizational effectiveness and believed highly committed employees perform better. While Vance (2006) believes commitment manifest in a vivid behavior such as employees devoting time and energy to meet own work obligations. These arguments resonate with Beardwell et al (2004) that “human capability and commitment is the final analysis that distinguishes successful organizations from the rest”.

Allen & Meyer (1990) suggest that, commitment is divided into three elements namely, Continuance, Normative and Affective commitment. In Continuance an employee evaluates cost implications of exiting an organization, caused by fear of the unknown, while Normative is about workers feeling responsible to remain in the firm. Lastly, Affective is concerned with worker’s being emotionally attachment and identified with the enterprise. Workers with high Affective commitment relates well and are mostly likely to stay with the organization, it is also linked to high performance and less absenteeism. Normative commitment reduces turnovers while the Affective commitment leads to employee’s discretionary behavior, making employee to go extra miles to do their best hence increasing their productivity. Atkinson et al (2011) believes HR Practices primarily seek to influence the Normative and Affective commitments. These three elements of commitment have a notable impact on employee performance, work turnovers and absenteeism and quality of work or services.

1.1.4 The Kenya Law Reform Commission

Kenya Law Reform Commission (KLRC) was established in 2013 following the enactment of KLRC Act, 2013 (No. 19 of 2013). Initially the Commission was a Department within the OAG and later moved to MoJNCCA vide a Presidential Circular No. 1 of 2008 and 2003. Upon the enactment of KLRC Act, 2013 the Commission was delinked from the main stream Civil Service to become a SAGA with effect from 1st January, 2015. The Commission provides law reform services to both National and County Governments. Its mandate is set out under Section 6 of the KLRC Act (2013). Vision; “A vibrant agency for responsive law reform”. Mission; “to facilitate law reform conducive to social, economic and political development”. The Commission is headed by a Board of nine Commissioners composed of, the Chairperson and two Commissioners recruited competitively by the PSC, other Commissioners are nominated to represent the LSK , ODPP, Judiciary, Universities, OAG & DoJ and CoG. The CEO is the head of the Secretariat and the Secretary to the Board. The organization structure has two Directorates namely; Directorate of Legislative Services with three departments and four sections, Directorate of Finance & Administration with eight departments. Each Directorate is headed by a Director while a Department is headed by a Deputy Director. The Commission has a human resource capacity of 80 employees against approved staff establishment of 246 employees.

Prior to the enactment of KLRC Act, 2013, most of the KLRC staff functions were handled by the mother Ministry. After delinking in 2015, a few staffs from key departments were deployed to assist in its formation and a few low level employees were recruited. Since then, KLRC has not filled key positions due to Government freeze on employment and austerity measures. In the Directorate of Finance & Administration, posts of the Director Corporate Services, eight Deputy Directors and Assistant Directors remain vacant. While in the technical Legislative Directorate two positions of Deputy Director and other senior level have not been filled. In addition the six devolved regional units have not been Operationalized in line with article 6 (3) of CoK 2010. It is against this backdrop that jobs were enriched to motivate employees and bridge these gaps. Employees called upon to

perform duties at higher level in line with KLRC HR Manual 2017 and PSC HR policy 2016 are supposed to be compensated.

1.2 Research Problem

Job enrichment (JE) creates psychological fulfillment leading to employee experiencing enhanced work satisfaction and high motivation that result to work commitment. Lunenburg (2011) “Job enrichment is used for enhancing job content by building into it more motivating potential”. Around 1911 Fredrick Taylor emphasized the significance of designing jobs to improve efficiency and performance by modifying job contents and matching them with employee’s capabilities. Modifying the job contents can improve workers motivation, efficiency and performance besides making the job more challenging and reducing routine work. Enriched jobs facilitates securing of employees loyalty and commitment enabling the management to introduce changes with ease, (Choudhary, 2016). Therefore there is a degree of concurrence that an organization can increase performance and commitment of its workforce by introducing JE interventions to enhance job satisfaction and motivation. However Kelly (1982) and Pollert (1991) believe enriched jobs can result to demotivated workers if they happen to dislike the job enrichment interventions. As such it is important to know what motivates workers and their capabilities prior to JE interventions. Green (2004) notes job redesign can be counterproductive if not well executed. This can lead to employee withdrawal behaviors, dissatisfaction, lack of commitment & poor performance. Well designed JE interventions increases employee commitment and cure some of the organizational problems. Steers (1977) notes organizations commitment is an important correlate of certain workers behaviors such as attendance.

Past studies have elucidated that JE results to increased organizational performance due to employees commitment. At KLRC jobs were enriched following the enactment of KLRC Act, 2013 and County Government Act, 2012 expanding its mandate without commensurate staffing. Consequently, jobs were enriched to motivate employees and bridge understaffing gaps. Despite Jobs being enriched the organization has continued to experience reduced performance and staff

withdrawals behaviors. Job enrichment efforts can fail to produce positive results when an organization fails to identify the real cause of employee's problems emanating from other causes other than job challenges (Nzuve 1999). There is observable increase in absenteeism, lateness, turnover and low productivity. Mobley (1982), "organizational commitment has been found to relate to employee absenteeism and turnover". Enriched jobs and non-enriched jobs were compensated the same which could have caused problems. Choudhary (2016) argues that when the remunerations are not determined or allocated fairly leading to inequity, problems certainly will surface from more than one corner. Equity theory posits that people will strive to restore equity if they feel an imbalance exists. Whichever need is pre-potent and unsatisfied can create imbalance leading to job dissatisfaction (Maslow 1940s). Procedural justice and distributive justice can influence staff motivation and job satisfaction affecting organizational commitment and performance. Therefore, the cause of poor performance despite JE interventions needs to be isolated. Unlike many studies, this study looks at the influence of Job enrichment on employee commitment at KLRC a public service organization which is not an institute of higher learning.

Researchers have shown a correlation between JE and employee commitment. Studies carried out by various scholars such as Dost and Khan 2012, Magaji, et al 2018, Wika and Setianan 2019 have all revealed a favorable correlation between the variables under study. Vijay & Indradevi (2015) determined that JE increases performance. While studies by Siruri & Cheche (2021), Miring'u, et al (2017), Ikechukwu and Adolphus (2017) found out that, how Job is designed had a notable impact on labour movements because enriched jobs promotes employees involvement. However there is a limited research on how this association is effected by perceived inequity. McElroy et al (1995) found out that employee's involvement was related to work attitudes and perception and suggested that attitudinal aspect of the Blau & Boal model would have been expanded to include employee's perceptions when redesigning employee's job. Most organizations undertake JE without considering employee's perceptions causing JE interventions to fail. "The design of a job has to accommodate people with different temperaments, habits and behavior patterns", Drunker (2002). The association

of JE and employee commitment with job perceptions has not been well defined creating a gap in this area of study. This study suggests that tasks should be redesigned not only to enhance motivational potential but also with a view of managing perception. What effect does perception has on employee commitment in an enriched job at Kenya Law Reform Commission?

1.3 Research Objectives

The broad objective of this research was to investigate the influence of Job enrichment on employee commitment at Kenya Law Reform Commission.

1.4 Value of the Study

This study will help academicians wishing to undertake further research and expand the body of knowledge and theories on job enrichment or undertaking comparative studies. It explored the association between job enrichment and employee commitment and how it was affected by perception, reducing knowledge gap and highlighted areas requiring additional studies.

The outcome of this study will benefit policy makers by pin pointing key issues that have impact on employee and could be referred to when developing or reviewing policy documents. The outcome will aid policy makers in making appropriate decisions related to JE interventions and employee commitment to promote productivity, good work relations and industrial peace.

The study will be useful to KLRC management as it sheds light on key immediate issues affecting effective implementation of job enrichment interventions. Highlight job factors that have positive influence on productivity and employee commitment. Understand how to design jobs with motivational and satisfaction potentials and to manage perception.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The chapter on literature review includes; research work from other scholars, theoretical foundation of the study, types of job enrichment, measures of employee job commitment and the relations between Job enrichment & employee commitment.

2.2 Theoretical Foundation of the Study

This research study was based on two theories namely, Job characteristic theory as proposed by Hackman & Oldham (1976) and Allen Three- Components theory developed by Allen and Meyer (1991).

2.2.1 Job Characteristic Theory

The key prominent proponents of this theory were, Hackman & Oldham (1976). It has four concepts namely, the core job dimensions, critical psychological state, outcomes and a moderator. It posits that people with enriched jobs have high score level, which results to increase employee job satisfaction, motivation and performance. Torrington et al (2011) argues that Job characteristic model spells out particular aspect to consider when redesigning a job in order to have favorable outcome. Modification of these five core job dimensions (tasks variety, identity, significance, autonomy and feedback) is essential to enhance employee job satisfaction, motivation and performance. Newstrom (2011) believes “a job must have all the five dimensions to be fully enriched”. Job Characteristic Theory (JCT) is meant to increase work motivation, employee work satisfaction, and performance among others (Hackman & Oldham, 1976, 1980 Hackman & Lawler, 1971). The application of this theory will have a positive impact to an organization as these core job dimensions can be varied to ensure better fit between individuals and jobs, thus increasing organizational profits, employee’s commitment and retention. Modification will influence individual performance through job satisfaction and motivation as affirmed by Gardner and Pierce (1998), in

their study on elements of core job dimension and how they impact employees' performance and commitment.

Therefore JCT views JE as an application of these core job dimensions which can be modified to elicit the required behaviors. For instance, task variety can make a job more interesting by allowing for wider variety through increased discretion to make decisions, add responsibilities and controls in executing work (Armstrong 2006). Tasks can be combined to form natural work unit with identifiable outcomes resulting to task identity. Torrington et al (2011) suggests completing such a piece of work is crucial to positive psychological outcomes. Job autonomy is very important as Fuller et al (2006) point, "autonomy in job enrichment interventions have a positive relationship with job performance and work behaviors". While feedback allows the job holder to know how effectively he is performing. Lathan and Locke (1990) believe there will be increases motivation and productivity when employee's performance targets are challenging, agreeable and feedback. Another key job dimension is task significance which Lynton and Pareek (2000) suggest when workers perceive elevated task significance, they will be motivated and influenced to increase their efforts in doing work. "Increased recognition of task significance will stimulate the employee to raise employee commitment to a goal" (Salau et al 2014). These five core job dimension creates three Psychological states namely; experienced meaningfulness of work, responsibility for the outcomes and knowledge of result. The presence of the three psychological states causes higher performance, motivation and job satisfaction. This resonates with Flippo (1984), who argues that an employee will become tuned on to his job "if the work is meaningful, has knowledge of operating resultants and is personally responsible for the result". The tasks variety, identity and significance will combine to enhance experienced meaningfulness of work, Autonomy will allow an employee's to experience and feels personal responsibility for the outcome while feedback will enhance knowledge of the results. JCT is moderated by growth need strength and best applies to individual who have strong need for growth and development. Therefore is not suitable for workers who don't

have a drive for growth and cannot be used to manage employee perceptions which can affect effective implementation of job enrichment interventions and employee commitment.

2.2.2 Allen Three- Components Theory

This model was developed by Allen and Meyer (1991). They argue that, employee's commitment has three components (continuance, normative and affective commitment). Continuance component involves the degree to which an employee believes leaving the organization would be costly because of fear of the unknown. A worker presumes that if he exits a job he may fail to secure another job, leading to joblessness or losing status. Therefore continuance commitment is based on need and fear of losing. Individuals weigh up options to find out whether perceived loss is more than the benefits. Employees who are successful or gone up the ladder are more likely to experience this type of commitment. The second component of commitment is Normative which is about employee feeling obligated to remain in the company. This is because of past investments made by the company either through training & developments or rewards. Individual feel guilty to exit the company and feels obligated to stay. The desire to stay is based on a sense of obligation to the organization.

Lastly, Affective commitment occurs when a worker feels emotionally attachment to a company or a job. Individuals are more likely to fit and align with the companies goals and will enjoy doing their work. Affective commitment will increase individuals discretionary behaviors hence increased productivity. Torrington et al (2011), effective commitment results to workers having discretionary behaviour and employees going extra mile to meet their targets. Affective is based on emotional attachment to work or the company leading to workers who are self directed, motivated and job satisfied. Staff wants to be identified with the company and act as its ambassadors. As such, managers can influence the three components of commitment by building appropriate working environment and good management. The three components affect workers behaviors and are associated with increased job satisfaction and reduction of workers withdrawal behaviors. Armstrong (2006), an organization can meet its performance targets when its employees are fully

committed. Torrington et al (2011) believe human resource practices and procedures seek to influence the normative and affective commitments. Endeavour should be made to influence Affective commitment while reducing normative and continuance commitments. Beardwell et al (2004) notes high commitment includes both behavioural commitment to achieve agreed target and attitudinal commitment which is associated with strong identification with a company.

2.3 Types of Job Enrichment

How work is organized and designed can have a notable effect on employee's work satisfaction and organization's productivity (Mullins, 2005). Therefore JE plays indispensable role in motivating employees resulting in increased talent retention, commitment and sustained productivity. Monappa and Saiyadain (1998) believe that job content and discretion are supposed to enhance responsibilities and increase utilization of individual's skills and abilities. JE provide an employee with a job that has increased task variety, decision making and control in carrying out work (Armstrong 2006). There are several ways in which jobs can be enriched in an organization. Torrington, (2011) believe "jobs should be designed by putting together a range of tasks, duties and responsibilities to create a composite for individuals". Increase task identity by allowing individuals to be able to accomplish a task from start to the end. As Betts (2000) notes, responsibilities and tasks in a job have a greater influence on an individual's motivation, satisfaction and productivity. Jobs can be enriched through vertical loading which involves vertically enhancement of responsibilities, authority and freedom. De Cizio & Robbins (1996) "in job enrichment managers should allow workers to perform or assume some of the tasks executed by their supervisors".

Job rotation can be used to enrich jobs where employees are rotated to experience and work in different parts of the organization to gain new skills especially for jobs that are routine & repetitive to enhance motivation. JE encourages new learning by allowing workers to grow mentally and develop intellectually (Herzberg 1968). Creation of Autonomous work groups/ teams which are given a goal to accomplish and empowered to determine own work design, methods, schedules and

evaluation criteria. Autonomous work groups reduce on supervision allowing workers to develop leadership and managerial skills. Enhanced decision making, companies allow workers to participate and to have more decision making responsibilities. Involvement of workers in decision making allows them to be implemented with easy. Feedback permits workers to know how well they are executing their work and permits continuous learning on how to solve complex problems and make informed decisions. This motivates workers to increase their performance when they have knowledge of the results. Forming a Projects focused work units involves bringing workers from different department to work on a project. The project units are empowered to monitor and evaluate their daily work progress. This allows individual growth as they learn from each other. Therefore, JE model incorporated motivational and growth factors which includes enhanced responsibility, job involvement, growth opportunities and achievements by introducing intrinsic and extrinsic motivators (Herzberg's 1968).

2.4 Measures of Employee Job Commitment

Allen and Meyer (1991) suggested three components of commitment which have a significant impact on employee engagement and retention. They developed a scale known as the three component model (TCM) which measures workers commitment based on desire, obligation and cost. According to Sayan & Gosh, (2014) "The scales is used to gauge commitment due to their psychometric properties, discriminant validity and relationship with antecedent and outcome". Lack of employee's commitment will lead to increase in employee turnovers, absenteeism or lateness, poor performance, apathy and incongruence goals. The above can be viewed as observable indicators for assessing workers job commitment. However, TCM uses Affective commitment scale (ACS), Normative commitment scale (NCS) and Continuance commitment scale (CCS). Normative Commitment scale looks at the extent to which an employee feels obligation to remain with the company. Workers with strong NCS score tend to stay more and perform better than those with low NCS score. Individuals feel obligated to stay in the company hence reduced turnover. The degree a

worker feel obligated to stay in the company is assessed through a well designed questionnaire. In Continuance commitment an individual feels exiting the company would be costly due to the fear of the unknown. A questionnaire designed to determine the degree a worker chooses to stay in the company due exiting cost implications. Strong CCS scores compels individual to stay unlike those with low CCS reducing turnovers.

Lastly Affective commitment affects individual's emotional attachment. "An employee psychological attachment can be predicted by their conformity to the company's rules and regulation in lieu of extrinsic rewards, involvement based on desire for affiliation and internalization" (Gosh & Sayan, 2014). ACS is designed to examine the extent a worker chooses to remain in the company based on desire. Individuals with strong ACS score remains in the company because they choose to, and perform better than employee with strong NCS and strong CCS scores. Nkpoyen (2003) argued that employee commitment to an organization increase without being coerced when employees are given a sense of belonging. Affective commitment involves employee being bound emotionally to achieve a performance goal or a course of action leading to positive discretionary behaviors. In conclusion employee commitment influences the performance of individuals in a company, enabling them meet their performance targets with ease. Denton (1987) believes obtaining workers commitment is very crucial in order to improve business productivity. While Ikechukwu and Adolphus (2017) believe business profitability and performance can be increased through workers commitment.

2.5 Job Enrichment and Employee Commitment

Corporate environment has become very dynamic and competitive. Workforce commitment can enable an organization to withstand environmental turbulence (Robbins 2003, 2008). The intention of enriching jobs is to improved companies performance by improving workers morale and job satisfaction which are key ingredients for employee commitment. JE and employee commitment have shown a favourable association in the past studies. Enriched jobs increase employee's

commitment and performance because of their motivation and job satisfaction potential. Armstrong (2009) believes “Job engagement takes place when people are committed” and believed work design is one of the HR practices that contribute to increased commitment in the organization. A research by Nzewi et al (2017) indicated that effective commitment can emanate from job enrichment practices. Therefore, JE enhances job factors which are a prerequisite for employee commitment. Cole (2002) suggests “in job enrichment emphasis in redesigning jobs should be directed towards individual job satisfaction rather than towards increasing efficiency”. Shaheen et al (2012) argue that employee productivity increases with enhanced employee’s job satisfaction through enriching and enlarging their jobs increasing commitment. This is supported by Saavedra and Kwun (2000) that enriched jobs tend to enhance employee work satisfaction thus decreasing employee’s withdrawal behaviors.

Past studies have shown individuals with affective commitment relate well and tend to remain in the organization with less absenteeism. Saks (2006) believes an association between organizational commitment and the desire to leave employment can be moderated by employee engagement. JE is a motivational technique emphasizing on making a job more exciting and challenging thus increasing employee commitment. Therefore having a goal without commitment is futile (Dessler, 1999). Consequently, employees cannot be committed unless job satisfied which Mullins (2005) considers as a prerequisite to achievement elevated motivation and productivity. Many scholars have elucidated that a favorable association of JE and employee commitment exists. Dost and Khan (2012) carried a study in Pakistan to examine the reason JE triggers elevates levels of commitment and found out that, if tasks are enriched, there is increased employee productivity. JE involves modification of job content to enhance job motivational and satisfaction potentials, resulting to high performance and commitment. Whittington (2013) argues job enrichment impacts directly on people’s attitudes and behaviors, affecting effective employee commitment.

JE enhances job motivational and job satisfaction potentials which influence commitment and performance. Huselid (1995) notes performance of employees is affected by the motivation they have. “One way to maximize employee job satisfaction and productivity is by enhancing motivational factors on the job” (Monappa & Saiyadain 1998). Therefore, commitment is concerned with both behaviours and results achieved as a result of both physical and mental efforts to a task. Magaji, et al (2018) believed that commitment of workers is essential to have positive results. As such “Job design ensures flexibility, commitment and motivation including the steps to ensure that employees have responsibility and autonomy to fully use their knowledge and skills,” (Guest 1999). JE seeks to find a positive way of improving employee commitment and performance. Torrington et al (2011), notes that “focus has changed from designing jobs which ensure employee compliance to designing jobs which generate employee commitment”. Employee’s commitments are a source of enhanced organizational performance and profits, (Snell and Bohlander, 2007). A study by Dost and Khan (2012) observed workers commitment & JE are favorably related. Studies by Mon & Wiranata (2021), Wika and Setianan (2019), Vijay and Indradevi (2015), Magaji, Akpa and Akinlabi (2018), depicted, enriched jobs have a favorable impact on commitments. Thus JE enhance individual motivation and job satisfaction while employee commitment results from job satisfaction and motivation, concluding that a positive relationship exists.

2.6 Summary of Empirical and Knowledge Gaps

A critical analysis of the literature review has revealed that there exists both knowledge gap and empirical gaps. JE enables employees experience meaningfulness of work, creating a positive psychological contract which enhances performance and employee committed. However these experiences can be affected by other job factors rendering JE interventions ineffective. Equity theory postulates that when employees are treated fairly they will be motivated but when they perceive treated unfairly they become de-motivated. Job satisfaction maybe conceived as an attitude toward employees work, rewards, social, organizational, and physical environments where task are being performed,(Leap & Crino 1989). This is echoed by Torrington et al (2011) who believe perceived

inequality can destroy a good company. Ali and Jadoon (2012) argue employee performance as involving employee's attitude, motivation and behaviors to meet a goal. Therefore, in this study perception can be seen is a moderating variable because if perceived present will strengthens this relationship and vice versa. Most companies enrich jobs to increase performance, motivational & satisfaction potential, however they fail to manage perceived inequity resulting to job dissatisfaction. Robbins and Coulter (2005) notes though "job enrichment can improve the quality of work, motivation and satisfaction however research evidence on the use of job enrichment programs has been inconclusive". Job factors that can affect the relations between JE and employee commitment are diverse, for instance information related as to how perceptions affects these relations is limited. Past studies have explored relations between Job enrichment and commitments of employees at work with little emphasis on how this relationship can be affected by perception creating a conceptual gap. Betts (2000) argues, "Job satisfaction is a perception of the job by the job holder, who determines level of satisfaction based upon physiological and psychological needs". McElroy et al (1995) notes attitudinal aspect of the Blau & Boal model should have been expanded to include perceptions when designing one's job. He believes employee's involvement is related to work attitudes and perception. Whittington (2013) argues job enrichment impacts directly on people's attitudes and behaviors, affecting effective employee commitment. Employee's perceptions and attitudes influence the behavior of employees at work hence affecting Commitment. According to Bearwell et al, (2004) "Blauner (1964) and researchers at the Tavistock Institute noted the alienation effect of concentrating on the job design and not the feelings and perception of employee when carrying out the work process". Less empirical research exists concerning the association of JE with employee commitment and perception. This study examines the relations between JE and commitments of employees in an organization and how these relations are affected by perception.

Past studies related to JE have concentrated their researches in institutes of higher learning, and a few have been undertaken in private organizations. There is scant information on research work in

this area of study undertaken in governments MDAs resulting to a contextual gap. The current study seeks to fill these gap by looking at the influence of Job enrichment on employee commitment at KLRC, a Semi-Autonomous Government Agency (SAGA) in Kenya, unlike before were most of the studies have concentrated their researches in institutes of higher learning. Therefore the study will seek to find out whether the findings revealed in other settings such as university settings are similar and whether a positive association between job enrichment and employee commitment exists. How this relationship can be affected by employees perceptions.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Chapter three elaborates research methodology used for conducting this research study. It expounds on the research design, population of the study, data collection and analysis methods.

3.2 Research Design

The researcher employed a descriptive cross-sectional survey design. Kothari (2012) “Surveys are concerned with describing, recording, analyzing and interpreting conditions that either exist or existed”. The research design specifies which approach to use in collection and analyzing data relevant to research purpose and permits the study to be conducted with a minimum degree of equivocally. A research design “is a blue print that enables the investigator to come up with solutions to a problem and guides him in various stages of the research” (Frankfort-Nachmias & Nachmias, 2004).

3.3 Target Population

This study involved employees of Kenya Law Reform Commission in Nairobi. The target population was 66 respondents identified from the universal population who had conformed to certain characteristics of interest and would provide relevant information for this study. This target population was arrived at after thorough scrutiny of Human Resource department HR manuals which included; Organizational structure, Career progression guidelines & developments, HR policy and staff establishment. The target population represented 82.5% of the universe population and focused on permanent employees across all the cadres.

3.4 Sampling Design

Sampling design is a plan for obtaining sample. The researcher used purposive sampling design, a non-random sampling technique to identify the target population who conformed to certain characteristics of interest to the study. According to Kothari (2012) Purposive sampling is

considered desirable when the universe happens to be small and have known characteristics for it to be studied extensively. The researcher selected this method of sampling because the universe was small with a known characteristic that the researcher was interested in. Also to ensure employees with relevant information in respect to the objectives of the study were picked and to reduce sampling error. The sample cuts across all cadres and departments.

3.5 Data Collection

This study relied on structured questionnaires to collect primary data which were designed to elicit the required data and had three sections; Section I of the questionnaire will solicited the respondents bio- data, Section II, information relating to job enrichment and employee's commitment while Section III sought issues related to perception. The researcher first sought authority before distributing the questionnaires, and picked them after two weeks. To ensure reliability of data, the administration of the questionnaires to the respondents was done personally by the researcher.

3.6 Data Analysis

A qualitative approach was used in this research. The researcher analyzed data collected with the help of qualitative data analysis techniques. Collected data was first organized, coded and then inputted into SPSS software, then analyzed through descriptive statistics and inferential statistics methods. Analysis was through use of means, standard deviations and linear regression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + E$$

Y= is the dependent variable,

X1 = Job enrichment (independent Variable),

X2 = Perception (independent Variable),

β_0 = is the intercept,

β_1 - β_2 = is the co-efficient of corresponding dependent Variable and

E= is the error term

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The findings of this research study undertaken at KLRC on the influence of perception on the relations between Job enrichment and employee commitment are presented herein.

4.2 Test of Reliability

A reliability test was undertaken to find out if the research instrument was reliable as shown in Table 4.1-

Table 4. 1 Reliability test

<i>Reliability Statistics</i>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.728	.720	44

From Table 4.1 it is clear that a Cronbach alpha coefficient computation obtained from 44 research items on Likert scale was 0.73 indicates that the research instruments were reliable. Gilem & Gilem (2003) rule of interpreting Cronbach alpha a result stated that results of over 0.70 was acceptable.

4.3 Respondents Bio-Data

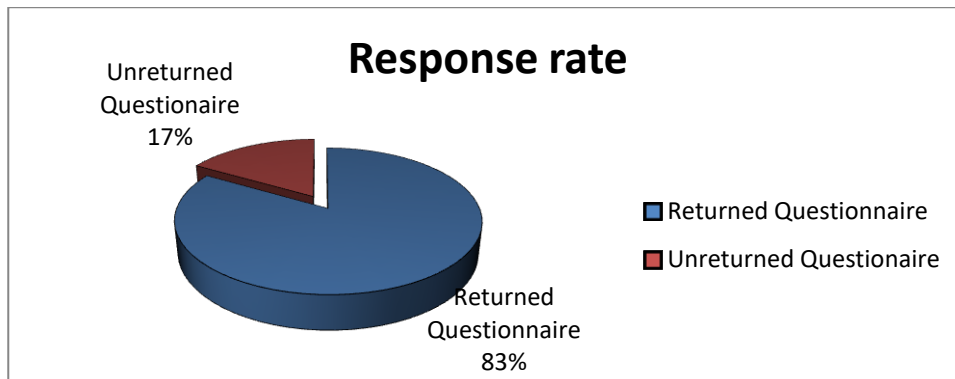
The study sought to find out respondents background information related to their Gender, age, highest academic level attained, level in organization and current position duration. The background information was to determine type of the respondents, composition and qualifications they had for jobs they were performing. The findings are presented in the following subsections.

4.3. 1 Rate of Response

The researcher disseminated 66 questionnaires to the respondents. From disseminated questionnaires, 55 questionnaires were returned duly filled and accepted for data analysis

representing 83% while 11 issued questionnaires were not returned representing 17%. This rate of response was deemed adequate for study and enough to draw inferences and conclusions. When the target population is below 10,000, a sample size of between 10% & 30% is a well representation (Mugenda and Mugenda 2003).

Figure 4. 1: Response rate.



4.3.2 Gender

Respondents were required to indicate their gender to find out gender representation as presented in Table 4.2.

Table 4. 2: Gender

<i>Gender</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	24	43.6	43.6	43.6
	Female	31	56.4	56.4	100.0
	Total	55	100.0	100.0	

Research Data 2021

Table 4.2 shows that gender representation was good and was well distributed with 43.6% male and majority being female with 56.4% meaning the company is gender sensitive.

4.3.3 Age Distribution

From the Table 4.3, it shows that the age brackets was well distributed in the organization with the majority of the respondents falling within 35-44 brackets constituting 45.5% followed by 25-34 with 21.8% them 45-54 age bracket representing 20% and lastly 55 years and above with 12.7%.

Table 4. 3: Age bracket distribution

<i>What is your age</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34	12	21.8	21.8	21.8
	35-44	25	45.5	45.5	67.3
	45-54	11	20.0	20.0	87.3
	55 and above	7	12.7	12.7	100.0
	Total	55	100.0	100.0	

Research Data 2021

4.3.4 Highest Education level attained

Respondents indicated their highest education level attained to gauge whether they meet the requisite qualifications for tasks they are performing.

Table 4. 4: Highest level of education

<i>What is your highest academic qualification</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	4	7.3	7.3	7.3
	Diploma	13	23.6	23.6	30.9
	Bachelors Degree	24	43.6	43.6	74.5
	Masters Degree	12	21.8	21.8	96.4
	PhD	2	3.6	3.6	100.0
	Total	55	100.0	100.0	

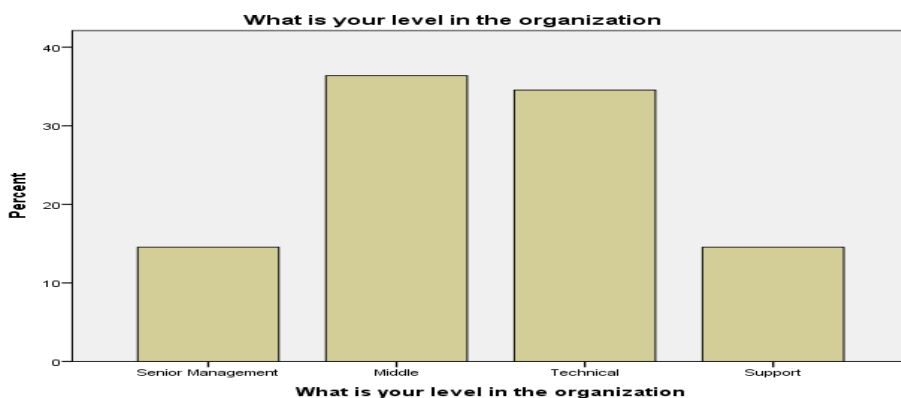
Research Data 2021

This study revealed all of the respondents had post secondary level of education, indicating that the organization had skilled labor force. Bachelor's degree respondents were the majority with 43.6%, followed by Higher/Diploma with 23.6% then Master degree with 21.8%, Certificates 7.3% and PhD certificate 3.6%.

4.3.5 Level of Employment

This was to determine respondent's level and coverage.

Figure 4. 2: Level of employment.



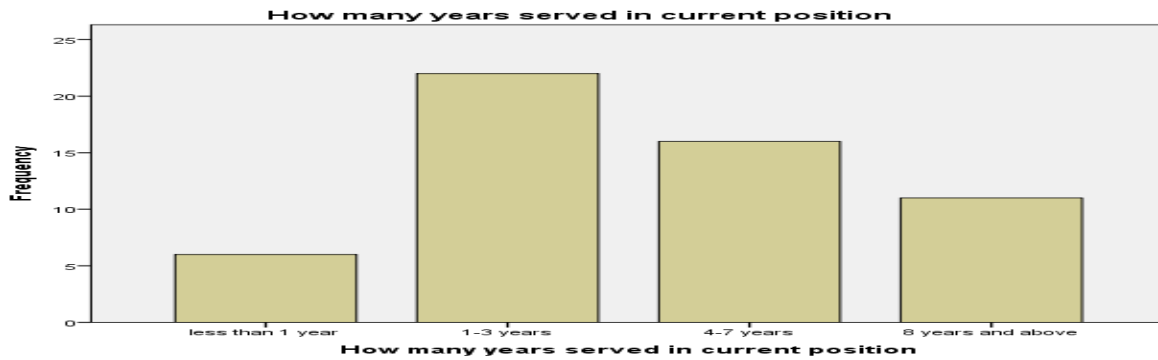
Source: Research Data 2021

All the level were well represented with most of the respondents coming from middle management with 36.4%, technical 34.5%, while support and senior management tied at 14.5% each.

4.3.6 Current post Duration

The study sought to know respondents length of service in their current position to find out if they had stagnated and their experiences. In aggregate majority had served the current position for less than 4 years representing 50% while 10% of the respondents had served for 8 years and above as indicated in the figure below. This shows that many respondents had served in their current position for duration of less than 4 years. This indicated that respondents had not stagnated in their current job and there was a good upward mobility.

Figure 4. 3: Duration in current post



4.4 Descriptive Statistics

Respondent’s degree of concurrence with statements provided in the questionnaire regarding variables understudy was sought. The sections below highlight respondent’s responses on job enrichment, employee commitment and perception;

4.5 Job Enrichment

This section of the questionnaire looked at various elements related to job enrichment to find out to what extent jobs had been enriched. The elements assessed were; Tasks variety, significance & identity, freedom, and feedback. The elements were subjected to a Likert scale as follows; strongly disagree = 1, disagree = 2, neutral = 3, agree = 4 and strongly agree = 5. The respondents indicated their level of agreement with provided statement. Their responses were analyzed and presented in the subsections as below;

4.5.1 Task Variety

This element sought to find out the range of tasks in a job. Respondents responses were analyzed as indicated below;

Table 4. 5: Task variety

<i>Descriptive Statistics</i>				
	N	Sum	Mean	Std. Dev.
Tasks and activities are repetitive and routine	55	124.00	2.2545	.96644

My job requires many different skills to perform	55	236.00	4.2909	.65751
My job allows me to utilize my skills, knowledge and abilities.	55	250.00	4.5455	.50252
Satisfied with the wide range of different tasks and activities in my job	55	226.00	4.1091	.65751
My current tasks and responsibilities are more than what is on my job description	55	205.00	3.7273	.95170
Valid N (listwise)	55			

Source: Research Data 2021

Table 4.5 above revealed that in KLRC jobs had task variety as the majority of respondents concurs that their job provide them with an opportunity to do a number of different things as depicted by a mean of 4.2 with a Std. deviation of 0.65. Majority also stated that their work allow them to use a number of various skills with a mean of 4.54 and a Std. deviation of 0.5. Also majority of the respondents disagreed that their tasks were repetitive as depicted by the mean of 2.25 and Std. deviation of 0.966.

4.5.2 Task Significance

This sought to find out respondents jobs degree of impacts. The responses were analyzed as indicated below;

Table 4. 6: Task Significance

<i>Descriptive Statistics</i>				
	N	Sum	Mean	Std. Dev.
the work I am doing means a lot to me	55	243.00	4.4182	.56735
My quality of work has a direct impact to my client	55	243.00	4.4182	.62925
My work is very important and significant	55	252.00	4.5818	.53371
I have a direct link to the clients or customers I serve.	55	244.00	4.4364	.63139
Valid N (listwise)	55			

Source: Research Data 2021

Most of respondent view their job as important and significant as depicted by mean of 4.5 and Std. dev. of 0.533. Majority of the respondents believe that their work is important and means a lot to them with a mean of 4.4 and Std. deviation of 0.567. Majority also agree that their work has a direct impact to their clients as depicted by a mean of 4.43 with a Std. deviation of 0.6. Task significance is present in the respondent's jobs.

4.5.3 Freedom

Respondent's levels of independence as one executes his tasks were indicated to determine job autonomy. Their responses were analyzed as presented below;

Table 4. 7: Freedom

<i>Descriptive Statistics</i>				
	N	Sum	Mean	Std. Dev.
My job does not permit making decisions on my own	55	208.00	3.7818	.85399
I have discretion to plan, organize and schedule my work.	55	222.00	4.0364	.74445
I am satisfied with freedom i have to complete work	55	235.00	4.2727	.80403
I have been performing tasks/ duties supposed to be performed by my supervisor	55	214.00	3.8909	.83161
Valid N (listwise)	55			

Research data 2021

Data analysis showed majority of the respondents had discretion of planning, organizing and scheduling their tasks and also had freedom to complete work as revealed by a mean of 4.03 with a Std. dev. of 0.74 and a mean of 4.27 with a Std. dev. of 0.80 respectively. Respondents agreed that they perform tasks supposed to be performed by their supervisor as indicated by a mean of a mean of 3.8 with a Std. deviation of 0.83 which meant that there was vertical loading in the jobs.

4.5.4 Task Identity

The research study sought the extent of task identity on the respondent's jobs. Their responses were analyzed as reflected in table 4.8. The results depicts that jobs have task identity as most of the

respondents agree that their job gives them an opportunity to complete a task from the start to the end as depicted by the mean of 4.29 with a Std. deviation of 0.711. Majority also were able to relate with the final products of their work as supported by mean of 4.2 and 0.6 as Std. deviation, while end product attribution had a mean of 3.9 and Std. deviation of 0.67.

Table 4. 8: Task identity

<i>Descriptive Statistics</i>			
	N	Mean	Std. Dev.
My job gives me an opportunity to complete a task I start from start to the end.	55	4.2909	.71162
My job permits me to complete work I start at my own	55	4.2364	.76893
I am able to relate final product with my work	55	4.2000	.64979
End products or services can be attributed to me	55	3.9636	.66566
Valid N (listwise)	55		

Research Data 2021

4.5.5 Feedback

Respondents gave their degree of concurrence with statements provided and their responses were analyzed as below;

Table 4. 9: Feedback

<i>Descriptive Statistics</i>			
	N	Mean	Std. Deviation
Through feedbacks from the job itself I am able to know how well I'm performing	55	4.3636	.64875
I usually know if i have done my job satisfactory	55	4.3273	.72148
It is easier to if i have performed my job well or poorly	55	4.1455	.80319
Employees are recognized for their hard work and contributions	55	2.5091	1.15266
Valid N (listwise)	55		

Source: Research Data 2021

Majority of the respondents acknowledged that they were able to get feedback from their job as illustrated in the above table 4.9 with a mean of 4.36 with a Std. deviation of 0.648. Most were able to know if they have done their job poorly or well as revealed by a mean of 4.15 with a Std. deviation of 0.80 and know if they have performed their tasks satisfactorily with a mean of 4.33 and a Std. deviation of 0.721. However majority of the respondents disagreed that they were recognized for their contributions as illustrated by a mean of 2.5 and Std. deviation 1.152. Therefore, measures were needed to recognize workers for their contributions.

4.6 Employee Commitment

This section of the questionnaire wanted to find which type of commitments workers had. The researcher assessed all the commitment components namely, Affective, Normative and Continuance Commitments as proposed by Allen and Meyer (1991) using a Likert scale. The scale used to assess respondents commitment level included; strongly disagree = 1, disagree = 2, neutral = 3, agree = 4 and strongly agree = 5. Their responses were analyzed and presented as shown in subsections below;

4.6.1 Affective Commitment

The study investigated the degree at which respondents had Affective Commitment. Their degree of concurrence with statement provided was analyzed as indicated here below;

Table 4. 10: Affective commitment

<i>Descriptive Statistics</i>			
	N	Mean	Std. Dev.
I feel emotionally attached to my company	55	3.2727	.98985
I am happy to select to work for my company	55	3.6182	.89217
I am glad to spend the remaining part of my career in my company	55	3.2909	.99392

I would recommend my organization to my friends and family members	55	3.4182	1.03084
I feel as if my organizational problem are mine	55	2.7818	1.35661
I feel excited about going to work	55	3.4182	.91674
Valid N (listwise)	55		

Source: Research Data 2021

Table 4.10 results indicate that Affective commitment was low as most of the respondents disagreed or gave a moderate answer with statements provided. Most of the respondents were not willing to be associated with their organizations problems as depicted by mean of 2.78 with a Std. deviation of 1.36. Majority of the respondents were moderate about spending the remaining part of their career in the organization a mean of 3.2 and a Std. deviation of 0.993. Majority were also moderate on feeling excited about going to work or were happy to have chosen to work for organization as supported by mean of 3.4 with Std. deviation of 0.91 and by mean of 3.62 with a Std. dev. of 0.892 correspondingly. This means that most of the respondents were non committal in their responses.

4.6.2 Normative Commitment

The study examined the degree of Normative commitment among employees at KLRC. Their levels of agreement to each of the statement provided were analyzed as indicated here below;

Table 4. 11: Normative Commitment

<i>Descriptive Statistics</i>			
	N	Mean	Std. Dev.
Loyalty is imperative; I therefore feel a sense of moral obligation to remain.	55	2.9455	1.04382
I don't feel exiting the company now since I have a sense of obligation to it	55	3.1636	.95769
If I have a better job elsewhere I would not feel it is right to exit my company	55	2.2545	1.05792
I feel that this company deserves my loyalty	55	3.7455	.90714

I would feel guilty to leave my company now without adequate notice	55	3.6909	.95980
Valid N (listwise)	55		

Research Data 2021

The results above indicate that Normative commitment was also low in the company. Most of the respondents disagreed that in case they have a better job offer elsewhere they would not leave the company as depicted by a mean of 2.25 with a Std. deviation of 1.058. Majority of the respondents disagreed that they feel a sense of obligation to stay in the company as supported by mean of 2.94 with a Std. deviation of 1.043. However, the bulk of the respondents moderately acknowledged that their company deserved their loyalty and would experience guiltiness if they exited their company without giving adequate notice as supported by a mean of 3.7 and a Std. deviation of 0.907 and mean of 3.69 and a Std. deviation of 0.959 respectively.

4.6.2 Continuance Commitment

Respondents were required to signify their degree of concurrence with statements provided. Their responses on Continuance commitment was analyzed as indicated here below;

Table 4. 12: Continuance commitment

<i>Descriptive Statistics</i>			
	N	Mean	Std. Dev.
My life would be disrupted if I decide to exit my organization now	55	3.5455	1.21439
It would not be costly for me exiting my organization now	55	2.9455	1.20828
even if I wanted, It would be difficult for me to exit my company right now	55	3.4000	1.01105
I am scared of what happens if I quit my work with no other one lined up	55	4.0545	1.12905
The reason that i would not exit my company would be the shortages of alternatives	55	3.6727	1.21799
Valid N (listwise)	55		

From research Data 2021

The above results finding depicts high level continuance commitment in the organization. Most of the respondents agree that they were scared of what happens if they leave their jobs without another one as depicted by mean of 4.05 with a Std. deviation of 1.129. Respondents also agreed that their life would be disrupted if they quitted their jobs as supported by a mean of 3.55 with a standard deviation of 1.214. Most of the respondents also agreed that the reason that they would not leave their organization was due to scarcity of available alternatives mean of 3.6 with a Std. dev. of 1.217.

4.7 Perceptions

This section sought to find out how employees perceived fairness, job content, organizations policies & processes and how perception affected their commitment, performance and behavior at work place. A Likert scale was used as; strongly disagree = 1, disagree = 2, neutral = 3, agree = 4 and strongly agree = 5. Respondents were required to indicate their level of agreement with the statement provided. Their responses were analyzed and presented as indicated here below;

Table 4. 13: Perception

<i>Descriptive Statistics</i>			
	N	Mean	Std. Deviation
Employee's skills & competencies should be matched with their jobs task and responsibilities	55	4.3636	.64875
I think perception can affect employees commitment in the organization	55	4.0000	.86066
Behavior and attitude can influence or affect individual performance	55	4.3273	.63987
Equity can affect commitments in the organization	55	4.4909	.60470
I feel that procedures and process are fair and just in my organization	55	2.9455	1.00771
I believe that Job contents can motivate and improve employee performance	55	4.3818	.62334
Organization's policies and guidelines are uniformly applied to all staff	55	2.8000	1.06110

Valid N (listwise)	55		
--------------------	----	--	--

From research Data 2021

The study found out that perception had a great influence on the association between job enrichment and employee's commitment. This resonates with what majority believe that perception influences commitment as depicted by mean of 4.00 with a Std. deviation of 0.860. Majority believe perceived equity influence employee commitment as strongly shown by a mean of 4.49 with a Std. deviation of 0.604. Majority concur that modification of job content influence employee motivation and performance outcome as represented by a mean of 4.38 with a Std. deviation of 0.623. They also feel that jobs should be matched with employee skills and competencies as indicated by a mean of 4.36 with a Std. deviation of 0.648. However majority of the respondents perceive that organizational procedures and process are not fair and just as depicted by mean of 2.94 with a Std. deviation of 1.00 while they also feel that policies and guidelines were not uniformly applied as indicated by mean of 2.80 with a Std. deviation of 1.061.

4.8 Regression Analysis

Multiple linear regression technique was undertaken for finding out the extent of association between the variables under study. It assessed if the influence of independent variables on dependent variable was significance.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + E$$

Y= is the dependent variable

X1 = Job enrichment (independent Variable)

X2 = Perception (independent Variable)

β_0 = is the intercept

β_1 - β_2 = is the co-efficient of corresponding dependent Variable

E= is the error term

Table 4. 14: Model summary

<i>Model Summary^b</i>								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.508 ^a	.258	.182	.63038	.258	3.409	5	49
<i>Model Summary^b</i>								
Model	Change Statistics				Durbin-Watson			
	Sig. F Change							
1	.010				1.604			
a. Predictors: (Constant), Perception, Task significance, Feedback, task variety, Task Identity								
b. Dependent Variable: Affective commitment								

The “R” value of correlation coefficient was 0.508 indicating a positive association of the independent variables and dependent variable. The R Squared indicated the total variation in the dependent variable of $R^2 = 0.258$, explaining that commitment can be influence by perception and job enrichment at 25.8% with adjusted coefficient of determination being 18.2%. Durbin- Watson of 1.604 was greater than 1 and less than 3 which is acceptable.

Table 4. 15: ANOVA Results

<i>ANOVA^a</i>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.773	5	1.355	3.409	.010 ^b
	Residual	19.472	49	.397		
	Total	26.244	54			

The value of significance of 0.010 is lower than 0.05 indicating that this regression model can statistically predict dependent variable.

4.9 Discussion of Results

4.9.1 Job Enrichment

Enriched jobs increase employee's commitment and performance because of their motivational and work satisfaction potential. The findings of the study indicated jobs have been enriched to increase performance through commitment as all the core job dimension of the Job Characteristic Theory scored highly. JE is meant to enhance job motivational and job satisfaction potentials which influence commitment and performance. However research finding revealed that employee were not recognized for their contributions in enriched jobs and this might have affected how they perceived their rewards, performance and commitments. Therefore, when undertaking JE interventions all job related factors should be considered which might affect employee commitments.

4.9.2 Employee Commitment

Employee commitment increases individual performance without being coerced. From the research findings there was low employee commitment at KLRC. The study results indicated that most of the respondents didn't feel emotionally attached to the organization nor wanted to be associated with the organizations problems indicating low Affective commitment. Normative Commitment was rated low as well and can lead to withdrawal behaviors and reduced performance unlike strong NCS score. However, the study found out that there was high Continuance commitment in the organization as a result of individual feeling exiting the company would be costly to them without having another one lined up. High CCS scores compels individual to stay even if they are non performers. Therefore organizations should endeavor to increase both Affective and Normative employee's commitment while reducing Continual commitment. Low commitment leads to reduced productivity. Commitment influences the performance of individuals and enables them meet their performance targets with ease boosting business profits & productivity.

4.9.3 Employee perception

Perception influences employee's behaviour at work. What employees perceive generates responses which affect how they act in the organization. From the study it was apparent that majority agreed that perception affects employee's commitment, behaviour and attitude influencing individual performance. Khalid and Ishaq (2015) believe that workers perception of the organizational work environment affects their productivity. The research findings have indicated that employees perceive organization's policies and guidelines as not fair and just. Employee's behaviour is based on how they perceive reality and may result to negative job related outcomes. Therefore, perception is affected by what happens within the organization as such managers should manage individual's perception by understanding workers needs, personality and past experiences. Also ensuring there is distributive and procedural justice in the organization by promoting consistency, fair and just process or systems.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The summary, conclusion and recommendations of the research findings on the proceeding chapter are as here below.

5.2 Summary

This study aimed at investigating the influence of perception on the association between job enrichment and employee commitment at Kenya Law Reform Commission. Primary data was obtained by means of structured questionnaires. Prior to data collection, a Cronbach alpha coefficient test were conducted to ascertain the reliability of data instrument, indicating a value of 0.728 which was acceptable. The study cut across all the job levels in the organization and established that all respondents had post secondary school education, indicating that the organization had skilled labor force. Most respondents have been in their current grade for not more than 3 years indicating that employees had not stagnated in their current job grade. The research findings indicated that jobs had been enriched and there was a positive association of variables under study. Descriptive research design was used to assess the associations between variables under study. Data analysis found out that coefficient of correlation R was 0.508 indicating a strong influence of the independent variables in this association.

JE interventions are meant to increase employee productivity through commitment. However the research study revealed that despite job enrichment intervention having been undertaken there was low employee commitment attributed to negative perception in the organization. These negative perceptions have influenced employee behaviors at work leading to reduced performance and staff withdrawal behaviors. This was affirmed by most of the respondents who acknowledges that JE interventions increase employee commitments and could be affected by perception. Majority of the respondents concur that modification of Job content increases job satisfaction and motivation and

affects productivity. Therefore perception plays a crucial role in determining employee's behaviors and how they act. From the data analysis it is clear that most of the respondents agreed perception affects employee's commitment as illustrated by the mean of 4.0 and Std. deviation of 0.86. Betts (2000) argues, "Job satisfaction is a perception of the job by the job holder, who determines level of satisfaction based upon physiological and psychological needs". Regression analysis revealed a correlation between job enrichment, employee commitment and perception. The study revealed that Job content should be enhanced to promote employees personal growth. Therefore, managers should modify the core job characteristics in Job Characteristic Theory while considering employee's perception for optimum productivity and commitment. The study notes that perception of unfairness in the procedural and distributive justice weakens this relationship. The perceptions of workers will depend on the management actions toward the employee. If HR Practices are perceived to be unfair, employees will exert minimum effort to complete a task but if they perceive fairness they will reciprocate and exert all possible effort to fully carry out their duties and responsibilities.

5.3 Conclusion

This study focused on the influence of perception on the association between job enrichment and employee commitment. It was clear from the research findings that jobs were enriched at KLRC to enhance employee commitment and increase motivational and job satisfaction potential. Employees cannot increase their productivity unless committed since employee commitment involves behavioural and attitudinal change to achieve agreed performance targets and identification with an organization. However, this relationship can be affected by negative perception. Therefore it is important for management to consider employee perceptions and other job factors that may affect effective implementations of JE programs. This study found out that there was limited level of commitments in the organization due to negative perceptions of perceived inequity in the procedural justice and distributive justice. Dessler (1999) believe there is considerable evidence that support link between procedural justice associated with organizational policies and effective commitment of employee. Fair application of company policies, procedural and distributive fairness scored lowly.

The study revealed that Job enrichment interventions were negatively affected by perception among employees of KLRC affecting employee commitment. Employee's perception should be managed properly to allow employees to see the world around them, through positive interpretation of information. Perception influences how workers behave, how they act and respond to various work situations affecting job enrichment interventions. The research findings were evident that perception affected employee commitment resulting in low productivity and staff withdrawal behaviors. Bekele et al (2014) notes "the perceptions of procedural unfairness can adversely affect employee's organizational commitment, job satisfaction, trust in management, performance...". This study concludes that job enrichments interventions can be used to enhance employee commitments in the organization; however the gains could be eroded by negative perception. Cultivating positive perception among employees in their organizations is a noble idea. As in most of the occasions the root cause of perception problem is traceable and can be dealt with.

5.4 Recommendation of the Study

Employees create competitive advantage for the organization as such there is need to increase their commitments by enriching their jobs to optimally use their skills and competencies. This study recommends that when enriching jobs all the five core job characteristic of the Job characteristic theory should be modified to elicit the required employee's behaviors and enhances motivation and job satisfaction potential to increase employee commitment. The jobs should be properly matched with workers competencies and experience for effective task performances and avoid dissatisfactions. Also involve staff to elicit agreements with the added levels of responsibilities.

The findings established that there were career gaps in the organization which have resulted to employee jobs being enriched up to 5 levels in hierarchy to perform very high level jobs compared to the position they hold. The study therefore recommends that organizations should have well designed succession management plans and strategies to ensure that positions are filled by competent personnel whenever a vacancy arises. Job enrichment should not be used as a tool to

bridge staffing gaps. Lack of succession plans results in career gaps lowering employee job satisfaction, morale, organizations productivity and commitment.

Analysis of the research results it came out clear that the job enrichment and EC relationship was affected by perception. For job enrichment interventions to be effective, employee's perceptions should be managed properly. Managers should ensure there are procedural justice and distributive justice in their organizations as they affect staff motivation and satisfaction impacting positively or negatively on perception resulting to low commitment and productivity. Employees should be compensated according to their contributions in regards to their inputs verses outputs to avoid dissatisfaction. Beardwell et al (2004) believes "motivation to put effort into a task will be influenced by the individual's perception of whether the rewards are fair in comparison to those received by others". KLRC should consider introducing performance related pay (PRP) schemes.

5.5 Study Limitations

The researcher experienced some limitations in accessing the target population due to precautionary measures undertaken to mitigate the spread of COVID 19 pandemic. These measures had disrupted the general office workings with some of the respondents tele-working. Time was consumed locating the respondents who were out of their duty station. Another limitation of the study was use of closed ended questions which did not provide respondents adequate room to express their opinions if any.

5.6 Further Suggestions for Research

Further additional research studies needs to be undertaken on impact of employee perceptions on job enrichment interventions & commitments as there was a limited literature and researches. More research undertaken at different settings to assess if results are similar using different data collection instruments to probe further.

REFERENCES

- Adams, J. S. (1965). Inequity in social exchange: In L. Berkowitz (Ed.) *advances in experimental psychology*. Academic Press, 267-299.
- Armstrong, M. (2006). *Handbook of Human Resource Practices* (10th ed.). London: Kogan Page.
- Armstrong, M. (2006). *Performance Management- Key strategies and practical guidelines* (3rd ed.). London: Kogan Page.
- Armstrong, M. (2007). *Handbook of Employee Reward Management and Practice* (2nd ed.). London: Kogan Page.
- Armstrong, M. (2009). *Handbook of Human Resource Practices* (11th ed.). London: Kogan Page.
- Beardwell, I., Holden, L., & Claydon, T. (2004). *Human Resource Management- Contemporary approach* (Vol. 4th). Harlow, England: Pearson Education Ltd.
- Bekele, A. Z., Shigutu, A. D., & Tensay, A. T. (2014, April- September). The effect of Employee Perception of Performance Appraisal on their work outcomes. *International Journal of Management and Commerce Innovation*, 2(1), 136-173.
- Betts, P. W. (2000). *Supervisory Management* (7th ed.). Harlow: Pearson Education Ltd.
- Blau, G. J., & Boal, K. B. (1987). Conceptualization how Job enrichment and organizational commitment affects turnover and absenteeism. *Academy of Management*, 12(2), 288-300.
- Chilgong, F. J., Karanja, G., & Muturi, W. (2021). Influence of Job enrichment on performance of Academic staff in public universities in Kenya. *The international Journal of Business Management and Technology*, 66-73.
- Choudhari, S. (2016). A tool for employee motivation. *International Journal of Applied Research*, 2394-5869.
- Cole, G. A. (2002). *Personnel and Human Resource Management*. Padstow Cornwall, UK: TJ International.
- Commission, P. S. (2016). *Human Resource Policy and Procedure Manual for the Public Service*. Nairobi: Government Printer.
- Dessler, G. (1999). How to earn your employee commitment. *The Academy of Management Executive*, 58-67.
- Dost, M. K., & Khan, H. J. (2012, May). Job enrichment causes high level of employee commitment during performance of their duties: A behavioural Study. *Arabian Journal of Business and Management Review (Oman Chapter)*, 1.
- Drunker, P. F. (2002). *Management- Tasks, responsibilities, practices*. India: Allied Publishers Private Ltd.
- Dyer, L., & Reeve, T. (1995). Human Resource strategies and firm performance: what do we know and where do we need to go? *The international Journal of Human Resource Management*, 6(3), 656-670.
- Elliott, F. R. (1991). *Labour Economics*. Maidenhead: McGraw Hill.

- Frase, L. E. (1989). Effects of Teacher rewards on recognition and job enrichment. *The Journal of Educational research*, 83(1).
- Ghosh, S., & Swamy, D. R. (2014). A Literature Review on Organizational commitment- A comprehensive summary. *Journal of Engineering research and applications*, 4(12), 4-14.
- Greenberg, J. (1999). *Managing behavior in organizations*. New Jersey: Prentice Hall.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of theory. *Organizational Behaviour and Human Performance*, 16, 250-279.
- Hannan, T. (2002). *Management concepts and practices* (3rd ed.). Harlow, England: Pearson Education Ltd.
- Hueyzynsky, A., & Buchanan, D. (2001). *Organizational Behaviour: An introductory text*. New York: Prentice Hall.
- Ikechukwu, D., & Adolphus, W. (2017, February). Career Development and Employee Commitment: A study of selected higher Institutions in Abia State. *IOSR Journal of Business and Management*, 19(2), 22-27.
- Janik, M., & Rothmann, S. (2015). Meaningful work and secondary school teachers intention to leave. *South African Journal of Education*, 1-13. Retrieved from <https://doi.org/10.15700/saje.v35n2a1008>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *The Academic of Management Journal*, 33(4). Retrieved from <https://doi.org/10.5465/256287>
- KLRC. (2016). *Human Resource Policy and Procedure Manual*. Nairobi: Kenya Law Reform Commission.
- KLRC. (2017). *Career Progression Guidelines*. Nairobi: Kenya Law Reform Commission.
- Kothari, C. R. (2012). *Research Methodology- Methods and technique* (2nd ed.). New Delhi, India: New Age International.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size activities, Education and Psychological measurement, Small-sample technique. *The NEA Research bulleting*, 38.
- Lunenburg, F. C. (2011). Expectancy Theory of Motivation: Motivating by altering expectations. *International Journal of Management, Business and Administration*, 2(2), 45-54.
- Magaji, N., Sanda, A. O., & Asikhia, O. U. (2015). Effect of Job enrichment on employee satisfaction in selected private Universities in southwest Nigeria. *International Journal of Development Research*, 5(11), 6068-6076.
- Marwa, & Muathe. (2014). A critical review of literature on job design in social-technical systems. *Global Journal of commerce and management*, 3(2), 44-49.
- McElroy, J. C., Morrow, C. P., Crum, M. R., & Dooley, F. J. (1995). Railway employee commitment and work related attitudes and perceptions. *Transport Journal*, 34(3), 13-24.
- Meyer, J. P., & Allen, N. J. (1991). A three component conceptualization of organizational commitment. *Human Resource Management review*, 1(1), 61-89.

- Meyer, J. P., & Allen, N. J. (2004). *TCM Employee Commitment survey: Academic users guide*. Ontario: University of Western Ontario.
- Miring'u, A., Ngugi, P. K., Were, S., & Odhiambo, R. (2017). An evaluation of the effect of Job Design on labour mobility: Intensions of teaching personnel in TSC Tertiary institutions in Kenya. *International Journal of Academics and Management Sciences*, 6(1).
- Mon, D. M., & Wiranata, H. (2021). Analysis of the influence of employee salaries, job stability, Job enrichment on employee Commitment with job satisfaction as mediation. *International Journal of research and innovation in social science*, 234-238.
- Monappa, A., & Saiyadain, M. (1996). *Personnel Management*. Delhi: Tata McGraw-Hill.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee organizational linkages: the psychology of commitment, absenteeism and turnover*. New York: Academic Press.
- Mullins, L. (2005). *Management and Organizational Behaviour* (7th ed.). Harlow, England: Pearson Education Ltd.
- Nachmias, C. F., & Nachmias, D. (2004). *Research Methods in Social Sciences* (5th ed.). London: St Martins Press Pvt. Ltd.
- National Council for Law Reporting. (2010). *Constitution of Kenya*. Nairobi: Government Printer.
- National council for Law Reporting. (2010). *Constitutuin of Kenya*. Nairobi: Government Printer.
- Newstrom, J. W. (2011). *Organizational Behaviour: Human Behaviour at work* (13th ed.). New York: McGraw Hill.
- Nzewi, H. N., Obianuju, M. C., Ekene, O., Agu, R. E., & Ebuka, A. A. (2017, April). Job enrichment and employee commitment in selected brewing firms in Anambra state. *Saudia Journal of Business and Management Studies*, 2, 330-337.
- Nzuve, S. N. (1999). *Elements of Organizational Behaviour*. Nairobi, Kenya: Nairobi University press.
- Nzuve, S. N. (2007). *Management of Human Resource-Kenyan Perspective*. Nairobi: Basic modern management consultants.
- Pratheepkath, P. (2011). Reward system and impact on employee motivation in commercial of Sri-lanka plc in Jaffna District. *Global Journal of management and business research*, 11(4), 84-94.
- Robbins, S. P., & Coulter, M. (2005). *Management*. New Jersey: Pearson Education.
- Robbins, S. P., & Judge, T. A. (2011). *Organizational Behaviour* (14th ed.). New Jersey: Pearson Education.
- Rosenfield, R., & Wilson, D. (1999). *Managing organizational behaviour* (2nd ed.). London: McGraw-Hill.
- S, A. J. (1965). Inequity in social exchange. in L. Berkowitz, advances in experimental psychology. *Academic Press*, 267-299.
- Saks, A. M. (2006). Antecedent and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619. Retrieved from <http://doi.org/10.1108/02683940610690169>

- Saleem, S., Shaheen, W. A., & Saleem, R. (2012). The impact of Job enrichment and Job enlargement on employee satisfaction, keeping employee performance as intervening variable: A correlational study from Pakistan. *Kuwait Chapter of Arabian Journals of Business and Management Review*, 1(9), 6068-6076.
- Siruri, M. M., & Cheche, S. (2021). Revisiting the Hackman and Oldham Job Characteristics Model and Herzbergs Two Factor Theory: Proposition on how to make Job enrichment effective in todays Organizations. *European Journal of Business and Management research*, 162-167.
- Snell, S., & Bohlander, G. (2007). *Human Resource Management: International Student edition*. New York: Thomson South- Western.
- Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2011). *Human Resource Management* (8th ed.). Harlow, England: Pearson Education Ltd.
- Vijay, M., & Indradevi, R. (2015, January). A study on the Job enrichment and individual performance among faculties with special reference to a private University. *Mediterranean Journal of Social Science*, 6(1).
- Whittington, J. L., McKee, V., Goodwin, V. L., & Bell, R. G. (2013). Applying fuzzy set methodology to evaluate substitutes for leadership in P. M. Lounsbury (Ed), configurational Theory and methods in organizational research. *Emerald Insight*, 279-302.
- Wika, H. P., & Setianan, R. A. (2019). Job enrichment, Organizational commitment and intention to quit: the mediating role of employee engagement. *Problems and Perspective in Management*, 17(2).

APPENDICES

APPENDIX I: Questionnaire

This questionnaire is designed to gather information on the influence of perception on the relationship between Job Enrichment on employee commitment at Kenya Law Reform Commission. The study is being carried out for a research project in partial fulfillment of the requirements for the award of MSc. in Human Resource Management at the University of Nairobi. The information induced from this questionnaire will be treated with utmost confidentiality and strictly used for the purposes of this study.

Kindly tick (✓) appropriately.

Section A: Demographic Information

What is your gender?

Male

Female

Indicate your age bracket (years)

25 – 34

35 – 44

45 – 54

55 and above

How many years have you served in your current position?

Less than 1 year

1 – 3 years

4 - 7 years

8 and above

What is your highest academic qualification?

Certificate

Diploma

Degree

Masters

PhD

What is your Level of employment in the organization?

Senior Management

Middle management

Technical

Support

Section B: Job enrichment

Indicate your level of agreement with the following statements on applications of job enrichment to your job. Use the scale: 1: Strongly Disagree 2: Disagree 3: Moderate 4: Agree 5: Strongly Agree

Statements	1	2	3	4	5
------------	---	---	---	---	---

Task variety					
Tasks and activities are repetitive and routine in my job					
My job requires many different skills to perform					
My job allows me to utilize my skills, knowledge and abilities					
I am satisfied with the wide range of different tasks and activities in my job					
My tasks and responsibilities are more than what my job title requires					
Task significance					
The work I am doing means a lot to me					
The quality of my work has a directly impacts to my clients					
My work is very important and significant					
I have a direct link and contacts with my clients I serve.					
Freedom					
My job does allow me to make decisions on my own					
I can independently plan, organize and schedule my work.					
I am satisfied with freedom I have to complete work					
I feel that I have been performing tasks/ duties supposed to be performed by my supervisor					
Task identity					
My job gives me an opportunity to complete a task I start from start to the end.					
My job permits to completely finish the pieces of work I begin at my own.					
I am able to relate the final product with my work					
The end products or services can be attributed to me					
Feedback					
Through feedbacks from the job itself I am able to know how well I'm performing					
I usually know if I have done my job satisfactory.					
It is easier to know if I have done my job well or poorly					
Employees are recognized for their hard work and contributions					

Section C: Employee Commitment

Indicate your level of agreement with the following statements related to employee commitment. Use the scale: 1: Strongly Disagree 2: Disagree 3: Moderate 4: Agree 5: Strongly Agree

Statements	1	2	3	4	5
Affective Commitment					
I feel emotionally attached to my organization					
I am happy I chose to work for my organization					
I would be very glad to spend the remaining part of my career in this organization					
I would recommend my organization to my friends and family members					
I feel as if my organizational problem are mine					

I feel excited about going to work					
Normative Commitment					
The major reasons I continue to work for this organization is that loyalty is important and therefore I feel a sense of moral obligation to remain.					
I would not leave my organization right now because I have a sense of obligation to it					
If I got another better job offer elsewhere I would not feel it would be right to leave my organization					
I feel that this organization deserves my loyalty					
I would feel guilty if I left my organization now without adequate notice					
Continuance Commitment					
My life would be disrupted if I decide to leave my organization now					
I feel it would be too costly for me to leave my organization now					
It would be very hard for me to leave my organization right now even if I wanted to due to the unknown					
I am afraid of what happens if I quit my job without having another one lined up					
The reason that I would not leave my organization is the scarcity of available alternatives					
Perception					
Employee's skills & competencies should be matched with their jobs task and responsibilities					
Perception can influence commitment level in the organization					
Behavior and attitude can influence or affect individual performance					
Perceived equity or inequity can affect levels of commitment in the organization					
Procedures and process are fair and just in my organization					
I believe that job contents can motivate and improve employee performance					
Organization's policies and guidelines are uniformly applied to all staff					

Thank you