

**INFLUENCE OF EMPLOYEE PERCEPTION OF BENEFIT ON ORGANIZATIONAL
COMMITMENT AT THE COAST PROVINCE GENERAL HOSPITAL**

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DECLARATION

STUDENT'S DECLARATION

This project is my original work and has never been submitted for a degree award in any other learning institution for examination/academic purposes.


Signature:  Date..... 30th November 2021

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SUPERVISOR'S DECLARATION

I declare that this research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

I dedicate this work to my family, Simi, Jazmin, and Jayden for your support always. My parents, Mr., and Mrs. Mkoji for always encouraging me to keep going and finally my dear husband Antony Mbaja for being by my side through this journey.

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ABSTRACT

Employee commitment is an essential factor in the growth of an enterprise and how workers perceive the benefits accorded them by the company strongly affects their level of organizational commitment. Employee benefits include financial and non-financial income that is separate from the regular salary that is received for work done. The research focuses on the developing effect the employee perception of the benefits given in their work place on general organizational commitment at Coast Province General Hospital in Kenya (CPGH). Using primary data in form of Likert scale questionnaires, the study investigated employees ranging from medical specialists and nurses to those in administrative positions within CPGH. The total population targeted was 791 employees, and stratified random sampling method was used to cluster the population based on their nature of work at the hospital. Employee benefits that were considered included pension schemes, health insurance, life insurance, workers' compensation, sabbatical leave, transportation benefit and flexible work plans. The study found that the extent of employee perception of benefits at CPGH affected organizational commitment. Recommendations included provision of employee benefits that suit the needs of workers in a company promotes organizational commitment and productivity in the long run.

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LIST OF ABBREVIATIONS AND ACRONYMS

HRM	Human Resource Management
CPGH	Coast Province General Hospital ⁴
AMCOA	Association of Medical Councils of Africa
KUTRRH	Kenyatta University Teaching, Referral and Research Hospital
ENT	Ear, Nose and Throat Department
NSSF	National Social Security Fund
SPSS	Statistical Package for the Social Sciences
IBM	International Business Machines
IL	State of Illinois
USA	United States of America

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

No organization can achieve its goal and mission in the long run without employing energized employees who are committed. Employee commitment is an essential driver of success in the current competitive business world. High levels of responsibility will promote retention, stimulate the customer loyalty, and increase organization production performance as well as increasing the stakeholder value (Green, 2017). Employees are valuable assets, and the fundamental part of an organization (Guest 2001). According to Byars & Rue (2006), to achieve organizational goals, systems, and strategies should focus on successfully managing employees at all levels. When employees are engaged, the organization becomes an employer of choice, thus making it competitive. The real bargain is to keep the employees performing and get the organizational goals achieved.

To enhance commitment, the human resource department works hard to make the workers' time at work as enjoyable as possible, with the knowledge that a happy and satisfied workforce translates to higher levels of productivity and creativity. The Human Resource Management (HRM) department is a distinct element of employment with primarily focuses on achieving high competitive advantage through employment of committed, creative and proficient personnel (Storey, 2007). HRM team has the duty to ensure that their employees are comfortable, engaged and committed.

Two theories guide this study: the Social Exchange Theory and the Stacy Adams Equity Theory. According to Saks (2006:603), social exchange theory explains the reciprocating nature of relationships. Social exchange involves repayment and reciprocation. Relationships are a two-way scenario where the actions of the giver will determine the activities of the receiver (Robinson, Perryman & Hayday, 2004). Concerning organizational commitment, employee perception regarding how the organization treats him compels him to reciprocate in a more or less similar way. A positive, beneficial act to an employee creates a high exchange relationship and develops an indebtedness which can only be reduced by positive reciprocation, (Setton et al., 1999). Equity theory, as formulated by Adams (1965), deals with how the workers perceive the treatment receive

in relation to other employees. Equity involves perceptions and can be different from one individual to another. The theory is not precise about how the appropriate reference source is identified, but it is mostly assumed that co-workers are used (Miner, 2007). People are motivated when treated equitably and demotivated when treated inequitably (Armstrong 2001). This study will, therefore, use the social exchange and equity theory in order to explain how employees' perceptions of the perks they get affect their commitment to an organization.

This study focuses on the Coast Province General Teaching and Referral Hospital staff. CPGH is the only level 5 hospitals in the coastal region and catering to more than numerous counties such as Mombasa, Kilifi, River, Taita Taveta, Kwale, Tana as well as foreign nationals from neighboring Tanzania. Specifically, the study will focus on the work environment in the hospital, the relationship between the employees and management and the effect this has on employee engagement and commitment. Managing the diversified Coastal region population requires a highly motivated team to be engaged and committed. At the Coast General and Referral Hospital, there is need to work hard and inspire the employees to give additional commitment and involvement in what they do to continue delivering the quality services promised and saving more lives.

1.1.1 Organizational Commitment

Organizational commitment involves a bond to the organization. Mowday, Porter & Steers (1982) claim that commitment reflects an employee's devotion to, or intention to remain at their organization. At the same time, organizational occurrences that cause changes in company policies and actions are highly likely to contribute to changes in commitment. Porter, Steers and Mowday (1974) define commitment as attachment and loyalty. They claim that their dedication is the personal ability to be identified with and feel part of an organization. Organizational commitment involves three concepts; the desire to continue being part of the organization, conviction about the company's values and the readiness to employ ample effort towards achieving the organization's goals (Porter, Steers & Mowday, 1974). Employee commitment to an organization heightens their performance because they believe in a cause and work for it.

There are various extents of commitment, including affective, continuous, and normative levels (Allan & Meyer, 1996; Karrassch 2003; Boehman et al., 2006). Affective commitment is the person's emotional affiliation towards the company (Allan & Meyer, 1991). Employees' affective

commitment has been considered an essential aspect of loyalty and industry. The employee remains part of the organization not because they want to, but they need to (Allan & Meyer, 1997). Normative dedication relates to the type of employee's notion of being obliged about the organization (Allan & Meyer 1997). All these three concepts are vital in establishing the level of commitment employees have in an organization.

1.1.2 Employee Benefits

Workers benefits are infringements delivered to employees apart from salaries. According to Armstrong (2001), employee benefits are made up of perks such as pensions, pay when ill, various insurance covers etc. They consist of components of remunerations and provision for employees that are additional to the paid salary. Armstrong (2001) continues to note that employee benefits are those elements of the reward package provided to employees on top of cash payments. Benefits are sometimes referred to as somewhat pejoratively as fringe benefits or perks. These terms, however, are reserved for those benefits which do not fundamentally care for personal security and needs.

Employers determine the kind of benefits they provide to employees depending on factors such as their competitors' strategy, workers' perception of their needs and those required by the government. Byars and Rue (2006) assert that the organization's benefits strategy is aimed at achieving maximum employee commitment. It forms part of the total reward package and therefore contributes to the achievement of the organizational objectives by helping to ensure that it has the high quality, committed people it needs.

When considering the benefits package, it is necessary to decide what core benefits the organization. Most benefits are given to employees. Some of them, however, is extended to the workers' family members (Burton & McFadden, 2001). Such services include medical insurance, education loans and life insurance. After salary, the health insurance benefit is the most crucial as considered by many job candidates. This perk includes an extensive medical cover for workers and their family members. Another core package is time off. Paid time off includes vacation as well as leave because of illness or loss of a loved one. Personal time from work is highly regarded by employees and a great way to ease burn out. A saving plan is a tax-efficient scheme which can be a brilliant approach to encouraging workers to prepare for retirement. Offering to match the

worker's contribution up to a certain amount at the point of retirement can encourage them to be committed to your firm.

1.1.3 Coast Province General Teaching & Referral Hospital (CPGH)

Coast General is a level 5 referral hospital that serves the whole population of Coast Province and beyond. It is in an area whose population is increasing every day and is second only to Nairobi's population, unlike other county level-5 hospitals. A study conducted by the Association of Medical Councils of Africa (AMCOA) showed that CPGH was the second largest hospital in Kenya in 2015. Although recently Kenyatta University Teaching Referral and Research Hospital became the largest facility with a 650-bed capacity (KUTRRH, Government of Kenya), CPGH remains one of the core health facilities in Kenya in terms of infrastructure, human resource, and workload. Founded in 1908, Coast General began as the Native Civil Hospital in Makadara, Coast Province. It was renamed Coast General Hospital in 1971 and was expanded to become a large maternity and referral hospital in 2000 (CPGH, Government of Kenya, 2019). Currently, CPGH serves six counties in the Coast region and beyond. Over 1 million people primarily receive health care from Coast General, with about 3 million people being served secondarily (AMCOA, 2015). CPGH aspires to be an ultramodern dynamic hospital with a mission to provide quality, affordable and accessible healthcare (CPGH, Government of Kenya, 2019). Apart from service delivery, the facility also aims to conduct intensive research, training, and positive collaboration in Kenya (CPGH, Government of Kenya, 2019).

Coast General has both outpatient and inpatient services with services such as renal dialysis, dental services, ENT, mortuary services and a vast research laboratory among other medical services (CPGH, Government of Kenya, 2019). On average, inpatient additions sum up to 33,000 with outpatient visits being about 200,000. Annual maternity deliveries are 14,000 on average (AMCOA, 2015). There is a big diversified team of workers, both medical and non-medical. CPGH has around 800 staff members with 310 nurses, 41 clinical officers, 43 medical officers and 26 consultants, among other staff (AMCOA, 2015).

Some of the challenges experienced in CPGH are insufficient staff, high member referrals, low staff morale, poor vertical and horizontal communication and lack of emphasis on patient safety, (AMCOA, 2015). To deal with these problems, CPGH seeks to train and hire more medical staff, develop financial stability, self-sufficiency, and paperless service delivery. The health facility also

aims to improve infrastructural facilities and enhance the capacity to manage many referrals. This study deals with the relationship between the staff and the management. This research, therefore, seeks to determine the nature of employee benefits at Coast Province General Hospital (CPGH), and how these benefits affect employee engagement and commitment.

1.2 Research Problem

The effects of worker perception of benefits on employee commitment cannot be overlooked when gauging the quality, extent, and consistency of service delivery. The organization which focuses on employee engagement in its work environment becomes the best company for workers because it puts its employees at the heart of the company drive (Gratton, 2000). Studies have shown that the provision of rewards and benefits result in employees' increased job interest, enthusiasm, and higher work productivity. In contrast, a lack of motivating agents has been contrary to this improvement (Mathis & John, 2003). Therefore, nowadays, organizations invest in policies that enhance employee benefits to improve their employees' attitude and foster commitment in the workplace.

The Coast General is faced with problems of shortages of doctors and nurses. The many strikes that have been happening are evidence of a lack of commitment. According to Ndeti, (2008) 3975 physicians left the province for greener pastures, 8.3% being nurses from CPGH. The staff turnover compared to other level 5 hospitals in Kenya and different international standards is quite noticeable, especially for the younger staff. The number of patients per physician according to the Ministry of Health in 2007 was 27 patients for every physician. Medical staff are leaving the hospital in droves (Clemence et al., 2006). The senior ones have clinics and consultancies that they run all over the county tending to their private clients. Apart from retaining employees in the hospital, there arises the question of whether there is commitment among the workers. A successful team must be devoted and committed to delivering the required services adequately. Many health worker strikes have been characterized the sector since federalization, indicating dissatisfactions on how the counties' handles health matters. The nurses had a major strike in 2012 that lasted 6 months and even after that the following year there was still another strike. The staffs complain of poor remuneration, resulting in high attrition rates. The county government fails to attend to workers' complaints leading to intensified demonstrations that last for a long time, leading to the deterioration of healthcare in the whole country. This research will investigate the benefits

awarded to the staff at CPGH and how workers' perception of these perks affects their commitment, to advice on the appropriate way forward.

Several types of research have been done on worker perception of employee benefits, and its effects on commitment. Maina& Waiganjo (2014), in their journal on factors influencing adherence in Kenya's public health sector, sought to establish the reward system and employee participation on employee commitment in Thika level 5 hospital. The rewards were not competitive and consistent, and therefore medical practitioners were not committed to the practice. Koitalek (2016) researched the impact of worker compensation on commitment at TSC. The study showed that compensation was the primary motivator to satisfactory performance and excellent relations within employees. The research on HRM practice and retention in Machakos County by Ndonye, Alice and Atalya, (2019), investigates how Machakos County managed to keep up with the other counties who have always maintained a good level of activity. The study concludes that HRM activities such as remuneration, motivation and the right working environment are associated with employee retention.

With the review of the existing research, known study has addressed the correlation between perceived employee benefits and the commitment at Coast General Teaching and Referral Hospital (CPGH). The knowledge gap in this research is to be filled by answering the query and try and address the issue of the influence of employee perception of benefits on staff commitment at CPGH level 5 hospital because even other level 5 health institutions in other counties are facing the same issue.

1.3 Objective of the Study

This study aims to describe how employee perceptions of importance offered in the organization affect commitment at the Coast General Teaching and Referral Hospital.

1.4 Value of the Study

My research will assist the Health Ministries and other policymakers in the 47 counties to come up with appropriate strategies and policies to improve the commitment of healthcare personnel in public hospitals in the country. To the human resource impact, the research may help them

improvise new effective strategies for betterment of employee commitment in their health facilities by understanding how benefits are perceived by the workers.

Health workers and other staff will learn from this study, how they analyze benefits and how these benefits develop commitment to the organizations for which they work. Through this research, the workers at CPGH and other medical facilities will contribute to enhancing the provision of the benefits required them and develop a positive attitude towards their jobs and the health facilities where they work. It will also have an effect of reducing industrial strife in the Hospital.

Thirdly, this research will advance the existing body of knowledge. It will provide more information about how perception of benefits contributes to improving staff commitment. Therefore, the study will be of great assistance to other researchers when acknowledging the relationship between appreciation of services and organizational commitment.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The literature review will capture all theoretical background of various components included in the study. Apart from delving into the main theories about this study, this chapter will cover empirical review of types of employee benefits, levels of commitment as well as how recognition of benefits relate to employees' commitment to the organization.

2.2 Theoretical Foundation

This section aims to bring out the association between employees' recognition of benefits and organizational dedication. This study is anchored by both social exchange theory as well as equity.

2.2.1 Social Exchange Theory (SET)

Report by Homans (1961) who developed social exchange theory, social behavior occurs because of an interchange process. Valuing their benefits and disadvantages of a relationship determines if an individual chooses to continue with the connection or not. Scholars agree that social exchange deals with continuous interactions that generate compulsions (Emerson, 1976). SET is among the most powerful conceptual models in organizational behavior (Cropanzano, 2005). Employers use SET to take actions that are geared towards acquiring trust and eventually, positive reciprocity from their employees. According to Blau (1964), when workers' contributions are awarded in a perceivably fair manner, they behave such as to correspond with such actions (Wayne et al., 1997). Therefore, good management always infers from this theory.

Employees tend to take their time with social exchange relationships at work as the perceived support from the organization is being determined by the level of their reciprocity (Blau 1964; Rousseau 1989). It is the perception that an employee has of the treatment he gets from the organization he works in, that determines his level of commitment and engagement. Social exchange in an organization can take two forms; one is the leader-member exchange where the social link is between supervisor and his subordinate. The second form is called perceived organizational support which involves social interaction among the worker with the entire organization (Wayne et al., 1997). However, both types of SET provide the employee with enough incentive to either commit or not to the organization.

Social exchange theory relates to this study because the extension of employee benefits to workers is likely to improve their perception of organizational support. Eisenberger et al. (1986), claims that employees can discern how much the organization cares about their contributions and their welfare. The beliefs are denoted as alleged organizational support (Blau, (1964). SET basically assumes that positive, beneficial steps done to employees caused the establishment of positive exchange connections which establish obligations for workers to give back in productive means (Setton, Bennett & Liden, 1996). The organization initiates actions that are considered favorable with the expectation that employees will reciprocate such treatment (Williams & Davis, 2005). This study's purposes are related to the SET theory because, of the behavior of Coast General management to is employees determines the workers' commitment level. How the workers perceive the benefits provided will affect their loyalty and commitment to the hospital.

Despite the usefulness of SET, there are theoretical ambiguities involved. According to Gouldner (1960), core ideas are yet to be adequately articulated and integrated. Constructs involved in SET have not been fully identified, and some formulations such as the concept of reciprocation are vaguely defined. Just as the study conducted by Blau (1964), SET can be used to predict effects of employee benefits on the employees' attitudes and perceptions, and how these attitudes are seen in the workers' commitment and engagement.

2.2.2 Equity Theory

To be dealt with equitably is to be treated fairly in comparison with another group or relevant other people (Armstrong, 2007). Adams (1963), who developed this theory, explains two main principles that describe equity. Firstly, there should be an equilibrium between our work inputs (effort) and outputs (reward). Secondly, employees need to feel equitably treated concerning the input-output balance and in relation to their fellow colleagues. Adams (1965) also asserts that if an employee handles that the outcome received from his input compares unequally to that of another employee, then inequity exists. The idea describes that, workers who consider themselves as less or more rewarded feel either anger or guilt. This anguish leads to efforts to restore equity. Miner (2007) claims that equity theory is not only the most relevant but also the most fully articulated for the understanding of employee motivation.

Huseman, Hatfield and Miles (1987) propose that equity theory is mainly based on the workers' perception of how equally they are treated and rewarded compared to a reference point. Armstrong

(2007) emphasizes that equity deals with perceptions, and it is always a relative process. Individuals tend to differ in their tolerance levels to inequity (Adams, 1968). The general view, however, is that when employees are fairly treated, they are likely to feel highly motivated; when they perceive unfair treatment, they are highly exposed to demotivation.

Adams' theory relates to this study. Workers are more committed in delivering to an organization when they believe that the benefits given to them are fair and promote equity. According to Jaques (1961), pay systems will be appropriate if they are deemed, to be honest. The same concept relates to benefits. Employees must feel that the benefits accorded to them are fair in comparison with others for them to have enough motivation for engagement and commitment.

This theory matches with objectives in this study in the provision of benefits, it is the employee perception of these perks that determine their level of commitment. If the workers determine that the benefits are given fairly then they will be better motivated to achieve the organization's goals. Equity theory has few limitations, mainly in terms of scope. According to Pritchard (2004), the idea needs further specifications. Adam's approach focuses more on underpayment, but overpayment effects are not satisfactorily demonstrated.

2.3 Forms of Employee Benefits

The employee benefits have been categorized differently over time. Armstrong (2006) proposes that benefits can be fixed or flexible. Fixed services are taken as the employer declares. Flexible benefits, on the other hand, give the employee a choice, within limits, of the type and scale of services offered to them. For instance, an elderly employee may opt for an increased pension contribution as compared to maternity cover (Okumbe, 2001).

On the other hand, Burton, and McFadden (2001) categorize benefits as those that are legally required and those benefits that are employer-based or preferential. Compulsory benefits include social security, medical insurance, and disability insurance, leave days and maternity or paternity leave. Less mandatory gifts may consist of private insurance and private retirement packages (Burton &McFadden, 2001). Williams, Malos and Palmer (2002) conceptualized a benefit construct of two dimensions; one relating to the value of the benefit plan and the other which reflects employee perceptions of how the benefits are administered.

The benefits package may include payment for time away from work, such as annual leave. Employees in any organization are allowed by law to be paid fully during their annual leave. In addition to leave that is accorded yearly, workers have a legal right to rest on public holiday seasons with compensation; holidays may be such as Easter Monday (Okumbe, 2001). Although compensated leave is common, the amount and method of payment vary from one organization to another. Some plans will still pay for unused vacation, while others do not (Bortolus, 1998). Paternity, and adoption leave, allows some off time from work when child is born or adopted (Doyle, 2011). Sabbatical leave is provided to staff mainly in academic and research organizations to carry out studies for a minimum period of one year. Sabbaticals may also be given to employees to reduce stress and provide rest (Okumbe, 2001). Vacation leave, on the other hand, is accrued to employees monthly and may be paid or not depending on the employer. The employee must arrange with his or her supervisor or the human resource department, early in advance, to gain approval to use the leave days (Willman, 2007).

Life insurance is also a common benefit given by organizations. Many employers provide a basic coverage which is contributed for by the employee with options to augment basic lifetime or accident cover (Bortolus, 1998). Life Insurance protects employees against income loss in case of death, injury, and poor health. Group insurance cover is most preferable in many companies. It is renewable annually and can be through contributions or not, considering the organizational policy. Life insurance supports the family or spouse of the employee in case of death.

Employers also offer medical insurance and disability insurance as part of the benefits package. Disability Insurance provides security in case of death or when employees' disabilities prevent them from performing their occupational duties as expected (Okumbe, 2001). Due to the high cost of medical expenses, most countries have considered it vital to cushion employees against medical costs by setting up a health insurance plan (Achieng', 2011). Having health insurance involves improved health outcomes and less deaths, therefore, workers with health insurance are potentially constructive workers (Eisenberg et al., 2001).

Pension plans are a significant benefit accrued to employees. Pension is paid at regular intervals to retired employees (or their dependents), who are eligible to receive such benefit. This gift can basically be portrayed as a security benefit (Cole, 2001). Taxes on pensions are also postponed to encourage employees to take the benefits (Okumbe, 2001). Retirement rewards, particularly

traditionally identified pension schemes, are common among union workers (Wiatrowski, 1994). Employers are expected to pay for unemployment insurance to compensate employees if their job is cancelled (Jenks et al., 1993). Okumbe (2001) gives an example of the National Social Security Fund (NSSF) in Kenya.

A benefits package can be very extensive. Other significant benefits include subsidized loans, relocation compensation, purchase discount benefits, childcare program benefits and flexible work plans. Most benefits today cover a considerable part of employees' personal growth and needs and can hardly be described as 'fringe' (Armstrong, 2006). Rosenbloom (2001) agrees that benefits constitute an essential part of the majority's financial and economic security.

2.4 Components of Organizational Commitment

Employee commitment reflects extend in which workers appreciate and are dedicated to the organization's values (Beloor et al., 2017). Mowday, Porter, and Steers, (1982) state that there are three major factors of employee assurance, which include; affective, normative and continuance commitment.

Beloor et al., (2017) define affective commitment as the worker's positive, passionate devotion to the organization. It is a psychological attachment established by workers in a way that they identify with an organization, both physically and emotionally (Ghosh & Swamy, 2014). Employees' emotional attachment to their organization has been regarded as an essential factor that promotes dedication and commitment (Rhoades, Eisenberger & Armeli, 2001). Workers that are affectively committed have an affiliation that heightens their participation in organization's functions, their wish to keep working in for the company, and readiness to meet the firm's goals (Mowday, Porter, & Steers, 1982). Alhassan, (2011) found that long work experiences in organizational mostly rewards, formal fairness, and support from their supervisors had demonstrated a more robust connection with affective commitment than have structural organizational features or staff personality traits. Affective commitment is vital for organizational growth because employees can perform effectively without coercion.

Persistence commitment is defined by the degree at which staffs remain in a firm while considering the cost associated with leaving the job. Therefore, employees tend to stay in their current position because leaving the job may have consequences such as lack of other alternatives (Sow, 2015).

Continuance commitment is also defined as the inclination to consistently work based on the individual's appreciation of the costs related to stopping the given task (Becker, 1960).

Aggressive commitment is affected by the knowledge by employees of personal investments they have made including good work relationships, career investments, benefits regarding retirement years, acquired job skills at the organization and the number of years devoted to serving the organization (Alhassan, 2011). Considering the cost of losing the large investments made would compel employees to keep working in the organization they are currently in even if they would not want to.

Although some studies (Khalid and Khalid, 2015) perceive continuance dedication as a disheartening and undesirable aspect, some researchers (Allen and Meyer (1990) view this type of commitment as a positively associated to the job achievement. Suliman and Iles (2000) opine that continuance commitment is due to the notion that the sacrifices of leaving an organization will exceed the benefits, and is less likely to improve job performance. However, Caruana (1997) argues that workers need to enhance their functioning to warrant continuity of their presence, and on the other hand to benefit from their own investments in the company.

Khalid and Khalid, (2015) suggest that the normative commitment is the same as perceived requirement to stay in the organization. This aspect is associated with a worker's sense of necessity to pay back a good image accorded to him by the employer (Sow, 2015). The individual is compelled to keep working in the organization since she has good moral obligation to act (Ghosh & Swamy, 2014). Khalid and Khalid (2015) further elaborate that normative commitment is that inner attachment that workers hold, which make him or her feel responsible for continuing to work in the company. Normative commitment was strongly correlated to affective commitment in the early years (Meyer et al., 2002). However, recent arguments state that the mindset of obligation can be distinguished from the mentality of desire (Meyer & Parfyonova, 2010).

Marsh and Mannari (1977) within a Japanese context showed that regardless of the level of contentment they get from the firm over the years, employees who give in concept of whole life commitment see it morally appropriate to remain in the company. Weiner (1982) opines that most employees are prepared give something up for the organization due to their belief that it is the 'moral' action to take. He further elaborates that cultural and organizational social procedures lead

to the development of normative commitment; employees' cultural background at times influences an individual to remain within the organization. Organizations with a workforce that have a normative culture of willingness and loyalty create a positive psychological affinity which improves employee performance (Weiner, 1982).

2.5 Worker Benefits and Commitment – An Empirical Review

Various studies about the impact of workers' appreciation of employee benefits on their commitment level of employees to that of an organization have been carried out. Reddick (2009) examined the benefit of health importance to workers in both government and the private fields as observed by management. He obtained data from the national survey research of the health benefits conducted by the Kaiser Family Foundation. Reddick demonstrated that government sector management considers good health benefits as key in their organizational structure as compared to public-sector managers. The study implied that employee enjoyment, and productivity can be reinforced through health gain, especially in the private sector.

Rhoades, Eisenberger and Armeli (2001) carried out three studies examining the relationships between work background, observed organizational support and affective commitment as well as rotation of staff. The research was done on a section of 367 workers drawn from various administrations, and the outcomes suggested that favorable work conditions are affected by organizational support to enhance affective commitment, which decreases staff resignations.

Hong et al. (1995) in their study on effect of workers benefit on work incentive and productivity used questionnaires method which he sent to companies that undertook employee benefit programs. This team found many results, some of which showed that employees consider benefit programs to have more impact on work-motivation than on productivity. Both the administrative and other workers highly find monetary benefit schemes to be of high esteem. Furthermore, the study found that there existed an intellectual gap between the executive and worker on the significance of employee benefit programs; different genders prefer benefits differently. Unmarried employees believe that employee benefits have a more significant impact on job performance than their unmarried counterparts. Generally, employee benefit plans have a more substantial influence on employees' performance.

Achieng' (2011) conducted research to determine the observed challenge of perceived workers benefits on the retaining of workers in the Kenya Forest department. Targeting a population of 625 employees and a sample of 62 employees, she concluded that there exists a benefits policy in Kenya Forest Service which include pension schemes, life insurance, sabbatical leave, health cover, etc. The employees were not dissatisfied with the benefits policy and left the organization for other reasons. Most employee benefits are available as long as the employee stays in the job (Achieng', 2011). Therefore, workers at Kenya Forest Service recognize that benefits encourage them to remain committed to their work, either as a moral obligation (normative commitment) or because leaving the company will lead to losing the given benefits (continuance commitment).

From the various empirical studies mentioned above, there is clear evidence to prove that employee perception of gain is impactful to the organization. Employee benefits have positive effects on the general performance of the departments through work motivation and retention of workers (Hong et al. 1995; Achieng' 2011). Workers value the benefits provided by an organization and this will improve their dedication and loyalty to the company. In all the studies done globally and locally, the relationship between the perception if employee benefits and organizational commitment, particularly at CPGH is yet to be determined. This is the gap that this research aims to address, basing its findings on relevant theoretical and empirical literature.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the study will cover the research scheme, population drawn for the findings of sampling techniques, and the data collection modes as well as the data analysis.

3.2 Research Design

This study will focus on descriptive research design. The descriptive research portrays all attributes of a particular individual, group, or situation accurately (Isaac & Michael, 1979). Burns and Grove (1987) explain descriptive studies as a means of revealing new meanings, illustrating what exists, determining the rate at which an event occurs and placing information into distinct categories. Descriptive researches restricted to discovering facts and the outcome may involve formulation of the appropriate benefits policies and strategies that will foster employee commitment. Descriptive study is not only about gathering of data, but also comprises of measure, grouping, analysis, and grading (Kothari, 2018).

3.3 Target Population

Population is characterized by a set of individuals, families, organizations, and management components which are being scrutinized (Ngechu, 2004). A target population is, therefore, defined as all the elements in a research area of interest. This study will target a population of 791 employees who work at the Coast Province General Hospital. (Coast General Hospital, Human Resource)

3.4 Sampling

Stratified random sampling will be adopted where the population is grouped into different strata based on the nature of their work at the hospital. Ngechu, (2004) define stratification as categorizing the associates of the population into uniform subgroups before picking out the sample. Stratified sampling is the best single method to obtain a representative sample (Gay, 2005). Stratification allows the research worker to sample even the rare extremities of the population. The different strata in which the population will be divided include medical officers (doctors), clinical officers, nurses, consultants, and those in administration. According to Gay (1981), 10% of the

population is enough sample size for study. However, to get a minimum of 100 units in the selection (Mundfrom et al., 2005), this study will use a sample of 20% resulting in a sample size of 158.

The respondents will be grouped as shown: -

Table 3. 1: Sample Analysis

STRATA CATEGORY	THE POPULATION EXTENT	SECTION (20% of the population)
Medical officers	95	23
Clinical officers	150	32
Nurses	310	67
Consultants	64	16
Administration	172	20
TOTAL	791	158

3.5 Data Collection

This study will apply primary data only. Questionnaires papers that constitute the Likert scale data will be used for data collection (see Appendix A). Use of questionnaire method is appropriate means as there is uniformity among the responses (Mugenda & Mugenda, 2003). Closed questionnaire contains three parts of closed questions: the first part involves general bio data; the second part contains specific questions and the last part contains problems related to commitment. The questionnaires will be given to the employees in a drop and pick strategy where the questionnaires will be picked in three days, with the expectation that the employees will have filled them properly.

3.6 Data Analysis

The collected data results is arranged to ease coding and tabulation before the end analysis as recommended by Mugenda and Mugenda, (2003). The data is tabulated using Microsoft Excel sheets and then exported to Statistical Package for Social Sciences software for further analysis (IBM SPS Statistics, USA). Descriptive statistics by way of weighted means, frequencies, percentages, and standard deviation can be in the analysis of section 1 data of questionnaire (see Appendix A). Part 2, and part 3 of the questionnaire is examined by use of continuous regression analysis. First, a test for normality will be done on the model. The regression analysis will be used to determine the effect of staff benefits in the organizational commitment once normality tests prove to be statistically insignificant. Presentation of data is done on frequency tables and percentages.

The regression model is as follows

$$Y = a_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + e$$

Where

Y = organizational commitment

$a_0, b_1, b_2, b_3, b_4, b_5, b_6$ = coefficients of the regression where a_0 is the constant coefficient and $b_1, b_2, b_3, b_4, b_5, b_6$ are the effect of independent variables on organizational commitment.

$X_1, X_2, X_3, X_4, \text{ and } X_5$ are the independent variables; different employee benefits which, depending on how workers decipher them, affect employees' organizational commitment. X_1 Pension schemes, X_2 represent health insurance, X_3 is sabbatical leave, X_4 is life insurance, X_5 represents workers' compensation, and X_6 will stand for a flexible work plan.

CHAPTER 4: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This study was conducted to determine effect of employee perceptions regarding benefits on organizational commitment at the Coast General Referral Hospital. The chapter gives more information about response rate, the demographic findings, data analysis and the result discussion. The results are given in form of frequency distribution, percentages, the means, and deviations.

4.2 Response rate

124 respondents out of the total targeted number of 5 employees at Coast general returned their questionnaire, contributing to 78.5% response rate. Bailey (2002) specifies that a reaction rate more noteworthy than 70% is great. Ngechu, (2004) stipulate out that about 50% of the response given is enough for analysis and reporting; 62% is good enough and 73% and over is excellent. The scholar made constant visits in the hospital to make sure that the rate of 78.5% was achieved through filling of the questionnaires. The response rate is tabulated in Table 4.1.

Table 4. 1: The Rate of Response

Number of Questionnaires distributed	Frequency	Outcome Percentage
Fully Filled and returned questionnaires	124	78.5
Unfilled questionnaires	30	18.98
Unreturned questionnaires	4	2.52
Total questionnaires administered	79	100

4.3 Demographic Information

This study establishes the background data of all the respondents. This part includes time of life, gender, and the current level of education attained, the marital status, as well as interviewer's nature of work at the hospital. The results were presented in frequency tables below.

4.3.1 Gender

From the survey, it was found that the hospital has more females than males. The females constituted 63% while the males were 37% of all the staff who responded to the questionnaires. This is in line with the finding that most of the staff in CPGH are nurses, a profession that constitutes more females than males. Most males in the hospital were found to hold administrative positions. This also shows that the hospital is gender sensitive and inclusive of both males and females.

Table 4.2: The Gender of Respondents

Gender type	Number of respondents	Percentage represented
Male	59	37
Female	99	63
Total	158	100

4.3.2 Age of Respondents

A scale of 19 - 25, 26 - 34, 35 - 45 and 46 and above for the age was used and the respondents asked to tick in the group they belong. The results are stipulated in Table 4.3.

From the research findings in the Table 4.3, 63.9% of the total respondents fell at the age of 35-45 year, 16.8% of the total respondents were 46 years and above, 10.8% of the respondents were between 26-34 years while 9.5% of the respondents fell in the 19–25-year age bracket. This shows that a higher percentage of respondents were older with majority of the respondents being between 35-45 years. These results would be in line with the study considering that most respondents at this middle age are likely to be affected significantly from the employee benefit policy in their organization.

Table 4. 3: Age of Respondents

Age bracket	Number of respondents	Total Percentage
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19-25	15	9.5
26-34	17	10.8
35-45	100	63.4
46 and above	26	16.3
Total	158	100

4.3.3 Respondents' current level of their education

The research also demonstrated the respondents' current level of their education. The options given were either primary level, secondary, graduate, and postgraduate. The findings are shown on Table 4.4

Table 4. 4: Highest level of education

Education level	Numeric Frequency	Percentage representation
Secondary level	8	4.8
Graduate	119	75.8
Postgraduate	31	19.4
Total	158	100

The results shown in the table above indicate that 75.8% of the respondents had completed undergraduate studies, 19.4% had postgraduate degrees while only 4.8% had reached to Secondary level. None had attained the highest education at primary level. Most of the employees had graduate and postgraduate education showing that tertiary training is a prerequisite for every entry point of the recruitment. It also shows that most of the workers at CPGH were likely understand the concept of employee benefits and organizational commitment.

4.3.4 Marital Status of Respondents

The status options included single, married, or other. The other option involved includes: divorced or widowed. The results are given in Table 4.5

Table 4. 5: Marital Status

Respondents' Marital Status	No. of respondents	Percentage
Single	43	27.1
Other	7	4.2
Married	108	68.8
Total	158	100

From the responses tabulated in Table 4.5, many of the respondents (78.8%) are married, about 18.1% were single and only 3.1% of the total respondents were either divorced or widowed. Many employees are married though that most of the workers are middle aged. Marital status affects the employee perception of their benefit due to existence of dependents.

4.3.5 Nature of work

The respondents stated the nature of their work at the hospital, either as a nurse, clinical officer, medical officer, consultant, or those in the administration as presented in Table 4.6

Table 4. 6: Nature of work done by the Respondents

Nature of work	Number of respondents	Proportion
Nurse	55	35.4
Clinical Officer	49	30.2
Medical Officer	28	17.7
Consultant	10	6.4
Administration	16	10.3
Total	158	100

According to Table 4.6, Nurses were most, being at 35.4% of the respondents, 30.2% of those who responded were clinical officers, 17.7% were medical officers, and 6.4% were consultants while 10.3% of the respondents worked in administration. Nurses and clinical officers had the largest share of the population because their services were at the core of the hospital. The results also show that the target population in the hospital was achieved.

4.4 Employee Benefit Policy

This section investigated the impact of employee benefits on organizational commitment at the Coast General Hospital.

4.4.1 Employee Benefit Policy at the Coast General Hospital

The study determined whether an employee benefit policy existed at CPGH. The participants were requested to tick either “yes” or “no” to show that there is an employee benefit policy or not.

Table 4. 7: Employee Benefit Policy at CPGH

Is there a benefit policy at CPGH?	Percentage
Yes	92.1
No	7.9
Total	100

According to Table 4.7, a higher percentage (92.1%) agreed that there was an employee benefit policy in place at CPGH, while only 7.9% of them said that there was no benefit policy. This means that CPGH has an employee benefit policy. There is therefore, a need to investigate the research topic.

4.4.2 Employees’ level of commitment being affected by employee benefits.

The study also investigated whether the employees’ level of commitment is affected by the employee remunerations available. Respondents were provided with “Yes” or “No” options, and their responses tabled.

Table 4. 8: Employees’ level of commitment being affected by employee benefits.

Is organizational commitment affected by employee benefits?	Percentage
Yes	56.3
No	43.8
Total	100

The results of the study in Table 4.8, show that the majority (56.3%) of respondents responded “Yes” which means that employee benefits affect the employees’ organizational commitment while 43.8% indicated “No” to mean that their level of commitment to the organization is not affected by employee benefits. Generally, the employees appreciate that benefits enhance their organizational commitment.

4.4.3 Pension Scheme

The research further determined all respondents’ agreement with the statements level relating to their pension scheme. Each statement was rated on a five star-point scale ranging from: 1- Strongly Disagree, 2- Do not Agree, 3- Indifference, 4- Agree, 5 – Very Strongly Agree.

The researcher used the median scores for the Likert scale. The standard deviations described the deviation of the responses to the means.

Table 4. 9: Perception on Pension Scheme

Pension Scheme	Mean	Standard Deviation
Pension scheme provides control over planning for retirement and gives a feeling of power	3.8	1.05
Pension scheme determines employees’ commitment to the organization	3.74	1.01
Pension scheme mitigates worry about one’s security and that of their family	4.00	0.95
Pension scheme improves employee loyalty to the institution	3.67	1.07

Average Mean	3.802	
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The research findings from the Table above, large number of the respondents strongly agreed that pension benefits provide control over planning for retirement and gives a feeling of power as revealed by median score of around 3.8. The pension scheme mitigates one’s job security and that of their family as seen in the mean calculated of 4.00 and scheme benefits determine employee’s commitment in the work place as indicated by a mean score of 4.74. However, is indifference of pension scheme facts as it improves employee devotion to the organization as revealed a mean of 2.67? The existing standard deviation indicates that there is a difference in pension scheme providing control over planning for retirement that gives a feeling of power and allowance scheme mitigating all worries about one’s job security, although the divergent opinion in pension scheme improving workers loyalty on their organization and level of pension scheme which determines employees’ commitment in their organization. Generally, there exists an agreement on the influence of pension schemes benefits to employee commitment aside from their potential to improve employee loyalty.

4.4.4 Health Insurance

The research established that the respondents’ agreement level with statements that relates to health insurance as employee benefit.

Table 4. 10: Perception on Health insurance

Health insurance statement	Mean	Standard Deviation
Health insurance mitigates worry about one’s security and that of their family	4.11	0.98
Health insurance determines employees’ commitment to the organization	3.91	1.11
Health insurance improves employee loyalty to the organization	3.98	1.10
Average Mean	4.00	

The Table above shows that, large number of the respondents agreed that taking health insurance cover mitigates worry about one security and that of their family as revealed by the mean score of

4.11 and will improve the level of employee loyalty in the organization as shown by a mean score of 3.98. Respondents also strongly agreed that health insurance covers enable employees to be committed to the organization as indicated by a mean range score of about 3.91. The difference in the standard deviation implies that there is a consensus in health insurance and mitigating worry about employees' security and that of their family, although there was an alternative opinion in health insurance cover leading increasing employee commitment to the organization loyalty and enabling employee loyalty in the company. This implies that there is overall, health insurance enhances staff commitment and engagement as shown by the mean of 4.00.

4.4.5 Sabbatical leave

The study established respondent agreement level which statements regarding sabbatical leave

Table 4. 11: Perception on vacation leave

vacation leave	Mean	Standard deviation
Vacation leave encourages me to keep doing my job well	4.04	1.039
Vacation leave enhances my experience and academic skills	5.08	1.116
Vacation leave keeps me from stress in the workplace	3.05	1.081
Vacation leave encourages creativity and reduces monotony	3.47	1.303
Average mean	3.91	

From the study findings in Table 4.11, many respondents agreed that sabbatical leave will keep them from stress in the workplace as shown by a mean score of 4.04 and will encourage them to keep doing their jobs as shown by a mean of 3.05. Many respondents have strongly agreed that sabbatical leave enhances experience and academic skills with a mean score of 5.08. However, it was relatively agreed that sabbatical leave will encourage creativity and reduce monotony in the workplace, a statement which had an average mean of 3.47. The outstanding standard deviations reveal that the consensus existed in all three statements concerning vacation leave as an employee

benefit. This depicts that in overall, sabbatical leave enhances employee commitment and engagement with mean score of 3.91.

4.4.6 Life Insurance

This research determined the level of respondents' agreement in the statements regarding life insurance

Table 4. 12: Perception on life insurance

Life insurance	Mean	Standard deviation
Life insurance encourages me to keep doing my job well	2.85	1.127
Life insurance improves my loyalty in the work place	5.15	0.955
Life insurance cover mitigates my worry about life security and that of my family	3.67	1.131
Average mean	3.89	

The findings drawn above indicate that the respondents agreed that again in thank you you're welcome life insurance encouraged them to keep doing their jobs well with mean score of 2.85 and that life insurance cover improved the loyalty commitment within the association as shown by a score of 5.15. The respondents relatively agreed that taking of life insurance will mitigate worry about employee security and that of their family as shown by a mean of 3.67. Standard deviation indicates that there is a general relationship in life insurance encouraging work to be done and mitigating worry about employee healthy security but there was a conflicting opinion in life insurance cover improving staff loyalty to their organization. In overall, there was an agreement that life insurance cover increases employee commitment shown in the table by an average mean score of 3.89.

4.4.7 Workers compensation Programs

The research also determined the individual agreement level of with statements regarding income or loss against which employees' compensation programs help in protecting the workers dependents and their survivors.

Table 4. 13: Perception on workers' compensation program

Workers Compensation	Mean	Std. Deviation
Rehabilitation costs	3.98	1.051
Job related injuries and ailments	3.91	1.216
Catering for death or total disability	4.21	1.233
Offsetting medical expenses	4.20	1.126
Average mean	4.077	

The findings in Table 4.13 show that the respondents agreed that workers compensation programs protect the employees, dependents and survivors from income loss resulting from rehabilitation costs as shown by a mean score of 3.98, job related injuries and ailments as shown by a mean score of 3.91, catering for death or total disability as well as offsetting medical expenses as shown by a mean score of 4.2. The standard deviation shows that there is a consensus in all the compensation programs including total disability or death, job related injuries and ailments, offsetting medical expenses and rehabilitation costs. This implies that workers compensation programs enhance employee commitment as shown by a mean of 4.077 as compared to the least score of 4.91 for the job-related injuries and ailments.

4.4.8 Transportation Benefit

The study determined the respondents' agreement level which statements regarding life insurance

Table 4. 14: Contribution of perceptions on transport benefit to employee commitment

Transportation Benefit	Mean	Std. Deviation
The transport benefit encourages workers to arrive to work punctually	5.38	1.162
Transport benefits will reduce transportation costs	4.26	1.014
Transport benefit encourages organizational commitment	3.00	1.164
Transport benefit gives employees a tax-saving opportunity	3.95	1.233
Average mean	4.147	

The study findings in the above Table 4.13, many respondents strongly agreed that offering transport encourages staffs to arrive to work punctually as revealed by a mean score of 5.38 and

will lower transportation costs as revealed by a mean score of 4.26. The respondents also agreed that transport benefit encourages organizational commitment as shown by a mean score of 3.00 and gives employees and opportunity to tax-saving as revealed by a mean score of about 3.95. The estimated standard deviation indicates that there is a consensus in transport reducing transportation cost and encouraging workers to arrive to work punctually but there was a divergent opinion in transport benefit encouraging organizational commitment and giving employees a tax-saving opportunity. This implies that the transportation gain greatly enhance commitment as revealed by the average mean score 4.147 despite the leading to tax saving opportunity for the workers.

4.4.9 Flexible work plan

The respondents are required to show their level of agreement with indicated statements on flexible the work plan.

Table 4. 15: Perception of flexible work plan

Flexible work plan	Mean	Deviation
Use of flexible work plan fosters commitment to the organization	4.05	1.110
The flexible work plan improves employee productivity	3.91	1.287
The flexible work plan increases morale in the workplace	4.08	1.272
The flexible work plan improves work attendance	3.95	1.241
Average mean	3.997	

As per the Table 4.15, many respondents agreed that use flexible working plan fosters commitment in the organization as indicated by the mean score of 4.05, flexible work plan improves employee productivity as shown by a mean score of 3.91. Use of flexible work plan also increases job morale in the workplace as revealed by a mean score of 4.08, and improves work attendance, hence high performance as shown by a mean score of 3.95. The deviation level implies that there is a correlation in flexible work plan improving employee job morale, this helps in motivating employees and retain them. This has led to increased productivity level and help to improve work

attendance hence good performance. The results indicate that adopting flexible work plan enhances employee commitment as indicated by a mean score of 3.997.

4.4.10 Reasons that reduce employee commitment in the organization

The research sought study and investigate various reasons that lead to reduction in employee commitment to the organization.

Table 4. 16: Reasons that reduce commitment to the organization

Reasons for reduced commitment	mean	Standard deviation
Insufficient benefits	4.66	0.84
Unfairness in the distribution of benefits among employees	3.00	0.92
Lack of employee involvement in benefit policy decisions	4.56	1.07
Lack of knowledge about available benefits	3.26	1.09
Average mean	3.87	

The response feedback tabulated in the Table 4.16 indicates that large number of the respondents strongly agreed that insufficient remuneration is the core reason that led to low commitment to the work place as indicated by a mean of 4.66. All the respondents' concurred that, other reasons that reduce employee commitment include unfairness in the distribution of benefits among employees as indicated by a mean score of 3.00 and lack of employee participation in benefit policy decisions as revealed by a mean of 4.56. There is however indifferent existing to the facts that lack of knowledge about available benefits made workers less committed as shown by a mean score of 3.2. The difference in standard deviation implies that there is an agreement in insufficient benefits, in fairness in all benefits distribution, lack of involvement in benefits decision and lack of knowledge of employees' benefits. The employees' commitment is, therefore, due to the first three reasons apart from lack of knowledge of employees' benefits whose mean was much less than the average mean.

4.5 Organizational commitment

This research aims at determining the employees' views and their understanding of commitment as seen in the answers they give to various statements. The statements relate to affective commitment, persistence commitment and normative dedication. Use of overall mean for organizational obligation as shown in Table 4.17 was 4.1053.

4.5.1 Affective commitment

Organizational affective commitment refers to the employees' emotional connection to their organization. From the results in Table 4.17, most employees were indifferent and disagreed that they felt emotionally attached and devoted to Coast Province General Hospital (mean=3.75). A good number of employees are concerned about the organization's goals, objectives and understand their contribution towards as shown by the mean of 3.94. Slightly more than half of them were happy to say that they were a part of CPGH (mean=4.21), and felt it is the best place to work (3.95). The workers also agreed that they would put in extra effort to ensure that the organization is successful (4.09). The overall mean for affective commitment was 3.788, showing that employees in general felt proud and part of CPGH.

4.5.2 Continuance Commitment

Through continuance commitment, we measure the degree in which workers will choose to stay in an organization considering the costs of leaving the job. As shown in table 4.17, most employees felt that it would take a lot to change their present working circumstances in the organization, having a mean of 4.10. The employees moderately felt that they have minimal options when considering to leave the organization (3.89), but strongly feared to quit their jobs (4.00). With a mean of 4.56, employees strongly agreed that other organizations may not offer the benefits they receive at CPGH. Continuance commitment had an average mean of 4.137 showing that employees found it harder and more costly to leave their organization in search of other jobs.

4.5.3 Normative commitment

Organization normative commitment explains the workers' perceived need to interchange a positive work done to him by the employer. From the average mean of 4.095, it shows that employees at CPGH feel loyal to the organization. This suggests that they prefer to work in the organization as appreciation for the good they get from there. Most employees relatively agreed that they would encourage loyalty in an organization (mean=3.98). Most of them felt strongly

obligated to remain at their current organization (4.00) and did not fancy movement of workers from one organization to another (4.19). A good number relatively agreed that if another opportunity comes it would be wrong to leave their current workplace, as shown by the mean of 4.21.

Table 4. 17: Responses on Organizational Commitment

Organizational commitment	Mean	Standard deviation
Affective Commitment		
I feel emotionally attached and devoted to the institution	3.75	1.035
I am concerned about this organization's goals and objectives and I am aware of my contribution towards them...	3.94	1.317
I am happy to say that I belong to that organization	4.21	1.244
I believe that this is the best place to work	3.95	1.174
I am ready and committed to give my effort for the achievement of this organization	3.09	1.161
Average mean	3.788	
Continuance Commitment		
It would take a lot to change my current working circumstances	4.10	0.819
I fear to quit my job when I don't have another alternative.	4.00	0.988
I feel I have minimal options, in considering to leave my current organization.	3.89	1.362
The other organizations may not have the benefits I enjoy in the current organization I work in	4.56	1.199
Average mean	4.137	
Normative Commitment		
I encourage employee loyalty to an organization	3.98	1.315
I feel obligated to remain in the current organization I work in	4.00	1.052
If another opportunity comes, it would not feel right to exit this organization.	4.21	1.345

I don't fancy the movement of people from one organization to another.	4.19	1.124
Average mean	4.095	
Average mean of organizational commitment	4.007	

4.6 The Effect of Employee Benefit on Organization Commitment: Regression results

This research aimed to identify the level of effect employee benefits had on organizational commitment in Coast Province General Hospital. The dependent variable was organizational commitment of employees at CPGH. Independent variables included seven employee benefits provided at CPGH, which were in the form of Likert-scale questions. The responses of the questions ranged from part 1- “strongly disagree” to part 5- “strongly agree”. Normality tests showed how the method of OLS was suitable for this regression. The results found are explained in Table below 4.18.

The model design was statistically significant using the F-statistic having a normal p-value of 0.000 which is less than 0.005. This shows that employee perception of the employee benefits at CPGH significantly affect organizational commitment. According to the Adjusted R2 tests, 41.8% of the variation in employee benefits explained variation in organizational commitment (adjusted $r^2=0.418$) Therefore 58.2% of the model was unexplained. The Durbin Watson statistic value was 0.557 showing that there was no autocorrelation in the model. The traditional Durbin Watson benchmark about 2.0. In case the DW statistic lies in between 1.6 and 2.6, then the assumption of linearity will not be violated (Havi & Enu, 2014).

Table 4. 18: OLS results

Dependent variable: Organizational Commitment			
Independent Variables	Beta Estimate	t-statistic	Sig
Pension schemes	0.356	4.851	.000
Health insurance	0.290	4.067	.000

Sabbatical leave	0.184	2.193	.307
Life insurance	0.076	1.027	.030
Workers' compensation	0.366	3.489	.001
Transportation benefit	0.425	0.220	.000
Flexible work plan	0.254	2.394	.018
R-squared: 0.451			
Adjusted R-squared: 0.418			
F-statistic 13.164			
The Probit (F-statistic): 0.000			
Durbin-Watson stat 0.557			

The table 4.18 shows for every unit increase in perception of pension schemes, there is an increase of 0.356 in organizational commitment. This means that when employees improve their perception of pension funds, organizational commitment increases. This relationship was statistically significant. The variable “perceptions on health insurance cover, “statistically was important in the ideal. For every increase on perception in health insurance by one unit, organizational commitment increases by 0.29. Perceptions on sabbatical leave has a statistically significant impact on the organizational dedication. In regards to sabbatical leave, the regression implied that slight increase in perception of sabbaticals by only one unit, increased organizational commitment by 0.184. Perceptions on life insurance has a positive impact on the organizational commitment and it was statistically significant. An increase in perception of life insurance by one unit caused an increase in organizational commitment by 0.076. For every unit increase in perceptions regarding workers’ compensation, there is an increase of 0.366 in administrative commitment. The bond existing between employee perception on workers’ compensation and the organizational commitment was also statistically significant. Regarding transportation benefit, as the employees’ perception

increases by one-unit, organizational commitment increased by 0.425. For every increase on perception in a flexible work plan by one unit, organizational commitment increased by 0.254. This relationship was statistically significant.

4.7. Discussion of findings

The main objective of this research was to find the effect of employee perception on certain benefits in the organizational commitment of Coast General Hospital. For any organization, it is paramount to ensure that the workers are satisfied with their working conditions so ensure maximum productivity. According to Storey (2007), to enhance commitment, the human resource department works hard to make the workers' time at work as enjoyable as possible, with the knowledge that a happy and satisfied workforce translates to higher levels of productivity and creativity. Developing a supportive and effective employee benefit strategy will ensure workers have their interests and concerns taken care of and this improves administrative commitment. The outcome found in this work shows out that there is a staff benefit policy at Coast General and that the organizational commitment was affected by employee benefits.

The research also has established out that life insurance mitigates worry about employees' security and that of the family, and improves employee loyalty to the organization. Workers know that in case of their demise, their family is secured by in the life insurance benefit policy. The findings imply out that pension scheme gives a sense of control and authority over one's retirement and resources. The study found that sabbatical leave will reduce stress and monotony in the work place, and eventually enhance understanding that leads to staff retention. It was also discovered that health insurance protects employees against any uncertainty, determines the employees' commitment to the organization and increases employee loyalty to the association leading to high productivity. The research comprehended that, workers compensation programs protect the workers, all the dependents and the survivors from income loss arising from the rehabilitation costs, other job-related injuries, and ailments, total or partial disability, or death and, offsetting medical bills.

On the side of transportation benefit, the research found out that that transport benefits will lower transport costs and enhance punctuality in the workplace. The study also found that use of flexible working plan helps in motivating and retain employees, improving the workers working morale, increased productivity, and in improving the attendance hence attaining high performance. Personal time from work is highly regarded by employees and a great way to ease burn out. All these positive factors that come as a result of a good benefit policy in the work place instill a sense of commitment to the workers who may feel appreciative and that they belong to the organization they work in.

According to the study, insufficient benefits and unfairness in benefit administration are the main reasons that reduce organizational commitment. Other reasons include non-involvement in the benefits decisions and lack of knowledge of the available employee benefits. Many employees exhibited continuance commitment to the organization because changing from their present work had higher costs than keeping the job. Additionally, the study also found that an average number of employees had affective commitment and felt loyal to the organization. However, most of the workers were proud to be associated with the hospital. The study findings also showed that the employees had strong normative commitment and felt it proper to reciprocate the benefits offered by the company through their commitment.

The regression findings show how employees perceive the benefits accorded to them affects their level of organizational commitment. Byars and Rue (2006) assert that the organization's benefits strategy is aimed at achieving maximum employee commitment. Employee perceptions on pension schemes, health insurance, workers' compensation, flexible work plans, transportation benefit and life insurance were statistically significant, with transportation benefit, pension schemes and workers' compensation having the greatest impact on organizational commitment. Only the coefficient value on sabbatical leave was not statistically significant. These discoveries are in line with previous researches that showed that employee benefits, when properly perceived, had significant positive impact on the organization (Achieng', 2011). From these results perceptions on employee benefits are seen to have big progressive impact on organizational commitment.

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter will discuss the findings in summary from, the research has drawn conclusions, limitations, and recommendations for any further research work.

5.2 Summary of findings

This research had the objective aimed at establishing the influence of employee perceptions of benefit on organizational commitment at the Coast Province General Hospital. The study established that CPGH has more females than males. This is in line with the finding that most of the staff in CPGH are nurses, a profession that constitutes more females than males. Most males in the hospital were found to hold administrative positions. This also shows that the hospital is gender sensitive and inclusive of both males and females. Most of the respondents were middle aged which is in line with the study considering that most respondents at this age bracket are likely to be affected significantly from the employee benefit policy in their organization. It was expected large number of employees to be married since most of them are of the middle-aged class and the marital status could affect their perception of employee benefits. The target population which was the nurses and clinical officers was reached because they were the majority and formed the core of CPGH.

According to the study, there exists an employee benefit policy at CPGH and employees appreciate that benefits enhance their organizational commitment. The study also showed that pension benefit scheme gives a sense of control and a feeling of power, mitigates worry about one's security and that of the family improves employees' loyalty in the association.

The research also recognized that health insurance lowers worry about employee's family security and upturn the chances of employees remaining in the organization. Sabbatical leave was found to reduce stress in jobs, and increase more concentration at work, though many disagreed that it reduced worker strikes. The study also found that Life insurance increase employee loyalty and reduces worry about family security.

The study found out that workers compensation scheme programs protect their employees, their dependents, and other survivors from any loss of coming and causing rehabilitation costs, other job-related injuries and ailments, death or total or partial disability and offsetting medical costs.

On side of transportation benefit, the study showed out that transport encourages workers to arrive to organization on time, improves tax saving among employees, and reduces the cost of transport. The study showed out that flexible working plans helps fosters commitment to the organization, improves employee productivity, increases morale in the workplace, and improves work attendance. The study further indicated that the core reasons that make workers exit the organization include insufficient benefits, unfairness in benefits administration, lack of involvement in benefit policy decisions and lack of knowledge of employee benefits available. Of these, insufficient benefits were found to be the main reason employees leave CPGH.

Regarding affective commitment, the study shows that employees at Coast Province General Hospital are emotionally attached and devoted to the organization. Most of them care about the organization and understand their contribution to its goals and objectives. The study shows that the workers think CPGH is a great place to work and are happy to tell that they work there. On continuance commitment, employees believe that it would consume a lot to leave the business, and many of them fear to quit their jobs. Although the workers feel that other organizations would not offer such good benefits, they disagree that their options are minimal. Regarding normative commitment, the study found that many employees felt obligated to remain in their organization. The workers felt that it would not be right to exit the organization or move to another job if the opportunity comes. A good number encouraged employee loyalty to the organization. The multiple linear regression demonstrated that employee perception of benefits had an impact organizational commitment. The benefits included life insurance, pension scheme, workers' compensation, transportation benefit, health insurance, and flexible work plans.

5.3 Conclusion

The conclusion made is that there are employee benefits at Coast Province General Hospital and that employees' perception of these benefits affect organizational commitment. Employees are knowledgeable about the benefits available to them and how it affects their commitment. Some of these employee benefits include health insurance, flexible work plan, life insurance, pension schemes, worker compensate-on, and sabbatical leave and transportation benefits. All the above benefits go a big mile in mitigating worry about employees' security and that of their family, improve loyalty to the organization, and reduce frustrations and stress in the workplace, increases

employee morale and provides general wellbeing of workers which culminates to organizational commitment.

The study also concludes that employees at CPGH have all the three forms of commitment to the department. They feel devoted to their own organization and have a sense of loyalty. They understand and make effort towards achieving the institution's goals and objectives. The employees also find it difficult to leave the organization as it would be more costly. There is a general sense of loyalty in CPGH.

The developed positive relationship between employee perception of the benefits and the organizational commitment especially all the benefits that include pension schemes, transport benefits, and workers' compensation. As the employee benefits improve, organizational commitment also goes up in the hospital. These results relate to previous studies, showing that employee benefits are important in improving organizational commitment within an institution.

5.4 Limitations

The study is focused on Coast Province General Hospital. Therefore, results from this study may be applicable in this situation only, and may not generalize to other institutions. Although situation in other organizations may be similar, there are a few areas where there is a disparity that may disallow the applicability of results from this study.

The time limit was another limitation in the study. Although questionnaires were filled and returned on time, it is difficult to tell if the responses would have been different or more accurate if more time was allowed to fill the questionnaires.

5.5 Recommendations

This study recommends that in order to improve organizational commitment, institutions should include appropriate and positive employee benefits in their package. Such benefits include insurance, Life insurance, flexible work programs, and health insurance. Other benefits that the organization should provide include car loan, educational loan, and mortgage facilities. Additionally, a constant revision of these benefits that brings in employee participation will significantly improve organizational commitment by making the employees feel a part of the decision-making process. When the employees are equipped with all the necessary resources, they reciprocate by providing productive results. Organizations should listen to employees and make their stay at the job comfortable to prevent many occasions where people leave the organization.

5.6 Suggestion for further research

This study has concentrated on the effects of perceived by employee welfares on organizational commitment. Apart from employee benefits, they face other challenges that affect the commitment of staff the organization set up. As such, further studies can be made to analyze how these factors affect organizational commitment. Additionally, further studies can also be made on other institutions, especially private hospitals because private organizations have different employee benefit strategies, from public corporations.

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APPENDIX A: QUESTIONNAIRE

Dear Respondent

This Questionnaire aims at collecting information to help in investigating the effects of employee perception of work benefits on organizational commitment at CPGH. I assure you that your responses will be handled with high degree of utmost confidentiality. Your feedback is highly appreciated.

The questionnaire has three sections. Answer every question indicated in the most honest way. Please do not indicate any of your identity details. For this research, employee remunerations will be referred to as: - Elements of remuneration given in addition to various forms of cash payment.

SECTION 1: PERSONAL DATA

Direction: Please tick (✓) your answer in the respective boxes.

1. Gender

Male () Female ()

2. Age

18-25 () 26-35 () 36-45 () 46years and above ()

3. Highest Education level

Postgraduate () Graduate () Secondary level () Primary level ()

4. Marital Status

Single () Married () special single ()

5. Current nature of employment

Medical officer () clinical officer () consultant () Nurse ()

Administration () Other, specify ()

6. Professional title

Senior management title () Middle management title () senior medical title ()

Primary title ()

Assistant title ()

no title ()

SECTION 2: QUESTIONS RELATED TO THE EMPLOYEE BENEFIT POLICY IN COAST GENERAL HOSPITAL

1. Is there any Employee benefit policy at CPGH?

YES ()

NO ()

2. The following types of staff benefits affect engagement and commitment to the organization in the following ways;

Note: Please rate the following statements in terms of; I strongly disagree [1]; I disagree [2]; Indifference [3]; I agree [4]; I strongly agree [5] which in your opinion correctly represent your view about each statement.

a) Pension Scheme

i) Pension scheme encourages me to keep doing my job well

[1] [2] [3] [4] [5]

ii) Pension scheme gives me satisfaction and improves my loyalty to the organization

[1] [2] [3] [4] [5]

iii) Pension scheme mitigates worry about my security and that of my family

[1] [2] [3] [4] [5]

Pension benefit scheme gives a feeling of authority by having control over planning for retirement

[1] [2] [3] [4] [5]

b) Health Insurance

i. Health insurance encourages me to keep doing my job well

[1] [2] [3] [4] [5]

ii. Health insurance improves my loyalty to the organization

[1] [2] [3] [4] [5]

iii. Health insurance mitigates worry about my security and that of my family

[1] [2] [3] [4] [5]

c) Sabbatical Leave

i. Sabbatical leave encourages me to keep doing my job well

[1] [2] [3] [4] [5]

ii. Sabbatical leave enhances my academic and general knowledge

[1] [2] [3] [4] [5]

iii. Sabbatical leave reduces stress on jobs

[1] [2] [3] [4] [5]

iv. Sabbatical leave reduces monotony in the workplace

[1] [2] [3] [4] [5]

d) Life Insurance

i. Life insurance encourages me to keep doing my job well

[1] [2] [3] [4] [5]

ii. Life insurance improves my loyalty to the organization

[1] [2] [3] [4] [5]

- iii. Life insurance mitigates worry about my security and that of my family
[1] [2] [3] [4] [5]

e) Workers' Compensation

Workers' compensation protects my dependents' and me against income loss arising in:

- i. Total or partial disability and death
[1] [2] [3] [4] [5]

- ii. Rehabilitation costs
[1] [2] [3] [4] [5]

- iii. Offsetting medical bills
[1] [2] [3] [4] [5]

- iv. Job related injuries or ailments
[1] [2] [3] [4] [5]

f) Flexible Work Plan

- i. A flexible work plan encourages me to keep doing my job well
[1] [2] [3] [4] [5]

- ii. A flexible work plan improves employee morale
[1] [2] [3] [4] [5]

- iii. Flexible work increases my productivity in the organization
[1] [2] [3] [4] [5]

- iv. A flexible work plan improves attendance and high performance
[1] [2] [3] [4] [5]

g) Reasons that reduce employee commitment to this organization may include

i. Insufficient benefits

[1] [2] [3] [4] [5]

ii. Lack of awareness of employee benefits available

[1] [2] [3] [4] [5]

iii. Unfairness in benefit policy distribution

[1] [2] [3] [4] [5]

iv. Lack of involvement in benefit-policy decisions

[1] [2] [3] [4] [5]

SECTION 3: ORGANIZATIONAL COMMITMENT

To what extent do you concur with the following statements regarding employee commitment to the organization?

Note: Please rate the following declarations in terms of; strongly disagree [1]; disagree [2]; Indifference [3]; agree [4]; strongly agree [5] which in your opinion correctly represent your view about each statement

Affective Commitment	1	2	3	4	5
I don't feel mentally attached and devoted to the institution					
I am concerned about this organization's goals and objectives and I am aware of my contribution towards them.					
I am happy to say that I am a member in this organization					
I believe that this is a great place to work					
I am able and dedicated to give in effort for the success of this organization					

Continuance Commitment	1	2	3	4	5
It will not take a lot of change in my current circumstances					
I fear to quit my job when I don't have another alternative.					
I feel I have minimal options, in considering to leave my current organization.					
The other organizations may not have the benefits I enjoy in the current organization I work in					
Normative Commitment	1	2	3	4	5
I encourage employee loyalty to an organization					
I feel obligated to remain in the current organization I work in					
If another opportunity comes, it would not feel right to exit this organization.					
I don't fancy the movement of people from one organization to another.					

In your view, are employee benefits enhancing employee engagement and organizational commitment?

Yes ()

No ()

THANK YOU FOR YOUR TIME AND COOPERATION