

**THE INFLUENCE OF AGE AND JOB RANK ON EMPLOYEE
COMMITMENT AMONG POLICE OFFICERS IN THE KENYA POLICE
SERVICE**

KABERE MARTIN MWANGI

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DECLARATION

This research project is my original work and has not been presented for the award of a degree course in this university or any other institution.

Signed.....Date.....

Kabere Martin Mwangi

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

Signed.....Date.....

Professor Peter K'Obonyo
School of Business
Department of Business Administration
University of Nairobi

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God bless you all.

DEDICATION

I dedicate this project to my beloved daughters Brigit Njeri Mwangi and Claire Wanjiru Mwangi who are a true source of inspiration.

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ABSTRACT

A look at past studies on employee commitment revealed that most researchers have only examined such individual correlates of employee commitment as physical, mental and dispositional differences. What seemed to be lacking was a fairly comprehensive approach to examine, in a single study, personal correlates of employee commitment specifically looking at the influence of age and job rank. Such a study would enable a more valid perspective to be adopted with regards to whether the stated variables do or do not constitute correlate of overall employee commitment. This research project was to provide empirical evidence to ascertain which of these personal variables, if any, are correlates of overall employee commitment within the police service in Kenya. The research project addressed the question: What is the influence of age and job rank on employee commitment among Kenya police officers? To achieve this, 169 respondents were issued with questionnaires and the response rate was 94%. It was established that 96.2% of police officers are below the age of 40 years and that 69.2% were constables, the lowest rank in the police service. This has implication for employee commitment, behavior and work attitude as how career growth is managed has an overall effect on commitment and organizational success. The findings further indicated that Age and job rank are positively related to employee commitment. The overall mean scores for the three types of commitment were as follows: continuance commitment- 3.074, affective commitment-2.618 and normative commitment- 2.9. These results revealed that age and job rank has an influence on employee commitment. The high means scores for Continuance commitment were explained by the presence of a youthful workforce that is ready to bear with the stressful working conditions in the police service and the absence of greener pastures elsewhere. This may be due to the high levels of unemployment in Kenya hence the respondents have very few if any options but to continue serving in the Kenya police service. Affective commitment scored the least which may be an indicator of absence of self pride as employees of the Kenya police service and the low levels on involvement of employees as the command structure is military in nature with minimal involvement of lower cadre officers in decision making. Normative commitment scored fairly since the cost benefit analysis of leaving the organization favored the police service as an employer since the job market is saturated with job seekers hence one has to continue to hold onto what he or she has already secured in terms of employment. The existence of a big percent of officers who are form four leavers with no post secondary qualification may be another reason for the normative commitment scores. These results are significant for theory, policy and practice as low scores for Normative commitment calls for the police service commission to come up with policies that that ensure that it is possible for police officers to fairly access promotion opportunities as they grow in age so as to ensure that the three aspects of employee commitment are well addressed hence realizing and attaining full commitment of police officers in their work.

CHAPTER ONE: INTRODUCTION

1.1 Back ground of the Study

This research project was set to establish how age and job rank influences employee commitment among police officers in Kenya police service. Employee commitment is not a singular construct; rather commitment comprises of a number of components (Matcalfe and Dick, 2001; Vorana, 1996). According to Cohen (2000), job commitment refers to the belief about a job and is a product of employees' job satisfaction. Cohan (1995) argues that demographic factors such as age and Gender may affect work commitment. Liou and Nyhan (1994) argue that organizational effectiveness is largely determined by employee commitment. Past research suggests that public sector employees, including police officers tend to have lower job commitment. Their job commitment is largely based on identification with and involvement in the organization (Liou and Nyhan 1994, Matcalfe and Dick, 2000)

Prior to the late 1990s, it was widely accepted that Organizational Commitment was predominantly affected by three factors. They were: a belief in the goals and values of an organization, a willingness to undertake activities that benefited the organization and a desire to remain with the organization (Matcalfe and Dick, 2000). More recent debates have focused on examining commitment from a number of perspectives since earlier assumptions about life time tenure are no longer applicable (Baruch, 1998). Similarly, the role of individual variables affecting job satisfaction and commitment of employees has received past research attention. For example, according to Kim (2002), there exists a positive relationship between employees' job satisfaction and commitment and a participative management style used by superiors.

A study of public sector employees suggested that there is a positive relationship between commitment to both their organization and their career and job satisfaction and empowerment (Carson et al (1999). However, the issue if organizational commitment amongst police officers has received only limited research attention (Metcalf and Dick, 2000; Beck and Wilson, 1997).

Whereas joining the police service is usually viewed as a sacrifice resulting from the pride that comes with one serving his/her nation, this has been put to question considering the quality of output that police officers have been found to exhibit while undertaking their duties. Many workers will have gone into these public services out of a desire to serve the public away from what they see as the profit-orientated private sector. To have their performance measured can seem like a criticism of what they try to do and of their commitment to the service (Elsevier Butterworth Heinemann 2005) The Variables that will be discussed include Age, job rank, employee commitment. Below are brief definitions of these variables.

1.1.1 Concept of Age

Across the world, age is a powerful determinant of ones perspective on work. There appears to be some evidence of a relationship between employee age and job satisfaction. However, the nature of this relationship remains unsettled. Perhaps the results obtained from empirical investigations are, in part, a function of the occupational group examined and the methodological approach adopted. The youngest age groups (18-24s) display particularly distinctive characteristics which appear to be a combination of their relative lack of experience in the work place, interspersed with a technology-centric orientation. Labor market trends indicate that older workers may come to play an increasingly important role in the workforce (Eichar *et al.*, 1991).

Consequently, the work orientation of this group of employees is of both theoretical and practical interest. A number of studies also suggest that the importance of job attributes is age-related. For example, younger workers attach greater importance to advancement opportunities than older workers as such opportunities decline with age in most organizations (Wright and Hamilton, 1978). Older workers tend to value jobs with meaningful content (Aldag and Brief, 1975). Glenn *et al.* (1977) suggest that cohort differences may play a part in the age-job relationship, in particular, the tendency of older workers to have less formal education than young adults.

1.1.2 Concept of Job Rank

Rank is used to refer to an individual's job status in an organization. It indicates an employee's job level or job seniority in a particular occupational classification. In a ranking structure, jobs are arranged in order of their value or merit to the organization. Accordingly the jobs at the top of the list provide more value to the organization and its relative importance keeps decreasing as we move down the list. The 'worth' of a job is usually based on judgments of: Skill, Effort (physical and mental), Responsibility, Working conditions

Within the context of Kenya Police, it will be used to indicate whether an employee is a police constable, a police corporal, a police sergeant or an Inspector of Police. Research studies designed to investigate whether employee commitment increases with higher rank are relatively few. Grimes and Register (1997) examined career publications and academic job rank from a sample of 102 economists who received PhDs in 1968 and were subsequently employed by a US institution of higher learning. The result indicates, as expected, that publishing is positively correlated to job rank.

1.1.3 Employee Commitment

Commitment is often described in terms of loyalty (to the organization) and attachment (to individuals or groups in the organization) which leads to two problems. Commitment cannot be discussed without the concept of job satisfaction. Second, it can be conceived as set of attitudes. However, recent research highlights that employee characteristics (education, demographics, e.t.c) and personality (Values, beliefs and expectations) are also highly relevant (Alatrista and Arrowsmith, 2003.) Employee commitment and Motivation are fascinating concepts in the degree to which they impact employee and organizational effectiveness (Bratton and Gold 1999). According to Price (2000), commitment goes further than simple compliance. It is an emotional attachment to the organization and a key determinant of competitive performance. Employees working within a culture of commitment are prepared to work longer and apply greater ingenuity to resolve problems when they arise. Managing such employees is easier as a committed workforce consists of self motivated staff that can function without the needs for orders or managerial control. Such employees work in a manner consistent with business objectives, they gain management trust and are empowered to make decisions.

1.1.4 Kenya Police Service

Kenya Police Service means the Service established under Article 243(1) of the Constitution. Members of the Kenya police service includes all persons who were immediately before the commencement of this Act, officers or employees of the Kenya Police Force, established under the Police Act [Cap. 84.] The Police Act provides for the functions, organization, discipline of the Kenya Police force and the Kenya Police Reserve, and for matters incidental thereto.

According to section 14 of the Act, the Police service is established in the Republic of Kenya to perform the following functions: -Maintenance of law and order, the preservation of peace, the protection of life and property, the prevention and detection of crime, the apprehension of offenders and the enforcement of all laws and regulations with which it is charged. While organized at a national level, each arm reports to a County police authority, which in turn divides its force by local Police Divisions, headquartered at local police stations. All these elements report to Kenya Police Headquarters in Nairobi. Several specialist elements, such as the Kenya Police College, are commanded directly from here, General Service Unit from its headquarters in Ruaraka and the administration police service is through a hierarchy separate from that of Kenya Police Service.

Qualification to acquire Job ranks in the police service are determined through promotion boards where years of service is one of the conditions set for one to qualify for such promotions. The higher the rank, the higher the salary hence the manner in which promotion boards are conducted has an effect on the rank that one holds, how long he/she holds it and hence affects both job satisfaction and commitment. These boards are marred by favoritism and canvassing hence causing more dissatisfaction to those who feel short changed in the whole process. Police service commission chairman Mr Johnson Kavulundi was quoted saying that any promotion not sanctioned by the police agency would be revoked and would cause a lot of harm to officers if the decision to promote them was rescinded by the commission, Daily Nation 17/11/2012. A proposal by the police reforms implementation committee to abolish three senior ranks as recommended by the task force on police reforms caused a lot of panic in the police service, Daily Nation,22/10/2010. In the Sunday Nation dated 5/08/2012, the issue of rank and discontent

was well outlined where the writer said that a 28% pay increment that was expected caused dissatisfaction and was widespread especially among junior officers. In response to this issue, Police spokesman Mr Charles Wahongo replied by telling the officers, “To officers, it is not a matter of patience but patriotism” there by not addressing the issue of rank and file discontent. This is an indication that the issue of rank and age (Years of Service) has not been given serious consideration and hence this research will seek to establish how age and job rank affects job commitment and job satisfaction in the police service.

1.2 Research Problem

Every organization strives and hopes for a satisfied work force. Satisfied employees have a positive attitude towards work. However, this is not always the case as sometimes, satisfied employees perform better and at times they do not (Bruce & Blackburn, 1992). A worker may be satisfied with a job but still perform badly (Benett, 1998). Satisfying employees and hence creating commitment has been one of the most complex human resource practices. This is due in part to the fact that what motivates employees’ changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees’ income increases, money becomes less of a satisfier and also as employees get older, interesting work becomes more of a satisfier (Kovach, 1987)

A study of police commitment in Australia suggests that police officers have relatively low levels of commitment probably resulting from a culmination of poor experiences with organizational Management (Beck and Wilson, 1997).An analysis of the relationship between career stage and police officer work commitment suggests that there is probably a two stage

model of career development where employees usually begin with a high level of work commitment that falls after a few years, only to increase again as employees gain promotion (McElroy *et al* 1999).

An investigation of the factors affecting employee motivation in police force in Kenya revealed that police work is very dangerous and stressful. In addition to the obvious dangers of confrontations with criminals, police officers need to be constantly alert and ready to deal appropriately with a number of other threatening situations despite them being understaffed with a police to civilian population ratio of 1:1150. Many law enforcement officers witness death and suffering resulting from accidents and criminal behavior. Poor remuneration, housing problems, poor promotion practices, rank and file discontent and long working hours are also other problems that police officers face in Kenya (Martin, 2011).

A look at past studies on employee commitment reveals that researchers have examined such individual correlates of employee commitment as physical, mental and dispositional differences. What seems to be lacking is a fairly comprehensive approach to examine, in a single study, personal Correlates of employee commitment specifically looking at the influence of age and job rank. Such a study would enable a more valid perspective to be adopted with regards to whether the stated variables do or do not constitute correlate of overall employee commitment. The aim of this research project was to provide empirical evidence to ascertain which of these personal variables, if any, are correlates of overall employee commitment within the police service in Kenya. The research project was to address the question: What is the influence of age and job rank on employee commitment among Kenya police officers?

1.3 Research Objectives

1.3.1 To determine the influence of age on employee commitment in the Kenyan police service.

1.3.2 To establish the influence of job rank on employee commitment in the Kenyan police service.

1.4 Value of the Study

This research project seeks to provide insight to Individual police officers and the management team on how age and job rank affects employee commitment and therefore assist in making decisions on matters that affect such variables for the greatest gain of individuals and the organization as a whole. To Academics and researchers, the project seeks to add more to the body of knowledge and shed more light on the importance of studying these variables at even a more deeper scope and more so within the security apparatus as this area has not been a subject of wide research and study despite the pivotal role that it plays in this Nation and beyond.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter comprises of studies conducted by other researchers on variables of the study, the theoretical foundation of the study, the relationship between Age and employee commitment and the relationship between Job rank and employee commitment as has been established by past researchers.

2.2 Theoretical Foundation of the Study

The concept organisational commitment has grown in popularity in the literature on industrial and organisational psychology (Cohen, 2003). Early studies on organisational commitment viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty (Porter, Steers, Mowday & Boulian, 1974). According to Porter et al (1974) an attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organisation. Porter et al (1974) further describes organisational commitment as “an attachment to the organisation, characterised by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf”. Individuals consider the extent to which their own values and goals relate to that of the organisation as part of organisational commitment, therefore it is considered to be the linkage between the individual employee and the organisation.

Another perspective on organisational commitment is the “exchanged-based definition” or "side-bet" theory (Becker, 1960; Alluto, Hrebiniak & Alonso, 1973). This theory holds that individuals are committed to the organisation as far as they hold their positions, irrespective of

the stressful conditions they experience. However, should they be given alternative benefits, they will be willing to leave the organisation. Mowday, Porter and Steers (1982) support the “side-bet” theory by describing organisational commitment as a behaviour "relating to the process by which individuals become locked into a certain organisation and how they deal with this problem". This behavioural aspect of organisational commitment is explained through calculative and normative commitments.

The calculative or normative perspective refers to an employee's commitment to continue working for the organisation based on the notion of weighing cost-benefits of leaving an organisation (Hrebiniak & Alutto, 1972). Wiener and Vardi (1980) describe organisational commitment as “behavioural intention or reaction, determined by the individual's perception of the normative pressure”. Meyer and Allen (1984) initially viewed organisational commitment as two-dimensional namely, affective and continuance. Meyer and Allen (1984) defined the first dimension, namely affective commitment as “positive feelings of identification with, attachment to and involvement in the work organisation”, and they defined the second dimension, namely continuance commitment as “the extent which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving”.

After further research, Allen and Meyer (1990) added a third dimension, namely normative commitment. Allen and Meyer (1990) define normative commitment as “the employee’s feelings of obligation to remain with the organisation”. Consequently, the concept organisational commitment is described as a tri-dimensional concept, characterised by the affective, continuance and normative dimensions (Meyer & Allen, 1991). Common to the three dimensions of organisational commitment is the view that organisational commitment is a psychological state that characterises organisational members' relationship with the organisation and has

implications for the decision to continue or discontinue membership in the organisation (Meyer & Allen, 1997).

2.3 Age and Employee Commitment

Mathieu and Zajac (1990) concluded that age is considerably more strongly related to attitudinal than to behavioral commitment. They further suggested that older workers are more satisfied with their job, receiving better positions and having “cognitively justified” their remaining in the organization. They also found that the number of years in a position is significantly positively related to attitudinal commitment and length of service is significantly positively related to behavioral commitment. Similar results were reported by Gregersen and Black (1992). Some investigations reveal that age and tenure is positively related to the commitment, because senior workers are more satisfied with the organizations, they have higher positions at work, also they have less possibilities to get the new job suggestions (Allen and Meyer, 1990). But there are also investigations with opposite results (Savery and Syme, 1996). Based on this evidence, it was hypothesized that regardless of the cause women have higher levels of commitment than men, and age and tenure is positively related to commitment. Consequently, education should be negatively related to the organizational commitment, at least to the normative (Iverson and Buttigieg, 1999). This hypothesis was based upon the arguments that more highly educated individuals have higher expectations. They are therefore more likely to feel that they are not being rewarded adequately by their employers, and so the level of organizational commitment is diminished (Lok and Crawford, 2001).

Green Jnr. et al (2005) conducted a study to assess the impact of age and gender differences between HR professionals and their supervisors in their job satisfaction and organizational

commitment. They collected data from 279 HR professionals and found that chronological ages of managers and their employees do not interact to negatively impact employee related job satisfaction and employee commitment. The assumption that top management team age dissimilarity is negatively associated with performance and higher turnover did not hold. Further research is needed to determine the role of age in relationships between supervisors and subordinates. Helms and Stern (2001) argued that the age of an employee would affect his experiences and participation in team work and the age of team members will affect the way they perceive the organization's culture. Since managers of the same age will have undergone through the same environment events, they will be more likely to communicate easily, share information and have similar values. Their study found similar evidence that employee perceptions about organizational culture are related to age of an employee. They found systematic differences across age groups in perceptions of organizational pride, team work, communication, leadership, supervision, colleague relations, innovativeness, training and openness.

Oshagbemi (2004) studied the relationship between age and leadership for managers in the UK. He surveyed 1440 respondents. The study found that both older and young workers have something to offer. Technology has driven the rapid promotion of young workers while experience has made older workers relevant. In addition, today's flatter organizations give greater interaction between younger and older workers and the practice of leadership is no longer the domain of older workers as it used to be. The study argued that that the multi generational differences among organizational members have an impact on individual and organizational outcomes.

The study found overall age differences in ratings of both effectiveness and behaviour. Moraa (2012) found that age may not have had significant relations with employee outcomes because by it's self, it may not be an antecedent influence on employee outcomes (Employee commitment and job satisfaction). She stated that there are other factors not inherent in individuals that influence outcomes. Another plausible explanation for these findings being different from those that found significant relationships could be attributed to country settings. The studies found significant relationships were based in countries where age discrimination issues are more explicit hence causing people to pay more attention to issues of age than situational factors.

2.4 Job Rank and Employee Commitment

Perceived opportunities for internal mobility such as advancement and lateral job change have been shown to have major implications for work motivation and attitudes. McElroy et al 1996 observed that employees will only work hard to get promoted if they perceive that positions are available and awarded on the basis of work performance. Abegglen (1958) maintained that high commitment level of Japanese workers is due to a strong sense of job security, which originates from Japanese employment arrangement, such as lifetime employment and the seniority system. Iverson (1996) reported that increases in job security lead to greater organizational commitment. Morris *et al.*, (1993) reached similar conclusion. Rosenblatt and Ruvio (1996) also studied the effect of job insecurity on work attitudes. Results indicated that job insecurity had an adverse effect on organizational commitment and perceived performance.

Some studies have also found that that promotional procedures and the presence of promotional or career paths have a positive relationship with organizational commitment (Grusky, 1996; Iles

et al., 1990; Snell & Dean, 1992; Kalleberg and Mastekaase, 1994) In a study of 1649 managers of large business companies; Grusky (1996) found positive statistically significant correlations between career mobility and organizational commitment. They found that managers with moderate abilities were less committed to the organization than managers who were most mobile during their careers. Allen and Mayer (1990) suggest that career development is related to different commitment components.

Taormina (1999) and Meyer and Smith (2000) found that career development were most powerful predictors of both affective and Normative commitment. Taormina (1999) found that 'future prospects' had a strong positive relationship with normative and affective commitment indicating that employees who felt that there were good career opportunities in their organization were more likely to not only feel an obligation to their employing organization but also to develop a strong emotional attachment to the organization.

Meyer and Smith (2000) found that career development practices were best predictors of affective and normative commitment because they were critical in preparing employees' future in the organization. They noted that organizations that take an active role in helping employees to prepare for advancement in the organization in a way that creates perception of support might foster a stronger bond to the organization than those that do not. Morris et al., (1993) found that perceptions of career prospects grew in importance as the number of years in employment grew irrespective of whether the respondents were leavers or stayers. Paul and Anatharaman (2003) found that career development had a direct influence on an employee's commitment to the organization which in turn affects employee retention and employee productivity. If the organization has a programme for career growth, employees will

feel attached to the organization, remain longer and contribute towards organizational Success
(Paul and Anatharaman 2003, 2004)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives details regarding the procedures and the methodology that was used in conducting the study. The researcher therefore presents the research design, the target population, samples and sampling procedures, instruments or tools that were used to collect data, data analysis and techniques.

3.2 Research Design

The study used descriptive survey research design to assess the state of job commitment on employees. The design is appropriate because of the need to collect and analyze data across a reasonably large number of respondents.

3.3 Target Population

The population of interest comprise 400 police officers who are based at General Service Unit headquarters in Ruaraka (The Unit police and Garrison Sections). This number was been obtained from the Unit registry (2014). Gazetted officers were not be sampled as they could not be practically reached under the positivist paradigm that states that subjects are sampled only from the accessible population Mugenda (2012).

3.4 Sample Design

A sample of 196 officers was chosen and consists of employees who were picked as a representative of the whole. The sample size was derived from Krejcie (1970) and Morgan (1990) table for determining sample size attached as appendix two. The sample design that was used is stratified random sampling.

The officers were stratified based on ranks as shown in Table 3.1. The merit of this sample design was to achieve the desired representation from various sub groups (from unit and garrison sections) in the population. The sample from each category was determined using the table referred to above. The actual sample selection from each category was drawn randomly.

Table 3.1 Sample

Rank	Population	Sample
Inspectors	12	10
Sergeants	33	22
Corporals	51	25
Constables	205	112
Total	300	169

3.5 Data Collection

This process involved primary data collection. Primary data was obtained from questionnaires which were hand delivered to the respondents who were expected to fill them within a day and then return them. The questionnaires were a compilation of relevant questions to the study that were made up of close ended questions. The advantage of using them is that they are free from the bias of the researcher and the respondents had adequate time to give well thought out answers. The questionnaire comprise of two sections. Section One that was used to capture the respondents profile and Section two that was used to test Continuance commitment, Affective commitment and Normative commitment respectively.

3.6 Data Analysis and Technique

After field work, the questionnaires were examined for completeness and then coded. The data was then keyed in the computer and analyzed using descriptive statistics namely mean, standard deviation, frequency distributions and percentages. The effect of age and job rank on commitment and job satisfaction was tested using a regression model as shown below.

$$EC = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

Where EC stands for Employee Commitment

β_0 is Autonomous Variables

$\beta_1 X_1$ is Age

$\beta_2 X_2$ is Job Rank

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter contains the profiles of the respondents, the means, standard deviations, correlation analysis, regression analysis and the Anova test.

4.2 Response Rate

The response rate was 94%. This was a high response rate compared to some previous studies where Kidombo (2007) achieved a 64% response rate, Anatharaman (2003) 75.5% while Green et al (2006) managed 15.4%. Taking the respondents through the questionnaires and explaining to them that the project was purely for academic purpose made this response rate possible. The use of drop and pick method also contributed to the high response rate as respondents had time to give well thought answers to the variables under study.

4.3 Descriptive Statistics

4.3.1 Profiles of Respondents

The questionnaires were administered to police officers in the General Service unit. Table 4.1 shows distribution of respondents according to Gender. 93.1 percent of the respondents were male and 6.9 percent were female meaning that the General Service unit and police service in general is a male dominated.

Table 4.1 Gender composition of the respondents

Gender	Frequency	Percentage
Male	148	93.1
Female	11	6.9
Total	159	100.0

Table 4.2 and 4.3 shows the age brackets and marital status of the respondents respectively. 54.1 percent ranged between 20-30 Years of age, 42.1 percent between 31-40 Years and only 3.8 percent were in the 41-50 Years age bracket. This shows that the police service has a majority of a very youthful workforce where most are married as 75.5 of the respondents were married as shown in Table 4.3. This also means that most of the officers are also family men and women who have to manage both work and family affairs and that what the married would be seeking from the employer would be different from that which the singles are in search of. This may have an overall effect on how the different categories commit to their work.

Table 4.2 Distribution of the respondents by age bracket

Age bracket	Frequency	Percentage
20-30 Years	86	54.1
31-40 Years	67	42.1
41-50 Years	6	3.8
Total	159	100.0

Table 4.3 Distribution of the respondents by marital status

Status	Frequency	Percentage
Married	120	75.5
Single	37	23.3
Divorced	2	1.3
Total	159	100.0

Table 4.4 shows that most officers have worked in the police service for not more than 12 years which is consistent with the results of table 4.2 on age of respondents hence showing again that a very youthful workforce makes a large number of police officers. Those in age bracket 20-30 years are found to be still identifying with their career/work interests and how to well fit into their work. Those in age bracket 31-40 Years make 42.1 percent of the work force and may be out in search of advancement, growth and lifestyles that suit their age group. The older workers, those in age bracket 41-50 Years, tend to hold on to accomplishment and are more inclined to maintaining what they have, would like status quo to remain as they are already phasing out from the work place.

The length of service is important as it has an impact in the level of socialization of an employee. Tenure has implications for commitment as Oshagbeni (2000) argues that protection from job loss grows with employees' length of service. Moraa (2012) argues that Employees who stay longer in organizations tend to be more comfortable with the practices of the organization in so many ways but in Kenya several employees will remain in their jobs more for economic reasons than through commitment.

Table 4.4 Categorization of the respondents by years of service

Years	Frequency	Percentage
Less than one year	20	12.6
1-12 years	104	65.4
13-24 years	34	21.4
over 25	1	0.6
Total	159	100.0

Table 4.5 shows that 52.8 percent of the respondents attained secondary level education, 26.4 percent college level education and only 16.4 percent have university degrees. This shows that despite the police service having a large youthful workforce, the level of post secondary education penetration is still very low which may be caused by the minimum entry grade into the service that is usually a D-.

Table 4.5 Distribution of the respondents by level of education

Level	Frequency	Percentage
Primary level	3	1.9
Secondary level	84	52.8
College level	46	28.9
University level	26	16.4
Total	159	100.0

Table 4.6 shows that 69.2 percent of the respondents were Constables, 14.5 corporals, 11.9 percent sergeants and 4.4 inspectors. This indicates that most employees occupy the lowest rank in the police service hence has an implication for employee commitment, behavior and work attitude as how career growth is managed has an overall effect on commitment and organizational success

Table 4.6 Composition of the respondents by rank

Rank	Frequency	Percentage
Constable	110	69.2
Corporal	23	14.5
Sergeant	19	11.9
Police inspector and above	7	4.4
Total	159	100.0

4.3.2 Employee Commitment

Employee commitment is perceived to be a consequence of personal variables. Section Two of the questionnaire had 15 items. Three components of employee commitment were measured using a five point Likert Scale. 5 indicated ‘strongly agree’ whereas 1 indicated ‘Strongly Disagree’. 2.5 was taken as the midpoint so that mean scores above this point were considered as representing an agreement with the given statement.

Table 4.7 Means and standard deviations for indicators of employee commitment

Item	Continuance Commitment	M	SD
7a	It would not be very difficult to leave now even if I wanted to	2.84	1.300
7b	One of the major reasons that I continue to work for my current organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits that I have here.	3.22	1.256
7c	One of the few serious consequences of leaving my organization is the scarcity of available alternatives.	3.42	1.289
7d	Am not afraid of what would happen if i quit my job without having another lined up	2.38	1.391
7e	At this point, remaining in my current organization is a matter of necessity as much as desire	3.51	1.174
	Affective Commitment	M	SD
7f	I would be very happy to spend the balance of my career with my current organization	2.94	1.304
7g	I enjoy discussing my organization with outsiders	2.47	1.330
7h	I don't feel like 'part of the family' at my organization	2.44	1.320
7i	I do not feel a strongly sense of belonging to my organization	2.55	1.358
7j	I do not feel emotionally feel attached to my organization	2.69	1.410
	Normative Commitment	M	SD
7k	I believe that these days people move from one company to another too frequently	3.71	1.133
7l	One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.	3.78	2.510
7m	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization	2.32	1.356

7n	I believe that a person must always be loyal to his/her organization	2.11	1.236
7o	Things were better in old days when people stayed with one organization for most of their careers	2.58	1.442
	Composite mean- 2.86 Standard deviation- 1.39 Cronbanch Alpha-0.660		

The continuance commitment contained five items measured on a 5-Point likert scale as shown in Table 4.7. The means ranged between 2.38 and 3.51 and the Standard deviations between 1.174 and 1.391. When asked how difficult it was to leave the current organization, a mean of 2.84 and a standard deviation of 1.300 was obtained implying that the respondents were not sure whether they would leave the organization immediately even if they wanted to. Item 7b sought to establish the extent to which respondents were willing to sacrifice the benefits they get from their Organization. A mean of 3.22 was obtained indicating that a majority would not leave their organization because another may not match the benefits they are receiving presently.

When asked to rate the extent to which they agreed with the statement ‘One of the few serious consequences of leaving my organization is the scarcity of available alternatives’, the mean score obtained was 3.42 and a standard deviation of 1.289 which is above the threshold of 2.5. This implies that police officers value job security and would not leave one employer without an alternative job. When asked to respond on the item ‘Am not afraid of what would happen if i quit my job without having another lined up’, a mean of 2.38 was obtained which is below the 2.5 threshold meaning that police officers have a great fear of quitting their jobs without another one implying that commitment may be borne out of a fear of losing a livelihood. A mean of 3.51

was obtained from item 7e 'At this point, remaining in my current organization is a matter of necessity as much as desire' implying that employees were chose to remain with their current employer out of inevitability and want.

The means for affective commitment range from 2.44 to 2.94, indicating that there is a medium level of affective commitment .Item 7f sought to find how happy the employees would be to spend the rest of their career life in the current organization. A mean score of 2.94 was obtained to mean that they agree with the statement. Item 7g sought to find out whether respondents discuss about their organizations with outsiders and a mean of 2.47 was obtained meaning that they were not very comfortable to discuss their organizations with outsiders. Item 7h that had a mean of 2.44 shows that respondents disagree with the item and that they 'feel part of the family' in their organization. The respondents were found not to have a strong sense of belonging to their organization as found in Item 7I that had a mean of 2.55 which is slightly above the 2.5 midpoint. These findings are backed by the response to item 7j that had a mean of 2.69 where the respondents indicated that they are not emotionally attached to their organization.

In measuring normative commitment, a five point likert scale was used. Item 7k, I believe that these days people move from one company to another too frequently had a mean of 3.71 meaning that the respondents agreed with the item. The importance of loyalty was tested by item 7l and attracted a mean of 3.78 implying that there was a believe that one needs to be loyal to the current employer and a moral obligation to remain there but had a standard deviation of 2.51 meaning that the respondents had a varied look to the same item. Absence of a better job offer may be the reason for continued service to the employer as item 7m had a mean of 2.32 which is below the 2.5 mid point. Loyalty to the current organization was also examined in item 7n that had a mean of 2.11 which is consistent with that which was captured by item 7l above.

The respondents also indicated that things were better in old days when people stayed with one organization for most of their careers as item 7o attracted a mean of 2.58.

4.4 Tests of the Effect of Independent Variables (Age and Job Rank) on the Dependent Variable (Employee Commitment)

A Regression model was used to test the influence of age and job rank on employee commitment where age and job rank were the independent variables and employee commitment the dependent variable. Age and Job rank were subjected to a four point likert scale but employee commitment was subjected to a five point likert scale. The simple means for age, job rank and that of employee commitment were computed where the respective indexes were regressed on employee commitment. The output in Table 4.8 was realized. The coefficient of determination (R^2) and correlation coefficient (r) show the degree of association between age, Job rank and employee commitment respectively. The research findings indicated that there was a positive relationship ($R= 0.554$) between the variables as shown in Table 4.8. The results also revealed that 30.7 % of change in employee commitment could be explained by age and Job rank as shown in Table 4.8.

Table 4.8 Regression output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.554	.307	.225	.72232

Table 4.9 shows the results of Anova test which revealed that the combined independent variables have significant effect on employee commitment. This can be explained by high F value (3.762) which is significant at $P<0.05$ meaning that there regression model was fit and thus the results obtained can be relied upon.

Table 4.9 Anova Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.850	1	1.963	3.762	0.012
	Residual	17.739	158	.522		
	Total	25.590	159			

Table 4.10 shows that when age changes by one unit, employee commitment changes by 59.1% and when Job rank changes by one unit employee commitment changes by 72.4%. The positive sign shows that there is a positive relationship between age, job rank and employee commitment since as age and job rank increases then the job commitment increases too.

Table 4.10 Coefficients

Model	Unstandardized coefficients		Standardized coefficients		Sig.
	B	Std. Error	Beta	t	
Autonomous V	.759	.889		.854	.399
Age	.591	.251	.454	2.359	.024
Rank	.724	.213	.056	.337	.738

The coefficients shown in Table 4.10 can be fitted in the regression equation as shown below.

$$EC = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

$$EC = 0.759 + 0.591X_1 + 0.724X_2$$

Where EC=Employee Commitment, X_1 = Age and X_2 = Job rank

4.5 Discussion of Findings

The study aimed at determining the influence of age and job rank on employee commitment. The results of this study were consistent with those of previous studies where it was established that Age and job rank is positively related to employee commitment. The positive correlation coefficient obtained in this study indicates that an increase in age and job rank results in increased employee commitment. The respondents perceived the influence of age and job rank as moderate registering a composite mean of 2.86 and a standard deviation of 1.39 showing the closeness in response to the variables under study. The influence of age and job rank differed with education as the small number of degree holders displayed low levels of commitment since the highly educated individuals have higher expectations and were likely to feel that they are not being rewarded adequately by their employers, and so the level of organizational commitment is diminished.

The overall mean scores for the three types of commitment were as follows: Continuance commitment- 3.074, Affective commitment-2.618 and Normative commitment 2.9. This indicates that respondents agree that age and job rank has an influence in employee commitment. The high mean scores for Continuance commitment may be explained by the presence of a youthful workforce that is ready to bear with the stressful working conditions in the police service and from absence of greener pastures elsewhere. This may be due to the high levels of unemployment in Kenya hence the respondents have very few if any options but to remain serving in the Kenya police service. Affective commitment scored the least which may be an indicator of absence of self pride as an employee of the Kenya police service and the low levels on involvement of employees as the command structure is military in nature with minimal

involvement of lower cadre officers in decision making. Normative commitment scored fairly since the cost benefit analysis of leaving the organization favored the police service as an employer since the job market is saturated with job seekers hence one has to hold tight to what he or she has already secured and the existence of a big percent of officers who are form four leavers.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The results of the study indicate that age and job rank have a positive influence on employee commitment. Older employees who also happen to occupy higher ranks tended to exhibit high levels of commitment hence the number of years worked meant a higher probability to qualify for a higher rank and thus positively influencing older employees' commitment. Age and tenure were found to be positively related to job commitment. Younger officers attach greater importance to advancement opportunities than older officers since in the current set up, older officers stand higher chance of getting higher ranks and play an increasingly important role in the work force hence handling tasks that are deemed of more value than those in lower ranks.

5.2 Conclusion

Older officers occupying higher ranks were found to exhibit high levels of commitment implying that the older the officers are and the higher the ranks they hold, the more likely they are to continue working in the police service.

5.3 Recommendation for Further Research

Further research needs to be done with a wider population that would include respondents from the Kenya Police General duties and those from the Administration service. This is necessary for a proper and more reliable generalization of the findings of such a study.

Data collection methods that are able to capture both qualitative and quantitative are also recommended so as to ensure that there is a more robust data set and results and that the responses given are honest and consistent.

5.4 Limitations of the Study

One of the limitations of the study was that data was only collected from the General Service unit arm of the National police service excluding the General duty officers and the administration police officers who are also part of the National police service.

The second limitation is that there were no similar studies done in developing countries and in Africa in particular hence heavy reliance on studies from the western world where police services are far more developed thus making it difficult to make useful comparisons.

The other limitation was on the data collection tool that heavily relied on the integrity of the respondents hence subject to subjective response.

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APPENDICES

Appendix 1: Questionnaire

QUESTIONNAIRE ON THE INFLUENCE OF AGE AND JOB RANK ON EMPLOYEE COMMITMENT AMONG POLICE OFFICERS IN THE KENYA POLICE SERVICE

INSTRUCTIONS

Kindly complete all the questions by ticking in the boxes.

SECTION ONE: RESPONDENTS PROFILE

1. What is your gender?
Male
Female

2. What is your age bracket?
20-30 Years
31-40 Years
41-50 Years
51 Years and Above

3. What is your marital status?
Married
Single
Divorced
Widowed

4. How long have you served in the Police force?
Less than one year
1-12 years
13-24 years
Over 25 years

5. What is your educational level?
Primary level
Tertiary level
Secondary level
College level
University level

6. Which rank do you hold?
- Police constable []
- Police corporal []
- Police sergeant []
- Police inspector and above []

SECTION TWO:

ORGANIZATIONAL COMMITMENT IN THE POLICE SERVICE

Use the criteria below to tick where appropriate.

- Strongly disagree { SD }
- Disagree { D }
- Uncertain { U }
- Agree { A }
- Strongly agree { SA }

View on organizational commitment	SD	D	U	A	SA
It would be very difficult for me to leave my organization right now even if I wanted to.					
One of the major reasons that I continue to work for my current organization is that leaving would require considerable personal sacrifice, another organization may not match the overall benefits that I have here.					
One of the few serious consequences of leaving my organization is the scarcity of available alternatives.					
I am not afraid what might happen if I quit my job without having another one lined up.					
At this point, remaining with my organization is a matter of necessity as much as desire.					
I would be very happy to spend the balance of my career with my current organization.					

I enjoy discussing my organization with outsiders.					
I do not feel like "part of the family" at my organization					
I do not feel a strong sense of belonging to my organization.					
I do not feel emotionally attached to my organization.					
I believe that these days, people move from one company to another too frequently.					
One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.					
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
I do not believe that a person must always be loyal to his / her organization.					
Things were better in the old days when people stayed with one organization for most of their careers					

Thanks for taking part in this research project.

Appendix 2: Sample size for given population size

Krejcie (1970) and Morgan (1990) table: Sample sizes for given population size

Population size	Sample	Population size	Sample	Population size	Sample
10	10	100	80	4000	351
20	19	150	108	5000	307
30	28	200	132	10000	370
40	35	250	162	20000	377
50	44	300	169	50000	381
60	52	400	196	10000	384
70	59	1500	306		
80	66	2000	322		
90	73	3000	341		