

**JOB CHANGES AND EMPLOYEE COMMITMENT  
AMONG EMPLOYEES OF POSTAL  
CORPORATION OF KENYA - HOMABAY COUNTY**

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**Research Project Presented in Partial Fulfillment of the Requirements for the  
Award of Degree of Master of Business Administration (MBA), School of Business,  
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## **DECLARATION**

I hereby declare that this research project is my original work and has not previously in entirety or part been presented in any other college or university for the award of a degree; and that all citations and references in the text have been dully acknowledged.

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D61/67579/2011

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Finally, I'm indebted to the Almighty God - sorrows keep us human, success keeps us glowing, failure keeps us humble, but only God keeps us going.

## **DEDICATION**

I dedicate this project work to my dear wife Everlyne Atieno and children, Leah, Wesley, Mercy and Winston for bearing with my absence during the period of study. Wesley in particular bears a permanent mark due to my absence over the period. This work is therefore dedicated to all of them for the prayers and support they gave me. May God bless them abundantly.

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## **ABSTRACT**

Job changes are the alteration and modification of activities, schedules, assignments, structure, remuneration and other human resource management process. Job changes take place in various forms including job mobility, transfer of services, job enlargement, job enrichment, job rotation and retirement (Morrow, 1993). Whenever job change they affect employees perception of the job and the employee commitment to the organization. Commitment is handled by many researchers as the group of feelings, beliefs and intentions that increase the willingness to maintain membership in the organization (Hunt *et al.*, 1985). In 2003, the corporation initiated a major restructuring exercise to transform the organization through scanning the business environment and implementing strategies that would make it respond appropriately to market dynamics. The key initiatives are captured in the 2003-2007 Corporate Strategic Plan. The objective of this study was to establish the relationship between job changes and employee commitment among employees at Postal Corporation of Kenya, Homa Bay County. Descriptive survey design was used. The study sampled 112 employees of Postal Corporation of Kenya in Homabay County. Data analysis was carried out by use of descriptive statistics such as mean and standard deviation. The findings were that a weak correlation exists between job changes and employee commitment to the organization. Employees require adequate guidance before job changes are implemented. Postal Corporation of Kenya should train first line supervisors to improve on employee participation in implementing job changes. It can concluded that a number of job changes have been implemented in the Postal Corporation of Kenya and this has not significantly improved organizational commitment among employees. It is recommended that appropriate consultative mechanisms are used to facilitate acceptance of job changes by employees. Further research should be conducted in other organizations as well as other branches of the corporation to facilitate comparative assessment of the results.



# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Increasing market pressures force companies to implement drastic organizational changes in order to remain competitive; these changes do affect job designs and job activities. Job changes are the alteration and modification of activities, schedules, assignments, structure, remuneration and other human resource management process. Job changes take place in various forms including job mobility, transfer of services, job enlargement, job enrichment, job rotation and retirement (Morrow, 1993). Budget decreases, reduction efforts, and similar changes create significant morale and job-satisfaction concerns. A survey dealing with employee perceptions of stress, workload, and performance was given to hospital employees. Not surprisingly, the survey found that morale problems resulted from the job changes. Employees' gender and job classification showed little significant effect on the survey results, while respondents' length of employment with the organization influenced the results slightly. The findings provide information useful for dealing with challenges of employee satisfaction, morale, and trust during times of budget limitations (Blegen, 1993).

Job Rotation is a management approach where employees are shifted between two or more assignments or jobs at regular intervals of time in order to expose them to all verticals of an organization. It is a pre-planned approach with an objective to test the employee skills and competencies in order to place him or her at the right place. In addition to it, it reduces the monotony of the job and gives them a wider experience and helps them gain more insights. Job enlargement is a job design technique wherein there is

an increase in the number of tasks associated with a certain job. In other words, it means increasing the scope of one's duties and responsibilities. The increase in scope is quantitative in nature and not qualitative and at the same level (Beardwell and Claydon, 2003). Retirement is the period in a person's life when they terminate their employment. A person may also semi-retire by reducing work hours. Many people choose to retire when they are eligible for private or public pension benefits, although some are forced to retire when physical conditions no longer allow the person to work anymore (by illness or accident) or as a result of legislation concerning their position. Public sector employees have a tendency to be traditionalist, and keep their position in the organization. However, in order to meet the changing needs and demands of public institutions in the global world, it is necessary to develop an organizational climate and culture to satisfy the employees. So as to develop a climate like this, it is important to increase job satisfaction and to put organizational commitment into practice connected with job satisfaction( Allen and Meyer, 1990).

### **1.1.1 Job Changes**

A Job change is the alteration and modification of activities, schedules, assignments, structure, remuneration and other human resource management process at the work place or in an organization. Job changes take place in various forms including job mobility, transfer of services, job enlargement, job enrichment, job rotation and retirement (Morrow, 1993). Budget decreases, reduction efforts, and similar changes create significant morale and organizational commitment concerns. As such, management is

often reluctant to move employees to what they consider to be optimal positions due to fears of potential constructive dismissal claims and operational fallout. With proper planning however, these concerns can be eliminated fully, or at least reduced to a manageable level, so that employers may move on with their organizational changes, with relatively smooth results. Broadly speaking, employee job changes fall into various categories including but not limited to promotion, demotion, and lateral move to a reasonably comparable but different position. Sometimes it is difficult to categorize a change, particularly when an employer is flattening its hierarchy structure such that levels or positions are combined. Generally speaking however, so long as there is no reduction in total remuneration that the employee will receive in the new position, it is unlikely that it will be considered a demotion, unless the new position is clearly an inferior one (Beardwell and Claydon, (2003).

### **1.1.2 Employee Commitment**

Commitment is handled by many researchers as the group of feelings, beliefs and intentions that increase the willingness to maintain membership in the organization (Hunt *et al.*, 1985). There are two well-known opinions about commitment in organizational literature (Magazine *et al.*, 1996). One of the opinions was developed by the studies of Porter, Steers, Mowday and Boulian, (1994) and explained commitment as behavioral situation. In this respect, commitment is explained as the power of identification and involvement of an individual with a certain organization. The second view is the one stating that an individual focuses on an

action with the help of his early investments and if the action stops he loses his investments. This view handles commitment as the tendency to maintain membership in the organization and is founded on the Becker's "side-bets" view (Allen, 1990; Oliver, 1990). According to Mowday *et al.*, (1989) organizational commitment is a multidimensional structure and it is the relative strength of an individual's identification with an involvement in a particular organization and is characterized by at least three factors: the first one is a willingness to exert considerable effort on behalf of the organization; the second one is a strong belief in and acceptance of an organization's goals and values; the third one is a strong desire to maintain membership in the organization (Savery and Syme, 1996).

The model commitment developed by Meyer and Allen (1993), focuses on the three components of commitment which are affective commitment, continuance commitment and normative commitment (Meyer and Allen, 1991; Allen and Meyer, 1990). Employee commitment is a function of individual characteristics like age, seniority and education with conditional factors like climate, job satisfaction and organizational characteristics (Morrow, 1983). When most of the studies are analyzed, the relations of organizational commitment with demographic characteristics and job satisfaction organizational variables draw attention (Kacmar *et al.*, 1999).

### **1.1.3 Postal Corporation of Kenya, Homa Bay County**

The Postal Corporation of Kenya is a wholly state owned enterprise created by an Act of Parliament in 1998 to provide postal, financial and distribution services as a public postal licensee. Since inception in 1999, Postal Corporation Kenya is the only entity charged with the provision of universal service obligations in fulfillment of United Nations declaration on the right to basic communications services as a human right. In line with Government goals in the liberalization of the communications sector, the Communications Act of 1998 marked a major milestone in the development of the sector. It led to the split the then giant Kenya Posts and Telecommunications Corporation into three entities separately responsible for Postal and telecommunications development, as well as regulatory functions. These are PCK, Telkom Kenya Limited and the Communications Commission of Kenya. Except for a few reserved areas including provision of letter boxes and production of postage stamps, the postal sub-sector is open to full competition. This is particularly evident in the courier and financial services portfolios.

In 2003, the Corporation initiated a major restructuring exercise to transform the organization through scanning the business environment and implementing strategies that would make it respond appropriately to market dynamics. The key initiatives are captured in the 2003-2007 Corporate Strategic Plan. The key departments of Postal Corporation Kenya are Mails, Courier and Financial Services. However, in view of the rapid changes in the communications sector, the board and management of Postal Corporation Kenya

are continuously reviewing strategy to give better focus on the corporation's major revenue drivers that revolve around three areas: Financial, courier and mail services.

Internet connectivity and widespread use of mobile phones reduce demand for Postal Kenya's services. Communication Commission of Kenya data shows that delivery of letters has fallen, with only 17.3 million sent in the quarter to December, compared to 19.7 million in the same period a year earlier. This has forced Postal Corporation Kenya to reduce its outlets to 634 units in December, from 690. This led to the introduction of other business lines, mainly agency business which include running financial services on behalf of other Corporates that have bigger clientele that they cannot efficiently handle; this include Kenya power, Safaricom, Western Union. This organizational change led to job change for the employees including job rotation, job enlargement, job mobility, transfers and even terminations. The Homabay branch is one the surviving branches of the corporation.

## **1.2 Research Problem**

Job change occurs mainly because organizations are open systems and must frequently cope with shifts in key environmental domains. If they do not change to cope with shifts in important environmental domains, they may face serious problems and may even die. The ability of an organization to deal with change provides a competitive advantage, as change is a constant factor in the world of work (Jordon, 2004; Mossholder *et al.*, 2000; Skinner *et al.*, 2002). Among the fundamental changes that take place in an organization are job changes which include transfers, promotions, demotions, job rotation, job

enlargement and transfer of services of individuals. Organizations need to develop mechanisms on how to manage and cope with job change. According to Aderamo, (2010), the success of any organization is closely related to how the management foresees the future and development strategies and restructures its job design and man power in general to suit the fore seen social economic circumstances.(Szamosi and Duxbury, 2002).

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In Kenya studies have been mainly on human resource practices and their relationship with the impact on organizational performance. Relevant studies in best practices in human resource management have concentrated on other sectors; furthermore, such studies on human resource have been addressing the relationship between aspects of human resource management practices; for instance, Njenga, (2007) focused on the relationship between human resource management practices, job satisfaction, organizational commitment and performance in public secondary schools in Dagoretti division of Nairobi and concluded that there was positive correlation between good

human resource practices and performance in national examinations in schools; Omoro, (2008) and Nguku, (2008) studied strategic human resource management practices and firm performance in the banking and hotel industries respectively, though not specific on which human resource practices, he concluded that there was positive relationship. Ombogo, (2010) concentrated on best human resource management practices in the security sector; he concluded that most security firms in Kisumu city had ignored best practices and were experiencing high employee turnover. Whereas the findings of these studies are valid on their own right, the context in which they were carried out and perspective are different. There is no known study that has addressed influence of job changes on organizational commitment and more so in the postal corporation of Kenya, Homa Bay branch, and therefore the knowledge gap. This leads to the question that; what is the relationship between job changes and employee commitment to the organization?

### **1.3 Research Objective**

The objective of the study is to establish the relationship between job changes and employee commitment among employees at Postal Corporation of Kenya, Homa Bay County.

### **1.4 Value of the Study**

The findings of this study will enhance literature on employee satisfaction and commitment when organizations restructure especially in a situation where the organization has been radically changed through government legislation to create a completely new entity with democratically elected leaders and other positions are



introduced on competitive terms. This affects reporting order and structure, leading to loss of jobs for those who are less qualified, loss of privileges for others and general readjustments of work process.

Policy makers and administrators will use the findings to establish how to handle employee motivation and attitude especially when effecting change in the structure of the organization. Where possible consider employee participation and preparation as part of coping strategies as the organization undergoes structural adjustments without affecting service delivery and organizational financial base.

Researchers will use this study for further research.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter contains the theoretical foundation of the study, job changes, employee commitment and the relationship between job changes and organizational commitment.

### **2.2 Theoretical Foundation of the Study**

Herzberg's two factor theory (Luthans, 1992) was developed by asking two hundred accountants and engineers to recall occasions when they had been satisfied with their work and highly motivated and occasions when they had been dissatisfied and unmotivated. Surprisingly he found that different sets of factors were associated with satisfaction and with dissatisfaction – that is, a person might identify 'low pay' as causing dissatisfaction but would not necessarily mention 'high pay' as cause of satisfaction. Instead, different factors – such as recognition or accomplishment – were cited as causing satisfaction (Luthans, 1992).

These findings led Herzberg to conclude that the traditional view of job satisfaction was incomplete. That view assumed that satisfaction and dissatisfaction are at opposite ends of a single continuum. People might be satisfied, dissatisfied, or somewhere in between. However the interviews had identified two different dimensions altogether; one ranging from satisfaction to no satisfaction and the other ranging from dissatisfaction to no dissatisfaction due to job changes. The factors influencing the satisfaction continuum – called motivation factors are related specifically to the work content, while the factors presumed to cause dissatisfaction – called hygiene factors – are related to the work

environment, hence the two-factor theory. Based on these findings, Herzberg argues that there are two stages in the process of motivation employees. First, managers must ensure that the hygiene factors are not deficient. Pay and job security must be appropriate; working conditions must be safe, technical supervision must be acceptable. By providing hygiene factors at an appropriate level, managers do not stimulate motivation but merely ensure that employees are 'not dissatisfied'. Employees whom managers attempt to 'satisfy' through hygiene factors alone will usually do just enough to get by. Managers should proceed to stage two-giving employees the opportunity to experience motivation factors such as achievement and recognition. The result is predicted to be a high level of satisfaction and motivation. This theory goes a step further and describes exactly how to use the two-factor theory in the workplace. Specifically, it recommends job enrichment, job rotation and enlargement (Luthans, 1992). These represent job changes at work place and the motivational factors can affect employee commitment.

### **2.3 Job Changes**

Increasing market pressures force companies to implement drastic organizational changes in order to remain competitive; these changes do affect job designs and job activities. Job changes are the alteration and modification of activities, schedules, assignments, structure, remuneration and other human resource management process. Job changes take place in various forms including job mobility, transfer of services, job enlargement, job enrichment, job rotation and retirement. Budget decreases, reduction efforts, and similar changes create significant morale and job-satisfaction concerns. Job changes take place

in various forms including job mobility, transfer of services, job enlargement, job enrichment, job rotation and retirement. Budget decreases, reduction efforts, and similar changes create significant morale and organizational commitment concerns. A survey dealing with employee perceptions of stress, workload, and performance was given to hospital employees. Not surprisingly, the survey found that morale problems resulted from the job changes. Employees' gender and job classification showed little significant effect on the survey results, while respondents' length of employment with the organization influenced the results slightly. The findings provide information useful for dealing with challenges of employee satisfaction, morale, and trust during times of budget limitations (Blegen, 1993).

Job Rotation is a management approach where employees are shifted between two or more assignments or jobs at regular intervals of time in order to expose them to all verticals of an organization. It is a pre-planned approach with an objective to test the employee skills and competencies in order to place him or her at the right place. In addition to it, it reduces the monotony of the job and gives them a wider experience and helps them gain more insights.

Job enlargement is a job design technique wherein there is an increase in the number of tasks associated with a certain job. In other words, it means increasing the scope of one's duties and responsibilities (Derrick, et al., 2007). According to Beardwell and Claydon, (2003) job rotation is a well-planned practice to reduce the boredom of doing same type of job every day and explore the hidden potential of an employee. The process serves the purpose of both the management and the employees. It helps management in discovering

the talent of employees and determining what he or she is best at. On the other hand, it gives an individual a chance to explore his or her own interests and gain experience in different fields or operations. The first and foremost objective of job rotation is to reduce the monotony and repetitiveness involved in a job. It allows employees to experience different type of jobs and motivates them to perform well at each stage of job replacement. The concept of succession planning is 'Who will replace whom'. Its main function of job rotation is to develop a pool of employees who can be placed at a senior level when someone gets retired or leaves the organization. The idea is to create an immediate replacement of a high-worth employee from within the organization.

The success of an organization depends on the on-job productivity of its employees. If they're rightly placed, they will be able to give the maximum output. In case, they are not assigned the job that they are good at, it creates a real big problem for both employee as well as organization. Therefore, fitting a right person in right vacancy is one of the main objectives of job rotation. Another main function of job rotation process is to exposing workers to all verticals or operations of the organization in order to make them aware how company operates and how tasks are performed. It gives them a chance to understand the working of the organization and different issues that crop up while working. Testing and analyzing employee skills and competencies and then assigning them the work that they excel at is one of the major functions of job rotation process. It is done by moving them to different jobs and assignments and determining their proficiency and aptitude. Placing them what they are best at increases their on-job productivity. Employees usually don't want to change their area of operations. Once they start

performing a specific task, they don't want to shift from their comfort zone. Through job rotation, managers prepare them in advance to have a wider range of work experience and develop different skills and competencies. It is necessary for an overall development of an individual. Along with this, they understand the problems of various departments and try to adjust or adapt accordingly. Job rotation is a well-planned management approach that is beneficial both for employees and management (Derrick, Laura and Stephen, 2007).

According to Graham and Bennet, (1998) there are different reasons a company may choose to use job rotation such as using job rotation as a learning mechanism. Research suggests that there are significant benefits that may outweigh the costs involved with training employees for diversified positions. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self-efficacy. The company may benefit from using job rotation by having the ability to staff key positions within a company. This practice may allow a company to run more efficiently, and as a result, become more productive and profitable. Job rotation can also be used to alleviate the physical and mental stresses endured by employees when working the same position, year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Job Rotation is also believed to have the ability to decrease the amount of boredom and monotony experienced by employees who work the same position for extended periods of time.

Job enlargement is a form of job change where there is an increase in the number of tasks associated with a certain job. In other words, it means increasing the scope of one's duties and responsibilities. The increase in scope is quantitative in nature and not qualitative and at the same level. Job enlargement is a horizontal restructuring method that aims at increase in the workforce flexibility and at the same time reducing monotony that may creep up over a period of time. It is also known as horizontal loading in that the responsibilities increase at the same level and not vertically. Many believe that since the enlargement is horizontal in nature there is not a great need for training. Contrary to this, job enlargement requires appropriate training especially on time and people management. Task related training is not required much since the person is already aware of the same or doing it for some time (Graham and Bennet,1998).

According to Sisson and Storey, (2000) however interesting the job may appear in the beginning, sooner or later people complain of boredom and monotony. Job enlargement if planned carefully can help reduce boredom and make it more satisfying and fulfilling for the employees. There is an addition to the number of tasks an individual performs. There is thus an increased scope of carrying out tasks that are versatile and yet very similar in certain aspects. Since the individual has already been performing the task in the past, there is no great requirement for imparting of new skills. However people and time management interventions may be required. The job thus gets more motivational for the one performing it. The difference between job enrichment and job enlargement is essentially of quantity and quality. Whereas job enlargement means increasing the scope

of job quantitatively by adding up more tasks, job enrichment means improvement in the quality of job such that employees are more satisfied and fulfilled.

Through job enrichment an employee finds satisfaction and contentment in his job and through job enlargement employee feels more responsible and worthwhile in the organization. Job enrichment entails the functions of planning and organizing and enlargement involves execution of the same. Both complement each other, in that job enrichment empowers and enlargement executes. Job enrichment depends upon job enlargement for success and the reverse is not true. Job enrichment means a vertical expansion in duties and responsibilities and span of control whereas in job enlargement the expansion is horizontal in nature. Job enrichment has been found to have greater impact in terms of motivation when compared to job enlargement. Since enrichment gives employee greater insights in managerial functioning and a better work profile, it is looked upon as an indicator of growth and development. The same is not true in case of job enlargement which is seen as an employer tactic to increase the workload (Sisson and Storey, 2000).

According to Graham and Bennet, (1998) job enlargement may also refer to increasing the scope of a job through extending the range of its job duties and responsibilities generally within the same level and periphery. This contradicts the principles of specialization and the division of labor whereby work is divided into small units, each of which is performed repetitively by an individual worker and the responsibilities are always clear. Some motivational theories suggest that the boredom and alienation caused by the division of labor can actually cause efficiency to fall. Thus, job enlargement seeks



to motivate workers through reversing the process of specialization. A typical approach might be to replace assembly lines with modular work; instead of an employee repeating the same step on each product, they perform several tasks on a single item. In order for employees to be provided with Job Enlargement they will need to be retrained in new fields which can prove to be a lengthy process. However results have shown that this process can see its effects diminish after a period of time, as even the enlarged job role become the mundane, this in turn can lead to similar levels of demotivation and job dissatisfaction at the expense of increased training levels and costs. The continual enlargement of a job over time is also known as 'job creep,' which can lead to an unmanageable workload.

Retirement is the period in a person's life when they terminate their employment. A person may also semi-retire by reducing work hours. Many people choose to retire when they are eligible for private or public pension benefits, although some are forced to retire when physical conditions no longer allow the person to work anymore (by illness or accident) or as a result of legislation concerning their position. In most countries, the idea of retirement is of recent origin, being introduced during the late 19th and early 20th centuries. Previously, low life expectancy and the absence of pension arrangements meant that most workers continued to work until death. Germany was the first country to introduce retirement, in 1889. Nowadays most developed countries have systems to provide pensions on retirement in old age, which may be sponsored by employers and/or the state. In many poorer countries, support for the old is still mainly provided through the family. Today, retirement with a pension is considered a right of the worker in many

societies, and hard ideological, social, cultural and political battles have been fought over whether this is a right. In many western countries this right is mentioned in national constitutions (Torrington, 2005).

## **2.4 Employee Commitment**

Employee commitment could be defined as an employees' strong belief in and acceptance of an organization's goals and values, effort on behalf of the organization to reach these goals and objectives and strong desire to maintain membership in the organization (Hunt and Morgan, 1994). In other words, employee commitment points to the attitudes of employees concerning commitment towards the organizations they work for (Moorhead and Griffin, 1995; Northcraft and Neale, 1990). According to Luthans, (1992) employee commitment is directly related to the desire to maintain membership in the organization, the willingness of employees to exert considerable effort on behalf of the organization and a strong belief in and acceptance of an organization's goals and values.

The components of employee commitment appearing in the model developed by Meyer and Allen, (1991) by emphasizing the psychological dimension of organizational commitment include; affective commitment is the affective bond an individual feels toward the organization, characterized by identification and involvement with the organization as well as enjoyment in being a member of the organization (Allen and Meyer, 1990; Meyer and Allen, 1997; Mowday, Porter, and Steers, 1982). Of the three components, affective commitment has received the

most research attention (Mathieu and Zajac, 1990; Meyer et al., 2002); Continuance Commitment is the extent to which a person needs to stay with the organization, due to the costs of forgoing benefits associated with an individual's investments in the organization (Becker, 1980). These investments are close relations of an employee with fellow workers, pension benefits, seniority, career and special competencies gained by working in an organization for a long time. Employees have the fear of losing these investments in case of leaving the organization; Normative Commitment last introduced and least studied, is the extent to which a person is obligated to stay with the organization (Meyer and Allen, 1991; 1997). Normative Commitment's definition has changed since its inception (Allen, 2003). Normative Commitment was originally based on Weiner's (1982) work on the internalization of norms about loyalty to organizations. Normative Commitment later became an obligation to stay with the organization, without specific reference to social pressures about loyalty (Meyer *et al.*, 1993). More recently, the obligation has subtly changed, alluding to reciprocity for a benefit (Meyer *et al.*, 2002). Some of the definitional changes have been reflected in revisions to the normative commitment (Meyer and Allen, 1991; Meyer *et al.*, 1993). Across these definitions, the core nature of normative commitment is the employee's sense of obligation; here, normative commitment is defined as the individual's bond with the organization due to an obligation on the part of the individual.

Public sector employees have a tendency to be traditionalist, and keep their position in the organization. However, in order to meet the changing needs and

demands of public institutions in the global world, it is necessary to develop an organizational climate and culture to satisfy the employees. So as to develop a climate like this, it is important to increase job satisfaction and to put employee commitment into practice connected with job satisfaction( Allen and Meyer, 1990).

### **2.5 Influence of Job Changes on Employee Commitment**

Employees are very much affected by job changes such as seeing others lose their jobs as employment is assumed to hold the keys to not only socio-economic but also psychological benefits (De Witte, 1999; Riesel *et al.*, 2007). Job insecurity has been defined as an individual's expectations about continuity in a job situation (Davy *et al.*, 1997); overall concern about the future existence of the job (Rosenblatt and Ayalla, 1996); perception of potential threat to continuity in one's current job (Heaney *et al.*, 1994); and powerlessness to maintain desired continuity in a threatened job situation (Greenhalgh and Rosenblatt, 1984). According to Hartley *et al.*, (1991), job insecurity is in part influenced individual's perceptions and interpretations of the immediate work environment. In contrast to actual job loss, job insecurity is the perceived risk of the nature and continued existence of one's job due to anticipation of stressful event. Employee commitment refers to the relative strength of an individual's identification with and involvement in an organization (Mowday *et al.*, 1982).

Employee commitment consists of three facets: an acceptance of the organization's goals; a willingness to work hard for the organization; and the desire to stay with the organization.

While, Walsh and Taylor, (2002) stated that most researchers agree that organizational commitment reflects a multidimensional psychological attachment of an individual to the organization. In this study, organizational commitment means that employees will be willing to allow organization change to take place. It is also expected that organizations engaging in rapid changes in operations will attend to job insecurities in employees. Job insecurity among today's employees is not surprising given the competition that businesses endure and the intense pressures to remain profitable (Riesel *et al.*, 2007). One of the common means of reducing variable costs for organizations is through layoffs (Nixon *et al.*, 2004).

Besides individual variables like gender (Vaydonoff, 1980; Hulin and Smith 1987), age (Lee and Wilbur, 1985), marital status, education and personality (King *et al.*, 1982) wage (Borjas, 1979), promotion (Jamal and Baba, 1991), working conditions (Near *et al.*, 1984), job and jobs' characteristics (Robbins, 1991) also affect organizational commitment (Blegen, 1993). According to Meyer *et al.*, (2002) organizational commitment may be compared to job satisfaction. The main difference between employee commitment and job satisfaction is that while employee commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated. In other words, while an employee has positive feelings towards the organization, its values and objectives, it possible for him to be unsatisfied with the job he has in the organization.

Dordevic, (2004), posited that organizations value commitment among their employees because it is assumed that committed employees engage in "extra-role" behaviors, such as being creativity or innovative. Employee commitment occurs in two major ways, according to Lambert and Paoline, (2008); first, the calculative commitment, that is, the act of "being bonded to the organization because of sunken costs". An employee 'calculates' the gains and losses of working for a given organization in terms of economics, psycho-logical, or social liabilities and assets. The outcome of such calculation then determines the level of commitment to the organization (Lambert et al., 1999). Second, through attitudinal commitment, this is the type that is more frequently measured (Mathieu and Zajac, 1990). It is seen as stressing the strength of an individual's feelings toward the organization, loyalty to or/and cognitive desire to belong to the organization (Steers, 1977). Studies have shown that employee commitment buffers the relationship between stress and job dis- pleasure interpreted to be job dissatisfaction (Begley and Czajka, 1993); gives employees feeling of stability and belongingness (Mowday, *et al.*, 1982); and also protects employees from the adverse effects of stress, such as caused by organizational hardship (layoffs), and thus enables them to attach direction and meaning to their work (Kobasa, 1982). On the other hand, Colman and Kilman, (1990) suggested the need to gain insight into how employees view change efforts so as to understand such employees' behavior. This is because openness to change may be influenced by dispositional emotional stability and openness to experience (Edwards, 2003).

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter covers the research design, population of study, data collection and methods of data analysis.

### **3.2 Research Design**

This study adopted a descriptive survey design. Yin, (1984) argues that the use of descriptive survey in fact-finding is ideal because it provides a great deal of accurate information. The intention of survey research is to gather data at a particular point in time and to use it to describe existing conditions.

It was the preferred design for this study. Descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation. A descriptive survey also allows a researcher to describe a unit in details in context and holistically (Orodho, 2003).

### **3.3 Population of Study**

All the 112 employees of Postal Corporation of Kenya, Homabay County were involved in the study.

### **3.4 Data Collection**

Primary data was collected using a semi structured questionnaire the questionnaire was administered using the drop and pick later method. The questionnaire consisted of two

sections. Section I sought the demographic characteristics of the respondents while section II sought the relationship between job changes and employee commitments to the organization

### **3.5 Data Analysis**

Data was analyzed using descriptive statistics such as mean median and mode.

Such statistics were used after coding information about specific characteristics or attributes.



## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

### **4.1 Introduction**

This chapter discusses the research findings, presentation and interpretations. It also contains the response rate.

### **4.2 Response Rate**

The research targeted 112 respondents and 81 returned questionnaires representing 72.22% response rate. This rate is adequate and consistent with Gay (1981) argument that where there is minimal discrepancy in characteristics between the target groups and actual number of respondents then a minimum of 50% data response is considered reliable.

### **4.3 Demographic Characteristics of the Respondents**

A majority of the respondents were male representing 73.1%, while the female respondents were 26.9% as presented in Table: 4.1.

**Table: 4.1 Distribution of Respondents by Gender**

<b>Gender</b>	<b>Percentage</b>
Female	26.9
Male	73.1

61.51% are married while 38.4% are single. Majority 75% of the respondents are in the age set of 20-30 years, they represent 57.6% of the respondents. Such group is still at the early stage of career development and usually characterized by high ambition and

commitment to their first job. This is in agreement with Meyer and Allen (1991) model which outlines the components of employee commitment by emphasizing the psychological dimension of organizational commitment such as affective commitment characterized by identification and involvement with the organization as well as enjoyment in being a member of the organization. The distribution of respondents by age is illustrated in Table: 4.2.

**Table: 4.2 Distribution of Respondents by Age**

<b>Age Set</b>	<b>Percentage</b>
20-30	57.6
31-40	23.1
41-50	7.6
51 and above	11.5

Source: Author 2014

Out of the total respondents, 50% have served for 1-5 years. This confirms that they witnessed the various job changes in the Postal Corporation. The other group, 34.6% have served for less than 1 year and can be categorized as new entrants who were hired either to replace the victims of job changes especially retirees or those who left voluntarily. 61.5% of the respondents are employed in permanent and pensionable basis. 11.5% on temporary terms and 35% has been absorbed on contractual terms. From the findings 19.2% have ordinary level academic qualification. 26.91% have attained Certificate level; 42.3% have diploma qualifications while 11.5% are Bachelor's degree holders. None of the respondents indicated that they had Master's degree or PhD qualifications as presented in Table: 4.3.

**Table: 4.3 Distribution of Respondents by Academic Qualifications**

<b>Qualifications</b>	<b>Percentage</b>
PhD	0
Masters	0
Bachelors	11.5
Diploma	42.3
Certificate	26.9
Ordinary Level	19.2

The finding established that the group or category that was most affected by job changes were the unionisable staff posting a high mean of 4.11 response rate in agreement. The second category was the casual staff with a mean response rate of 3.5. The middle management was third most affected category with a mean of 2.96 and the least affected were the top management posting a mean response rate of 2.61

#### **4.4 Job Changes at Postal Corporation of Kenya Homabay County**

All the respondents agreed that the Postal Corporation had an employment policy. This is in line with best practice in human resource management 80% of the respondents indicated that job changes are continuous at Postal Corporation in Homabay County 15%. Job changes at Postal Corporation in Homabay County are continuous exercises this is because due to the 80% of the respondents who indicated so; 15% indicated that deployment and job changes are mainly done on yearly basis. 60% of the respondents are of the opinion that the job changes are mainly due to promotion on the job, while 30% of

the respondents are not sure of the reasons for the job changes; only 55 are of the view that regular job changes is an administrative exercise.

Majority of the responses (96%) of the respondents do not participate in assigning duty to other employees. Only 4% are in a position to do this it is this category position to influence and participate in the assigning of duty to other employees. It is this category that is responsible for the implementation of the employment policy of Postal Corporation in Homabay County. The respondents however do not think that the duties and responsibilities that are assigned are relevant and effective, 92% are of such opinion; this corresponds to Sisson and Storey, (2000) assertion that however interesting the job may appear in the beginning, sooner or later people complain of boredom and monotony but the job change is well planned carefully can help reduce boredom and make it more satisfying and fulfilling for the employees. There is an addition to the number of tasks an individual performs.

The findings indicated that 96.1% of the respondents have been involved in various forms of job changes in Postal Corporation, Homabay County. 42.2% of the respondents agree that the job changes may have been triggered by unfavorable economic conditions experienced by the organization, while 23% are neutral on the issue and 34.5% of the respondents disagree. The respondents general feeling is that the downsizing is exercise may have been precipitated by economic factors; this finding confirms Lurie, (2004) and Vehtra *et al.*, (2002) observation that job changes in organizations have from time to time been blamed on tough economic conditions, periods of economic slowdowns are

characterized by reduction of the purchasing power of the customers which ultimately depress the revenues of a firm.

Management teams are therefore forced to engage in cash saving activities and initiatives which may call for cost savings; and given that employees costs are the biggest controllable cost components of most organizations downsizing is the natural reaction and result. This argument is further augmented by the findings and responses on reduction of labor costs as the possible cause of the job changes at the Postal Corporation, Homabay; 49.9% agree while 15.3% are neutral and 34.5% disagree.

The most commonly practiced job change is transfer of services within the departments of a single branch, this accounted for 64.2% of the respondents. This means job rotation is the major form of job change this finding is in line with Derrick, Laura and Stephen, 2007, assertion that Job rotation when well-planned as a management approach is beneficial both for employees and management and Postal corporation could be acting according to Graham and Bennet (1998) who claimed that there are different reasons a company may choose to use job rotation such as using job rotation as a learning mechanism. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self-efficacy. The company may benefit from using job rotation by having the ability to staff key positions within a company. This practice may allow a company to run more efficiently, and as a result, become more productive and profitable. Job rotation can also be used to alleviate the physical and mental stresses endured by employees when working the same position,

year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Job Rotation is also believed to have the ability to decrease the amount of boredom and monotony experienced by employees who work the same position for extended periods of time.

#### **4.5 Relationship between Job Changes and Employee Commitment**

The findings on the issue of whether the job changes enhance performance of employees and their commitment to work and or organization indicated that the respondents did not know whether the organization [Postal Corporation, Homabay County] had achieved its intended objectives when carrying out job changes. This could be an indication that the employees are not involved in decision making or they are not told the desired changes and purpose and the desired target objectives; the employees view themselves as mere victims of an administrative process.

The findings and responses on job changes and those on employee commitment were put on coefficient correlation test using the standard deviation in order to create and establish an operationalized relationship. The correlation between job changes and employee commitment was  $p < 0.05$ . ( $r = 0.81$ ,  $p < 0.05$ ) indicating that treating employees as important and encouraging them to develop creative methods of job activities and commitment is an important determinant of performance. This confirms Nykodym and Simonetti's, (1994) argument that if employees are more involved, they will be more contented, motivated and committed to the goals and values of the organization, thereby making them more productive.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENTATIONS**

### **5.1 Introduction**

This chapter presented the summary of data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations have been made in quest of addressing the research question or achieving the research objective which is to establish the relationship between job changes and employee commitment among employees at Postal Corporation of Kenya, Homa Bay County.

### **5.2 Summary**

The response rate was good, at 72.22%. There is a positive relationship between job changes and employ at the postal corporation of Kenya Homabay County. The practice of job changes at Postal Corporation Kenya, Homabay County may have had good intentions for the organization, but It is evident from the findings that the anticipated organizational gains did not factor in the feelings and attitudes of the employees who were to implement the plans. These findings have confirmed assertions by Cascio (1993) that because of the failure to consistently provide the anticipated benefits, job changes can have negative consequences.

### **5.3 Conclusion**

There are regular job changes at the postal corporation of Kenya Homabay County. From this study there is a positive relationship between job changes and employ commitment. The attributions formed by the employees and survivors however needed to be managed

and directed to positivity, because they influence their willingness to stay with the organization and commitment to work. Organizations may also preserve at least some trust between managers and employees by increasing the amount and frequency of communication with employees before, during and after the job changes exercise. This may create win-win-win situation for the employees and organization.

#### **5.4 Recommendations**

The Postal Corporation of Kenya, Homabay County should enhance existing communication channels and open new ones with employees in order to give them a sense of ownership in effecting various job changes. The organization should also carry out surveys to evaluate employee job satisfaction at appropriate intervals. The aims and objectives of Job changes should be shared with employees in order to enhance their involvement and corporation. Both compensation and retirement policies need to be reviewed in line with acceptable standards conventions. Attention should focus on creativity as a way of boosting employee morale. The above are in agreement with Nykodym and Simonetti, (1994) who argued that if employees are more involved, they will be more contented, motivated and committed to the goals and values of the organization, thereby making them more productive.

#### **5.5 Limitations of the Study**

The findings in this study are respondent dependent and may not be the actual position of the management.



The study was based on Homabay County and other regions may have different scenarios within the umbrella organization.

### **5.6 Suggestions for further Study**

Similar studies need to be done on other organizations.

Other research designs such as longitudinal research may be used to undertake the study so as to compare the findings

More researches on related areas such as job satisfaction, performance, turnover and absenteeism should be done by researchers with the same respondents.

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## APPENDICES

### APPENDIX I: LETTER OF INTRODUCTION

University of Nairobi,  
School of Business,  
Department of Business Administration,  
P.O Box 30197- 00100  
NAIROBI.  
Date: .....

Dear Respondent,

#### **RE: REQUEST FOR RESEARCH DATA**

I am a Masters of Business Administration Student at the University of Nairobi, specializing in Human Resource Management. As part of the degree, am required to conduct a research study on the **“JOB CHANGES AND EMPLOYEE COMMITMENT IN POSTAL CORPORATION, HOMABAY COUNTY”**.

You have been chosen to participate in the study and I will greatly appreciate your input in responding to all the items in the attached questionnaire. This study is purely for academic purpose and be rest assured that your response shall be kept anonymous with utmost confidentiality. Thank you in advance.

.

Yours Sincerely

**Kennedy, Okwanyo**





## Part II: Influence of Job Changes on Employee Commitment

Rate the following statements to the extent to which you agree or disagree with each by ticking the appropriate column

Statement	1	2	3	4	5
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
The way in which the organization implements job changes is fair and improves my commitments to work for Postal Corporation of Kenya					
Employees are regularly consulted hence improving commitment to the firm					
I would renew my contract with the firm due to planned job changes					
I feel a lot need to change in my work content					
Employees are subjected to job rotation and this improves their understanding of the firm					
Compensation is equitable to job changes in the organization					
Interdepartmental transfers are effected to improve employee performance and therefore loyalty to the firm					
Employees are retired from work in an honourable manner and this gives a sense of justice to surviving staff					

Job changes are made in consultation with team members hence a feeling of participation by all					
Job changes are done with the aim of reducing labour cost.					
Employee capability is improved job changes					
Employees are given a chance to appeal against unfavourable job changes					
Unfavourable economic conditions call for organizational restructuring for mutual benefit					
Employee creativity is enhanced through planned job changes					

**APPENDIX III: LIST OF OUTREACH BRANCHES OF POSTAL CORPORATION OF KENYA, HOMABAY COUNTY BRANCH**

- ASUMBI
- HOMABAY
- RODI
- MBITA
- MFANGANO
- SINDO
- RANGWE
- KENDU BAY
- KARUNGU
- NYANDIWA
- MAWEGO
- KADIENGE
- NDHIWA
- NYANGWESO
- OGONGO
- MAGUNGA
- KAJWANG
- MIROGI