THE ROLE OF HUMAN RESOURCE MANAGEMENT
PRACTICES ON EMPLOYEE COMMITMENT: A CASE
STUDY OF INTERNATIONAL LIVESTOCK RESEARCH
INSTITUTE (ILRI)

BY

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AFRICA

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THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE COMMITMENT: A CASE STUDY OF INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE (ILRI)

BY

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than United Stated International University – Africa for academic credit.

Signed: ________________________ Date: ___________________

Jedidah Njonjo (ID 627627)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ________________________ Date: ___________________

Dr. Teresia Linge

Signed: ________________________ Date: ___________________

Dean Chandaria School of Business
ABSTRACT

The purpose of the study was to assess the role of human resource management practices on employee commitment at ILRI. The study was guided by the following research questions: To what extent does training and development practices affect employee commitment at ILRI? To what extent do employee performance evaluation practices affect employee commitment at ILRI? To what extent do employee compensation strategies affect employee commitment at ILRI?

The study adopted a descriptive research design. The target population was a total of 420 employees working at ILRI Nairobi. The study applied stratified random sampling technique to select a sample size of 42 respondents. The study adopted questionnaire method to collect data. The Statistical Package for Social Sciences (SPSS) computer software was used for data analysis. The data was cleaned, coded, categorized per each of the research variables and then analyzed using frequencies and percentages and regression analysis to establish the relationship between the independent and dependent variables. The findings were presented using figures and tables.

The study found that there was a significant relationship between training and development and employee commitment. Most respondents were in agreement that training and development enhanced employee performance. Many of the respondents agreed that participation in training increased their level of commitment towards the organization. The study also found that respondents were neutral towards the management support on training and development as a measure of employee commitment.

The study found a significant relationship between performance evaluation and employee commitment. Majority of the respondents found that performance evaluation enhances productivity of employees which in turn raises their level of commitment to the organization. It was found that respondents strongly agreed on the need of having a performance management system. However few respondents were neutral when responding to performance management and its sustainability of good performance.

The study revealed that there was a significant relationship between employee compensation and employee commitment. Majority of the respondents strongly agreed that, competitive remuneration enhances employee commitment. Most respondents
strongly agreed that annual company performance bonus had an effect on employee commitment. Few employees were neutral, when they responded to, incentives and good wages enhanced employee commitment. However majority of the respondents strongly agreed that symbolic gifts (caps’ badges, t-shirts) enhanced employee commitment.

The study concludes that training and development, performance management and competitive remuneration are significant factors and have positive effect in increased employee commitment. Initiatives taken under each of the factors such as; the opportunity to participate in training programs, having and effective performance management system and offering incentives and good wages and benefits administration respectively all had a positive outlook on employee commitment.

The study recommends that organizations should drive learning through career, peer counselor seminars that enrich employees’, encourage growth and career development of employees by coaching, and by helping employees to achieve their personal goals. The study further recommends an improvement on employees working environment by providing a safe and healthy working environment with modern office facilities and equipment, this will increase the level of employee motivation. On competitive remuneration the study recommends an implementation of employee reward and recognition programs that will seek to award employee efforts raise motivation level and increase commitment.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the study

Committed employees are increasingly becoming a valued asset in organizations. Employee commitment is regarded here as the commitment of an employee to the organization as well as an employees’ commitment to their jobs (Robinson, 2009). Over the last ten years, research of employee commitment has very well developed to various directions. Over a long period, different aspects of employee commitment have been studied creating a significant knowledge on employee commitment (Brown, McHardy, McNabb, and Taylor, 2011). The recent advances include different approaches to understanding employee commitment. The current competitive business environment require an organization to have a committed workforce that collectively work to realize the organization goals (Coetzee, 2005).

Research derived from social sciences indicate a wider consent amongst observers that employee job commitment lead to enhance performance, output, and service excellence in the organization (Owoyemi, Oyelere, Elegbede, and Gbajumo-Sheriff, 2011). However, Boxall and Macky, (2009) argue that most of the earlier research reviewed high commitment work practices on the part of employers’ which can be considered misleading and does not present the true impact of employee commitment. This in turn will result to significant results when looking at organizational performance. However, it can be considered that if and when workers clearly realize high commitment work practices, it will in turn enhance employee commitment towards the organization, leading to enhanced individual and organization performance (Owoyemi, et al., 2011).

Organization workforce is thought to be the most critical resource in the organization (Robinson, 2009). This is because organizations are measured by how well they utilize their resources to achieve their desired results. It is noted that the resources of human beings is of great importance to an organization and thus have various need that require fulfillment. By this, it will be the responsibility of an organizations management to ensure that its greatest resources is recognized, satisfied and ensure that there is a developing human resource management systems (Stone, 2010). In this regard, for an organization to remain competitive, it is equally important to continue with the development of workforce management practices that can make sure that the workers are highly
motivated. This will in return be of benefit to the organization as it will increase the level of employee productivity and reduce the labor cost per unit and still retain skilled and qualified employees required at each level (Stone, 2010).

Armstrong, (2009) noted that the design and execution of a human resource management system is an extremely significant activity. This will have an effect on employee in order to achieve performance target, raise levels of effectiveness and deliver the mandate and mission of the organization. An efficient management system for human resource remains to be a significant tool for managing organizational human capital as well as enhancing organization performance (Armstrong, 2009).

The effective management of human resources requires the organizations to develop sound Human Resource Management (HRM) systems. These systems play a distinctive role in the management of employees’ which in turn will achieve competitive advantage elaborating on how HRM practices leads to positive and effective organization performance by deploying well qualified personnel using a range of methods. HRM system could assist organizations enhance their organizational conduct in a number of key areas; staff commitment, competency as well as employee flexibility, which proves to bring out improved employee performance (Barley and Kunda, 2013).

In order for an organization to have a sound HRM system, they should develop an effective HRM practices described in various ways. HRM practices are systems that attract, develop, motivate, and while at the same time retain employees (Armstrong, 2009). These practices ensure effective implementation of duties as well as the existence of the company and its affiliates. Additionally, HRM practices is viewed as group of internally constant strategies and practices that are created and put into practice to make sure the organization workforce achieves the business objectives (Koch and McGrath, 2010).

Human Resource Management practices vary across organizations and especially so in start-up companies. In literature however, there are some best practices that are considered to work successfully anywhere regardless of the organization set-up and with globalization as well as increased transfer of know-how, these best practices are likely to make HRM practices more similar across different countries and organizations set-up. However, questions around the HRM research on whether there exists a unanimously greater style of handling people have been asked overtime. Various theories such as HRM
best practices and high commitment theories propose particular HRM practices if used distinctively or with other, have been thought to enhance organizational productivity. Overtime studies shows that employees who are well remunerated, motivated and offered a work environment based on mutuality and trust have the tendency to bring out better productivity and lower unit costs (Koch and McGrath, 2010).

Even though performance assessment is on a daily basis, the performance of an employee is summarized at least yearly through a performance evaluation interview, which is filed as part of the employee’s progressive summary. The performance interview offers an opportunity for the employee and supervisor to look ahead and plan on areas of development by indicating the training needs required for the employee. This is to be consistent with improving performance and supporting career development plans. Organizations face insurmountable obstacles when measuring performance and this can have an adverse effect on the organization achieving its mandate. Performance management systems can fail if issues, as the following, are not resolved; unclear measuring criteria is not well established, having leaders who are not committed to the process, if job descriptions are not linked to the performance management and if the performance management is not carried equally and fairly to employees, finally if the system is not based on a reward and increase in compensation (Armstrong, 2010).

Employee’s commitment level is often dependent on the level of trust and relevancy within the organization. Trust and relevancy is dependent and can be achieved by a performance management system that has been well designed to enhance efficiency and effectiveness of the employee (Kuvaas, 2007). The success of performance management system is crucial keeping in mind that a business is highly dependent on its employees to deliver its objective and any factor that is against the system such as attitudes perception of the employee’s towards the organization may hamper the organizations success (Inyang, 2008). The system ought to enhance worker’s commitment while also minimizing attrition level within organizations. This asserts Furnham (2004) opinion that the role of performance management systems, among others is to offer channels of enhancing worker’s performance through a vibrant process of outlining and evaluating objectives in line with the organizations purpose. Performance management system is supposed be an institutional wide system focusing on employee motivation sustainability
of good performance. The objective of the system ought to primarily improve performance and measure achievement of the objectives (Fletcher, and Williams, 2012).

Firms are likely to face a number of problems when developing and implementing HRM practices, among them is the challenge of attracting employees given they have high uncertainty as well as lack of institutional legitimacy notwithstanding shortage in resources. This therefore has made start-up firms opt for employees from their social networks, and as such, when they expand in size they are likely to rely more on business networks, which they have built in their entire time of operation. Such occurrences affect the companies, given that they might not be able to get the most proficient people who have the requisite competencies. It follows therefore that without the right people being hired poor performance is likely to occur and therefore damage the success of the organization. Additionally, the cost of hiring new employees is considered to be a very expensive affair especially in the event that firms are facing a constraint of financial resources (Boxall, 2012). This study concentrates on assessing role of human resource management practices on employee commitment at International Livestock Research Institute (ILRI).

International Livestock Research Institute (ILRI) stands among the 15 Consortium Group (CG) centers of the Consultative Group on International Agricultural Research (CGIAR) consortium. ILRI headquarter located in the Kenyan capital city, Nairobi, was established in the year 1994 when International Livestock Centre for Africa (ILCA) merged with International Laboratory for Research on Animal Diseases (ILRAD). ILRI seeks a world that has full access to nutrition and possibilities of occupation, so that it can attain its capabilities. ILRI mission stands to enhance food security and to minimize poverty levels in developing nations through research for effective, safe and sustainable use of livestock.

1.2 Problem Statement
increased organizational efficiency. In turn this has created a knowledge gap on employee turnover management. This study aims to close the gap by determining the role of human resource management practices on employee commitment on organization efficiency with a specific reference to (ILRI).

There have been various studies that have been carried out to examine how human resource practices affect employee commitment. Most of these studies shows a managerialist and unitarist outlook. Organizational structure plays a very important role in organizational commitment (Bin, Ahmed, Shafi, and Shaheen, 2011). Research on HRM practices has been done extensively on both large firms as well as small and medium enterprises. Most of these studies have mainly focused on HRM practices in the context of the western organizations. In addition most studies have focused on factors affecting employee commitment in general done with very limited studies focusing on human resource practices and their relationship with employee commitment (Edward, 2010). This study therefore differs with prior studies since it focuses on three human resource practices: employee training, performance evaluation and compensation and how each of these practices affects employee commitment.

1.3 Purpose of the Study
The core purpose of this study is to assess the role of human resource management practices on employee commitment at ILRI.

1.4 Research Questions
1.4.1 To what extent does training and development practices affect employee commitment at ILRI?
1.4.2 To what extent do employee performance evaluation practices affect employee commitment at ILRI?
1.4.3 To what extent do employee compensation strategies affect employee commitment at ILRI?

1.5 Significance of the Study
1.5.1 NGOs
This study will be beneficiary to all NGO’s and all organizations since it will highlight critical challenges hindering increased growth and development in organizations of any
kind. Through various stakeholders, ILRI will facilitate development of operational policies that influence increased employee commitment in the organization.

1.5.2 Other Organizations

The study findings are of great significance to not only NGO’s but organizations in the country since by using the analyzed results, organizations’ human resources managers will have a broader knowledge of issues that cause employee turnover and be conversant with human resources best practices to enhance employee commitment.

1.5.3 Researchers and Academicians

The study findings are anticipated to greatly impact research on development of human resources. The project write up will be accessible in the library for learners to contribute on the knowledge collection of the factors leading to employee turnover in NGO’s and institutions in the private sector. The study will also add to the current literature on employee commitment as well as benefit researchers who seek to pursue or have a significant interest in this field.

1.6 Scope of the Study

The study was conducted at ILRI Nairobi station, due to convenience; accessibility to focus groups, time and resource availability. The target population was a total of 420 employees working at ILRI Nairobi. The study was carried out between October 2016 and February 2017. The study faced a challenge of lack of cooperation from some respondents, given that the information sought was very sensitive. This challenge was dealt with by explaining to them that the study was meant for educational purposes.

1.7 Definition of Terms

1.7.1 Employee Commitment

Employee commitment is creating human drive and triggering the human mind among employees in the organization (Jaw and Liu, 2014).

1.7.2 Employee Compensation

Employee compensation refers to rewards received by the employees from their employers at their workplace (Spencer, 2001).

1.7.3 Employee Training

Refers to a program meant to enhance the practical skill, understanding, competence, and
value formation to accomplish tasks in considerably better way (Armstrong, 2009).

1.7.4 Performance Evaluation
This is the systematic assessment of performance of staffs as well as the understanding of skills of an employee for future growth and development (Gareth, 2008).

1.8 Chapter Summary
This chapter provided the study background in addition to problem statement. Thereafter the study purpose and research questions were outlined. The study significance and its scope have also been indicated, also presented is the definition of terms as well as the summary of the chapter. Chapter two provides literature review that looks at the scope of research questions. Chapter three has research design, methodology, and also data collection instruments described. Chapter four discuss the findings of the study as per the objectives of the research. Chapter five provides the summary, conclusions and recommendations to the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter seeks to present a review of literature in relation to research questions. The literature is presented on human resource practices that influence employee commitment. These include; employee training and development practices that influence employee commitment, employee compensation strategies and employee performance evaluation practices that affect employee commitment.

2.2 Employee Training and Development Practices on Commitment

Employee training are the learning activities in the organization that are carried out to improve on the knowledge, practical skills as well as create value in employees so that they can be able to accomplish tasks in more enhanced techniques (Armstrong, 2009). It is regarded as a massive investment to the organizational human asset. It is considered to be a useful means through which an organization can achieve success with the help of technical invention, market competition, structure of the organization, as well as demographic shifts. Training and development is mainly made up of three key activities; training, education, and development. Companies offering employee training and development are certainly investing rightly in their staffs. This therefore is likely to bring with it positive outcomes in the form of increased employability for the individual employee. Employee training can be achieved through motivation, access to training as well as benefits for training (Armstrong, 2009).

2.2.1 Motivation for Training

Motivation for training is the internal and external factors that stimulate desire for training (Bulut and Culha, 2010). The motivation for training, for example the motivation of employees to attend training sessions, has a very large share in the success of training as a means or tool to enhance performance either individually or within organizations. The motivation for training focuses on the intensity and persistence of developers to apply efforts before, during and after the frequency of training programs (Cannon-Bowers and Salas, 2001).

The success will be different for employees motivated to attend and benefit from the training actions, or for employees attending training actions imposed by hierarchy. Robinson, (1985) states that the motivation for training is based on the level of effort that
employees are willing to do to improve their skills, the work they do and their professional performance, through training activities.

Training should be viewed as an investment, however for organizations, training is an enormous cost and will require a return on investment. This return on investment relies on various factors, including employees’ motivation to attend the training sessions, which is also dependent on multiple factors such as; time, location and relevance of the training. If the employees are motivated it’s highly likely that they will have a positive perception of surroundings training in the company (Newman, Thanacoody and Hui, 2011).

The motivation is linked to the stimulus, the enthusiasm and the desire that employees have to attend training sessions, to seize the transmitted content and, in a subsequent phase, comply with the tasks of your day by day. Noe, (2013) refers to this issue of motivation for training, with a simplified and direct way, stating that the motivation for training involves the intention of employees in attending the training programs.

2.2.2 Access to training
Access to training is the ability, right, or permission to undergo training (Desler, 2008). Access to training can be set through the perception of employees regarding the probability to participate or not, in the training plans developed by the organization, or participation is or not, defined objectively and fairly, or the application process whether, or not, evident and formally disseminated and whether the applications are or not supported by hierarchy (Bulut and Culha, 2010). The access to training and the perception of availability of training, seen by employees as the possibility to be included in training programs (Newman, Thanacoody and Hui, 2011).

According Bartlett, (2011) perception of workers of access to training involves two distinct situations: the opportunity to participate in training programs for the acquisition of knowledge and enhancing their skills and abilities for tasks that they currently play, and the decrease organizational barriers that enable participation in training activities. Existing research on the subject of access to training, demonstrated that the perception of employees such as access or availability is related to the effective participation in training programs, indicating that training is provided and supported by the organization (Ashar, Ghafoor, Munir and Hafeez, 2013), and that this perception of access to training as a form of new prospects of improving skills and understandings, it also carries a substantial effect on organizational commitment (Bulut and Culha, 2010).
Bulut and Culha, (2010) also points that often training is perceived from a simplistic way, and the annual or multi-annual training plans are drawn up unilaterally by the human resource management, which decides training areas, number as well as duration of action and places or centers training where training will be provided. This information is then passed to the various departments and employees. Despite this being a simple and practical method for planning training, this will not serve the organizations interest, which would be to expect return for the investment.

2.2.3 Benefits from training
These are advantages, rights or privileges that emanates from employee training programmes (Aguinis and Kraiger, 2009). Previous research implies that venturing into training is warranted by its role in the improvement of individuals and the institution performance (Bartel, 2000) which results in a manifested benefit for either employees or for organizations. The benefits of training are mutual, both for employees and for organizations, for employees, the returns of organizational training can be reflected in benefits for their works, careers and individual growth (Bulut and Culha, 2010). The benefits of organizational training, come in the wake of motivation and access to training, discussed above, because if employees feel that participation in organizational training actions will bring benefit to themselves and their organizations, and if they have opportunity to apply, day-by-day, their knowledge, their willingness to participate in future training activities will be higher (Facteau, Dobbins, Russell, Ladd and Kudisch, 1995).

2.2.4 Training and Employee Commitment
A research by Newman, Thanacoody and Hui, (2011) set out to evaluate the influence of employee perception of training on organizational commitment and the correlation of organizational commitment with turnover plans of employees. The study sampled 437 employees in 5 international businesses running in Chinese service industry, the study results illustrated a strong correlation of three factors, the apparent accessibility of training, administration backing for training and colleague backing for training in respects to commitment. Further, this study confirmed a significant correlation among the two factors, which are the apparent accessibility of training and persistence commitment. According to the study no correlation existed between learning motivation and apparent
benefits of training with as well with the commitment types such as affective, continuance and normative.

Jehanzeb, Rasheed and Rasheed, (2013) carried out a research among the foremost private establishments of Saudi Arabia, collecting data from 251 respondent. They observed training in relation to a number of variables that include: training availability, learning motivation, and management support to training. They correlated this variable with organizational commitment. From the three factors a positive relationship was established on two factors; training availability and organizational commitment and a positive connection between management support for training and organizational commitment.

Bulut and Culha, (2010) researched on the influence of organizational training on the commitment of employee, concentrating on employees’ emotional and affective responses to their institution. This research sampled 298 staffs of 4-Stars and 5-Stars hotels in Turkey. A number of factors on organization training were evaluated that include; training support, training motivation, availability of training and training benefits. This study was able to come to a unanimous conclusion that the factors studied were all positively influencing organizational commitment.

Al-Emadi and Marquardt, (2007) evaluated the correlation on the beliefs of senior employees concerning training benefits and the staffs’ organizational commitment as assessed by 3-component model of organizational commitment. They affirm that training benefits that encompass both personal benefit and career benefit correlate significantly to organizational commitment components of, affective, instrumental and normative. In respect to this it was established that involvement in training assist employees interact, improve their productivity, personal growth as well as develop career wise, opening new opportunities of following new careers.

2.3 Performance Evaluation Practices and Employee Commitment
Performance evaluation is defined as an official process through which an organization can achieve staff monitoring and is therefore done with the intention of enhancing the performance and productivity of employees (Armstrong, 2010). Performance appraisal can as well be used as mechanism though which an organization can improve employee performance. Additionally, performance appraisal can as well be used in decision making of an employee’s growth within an organization, it can also be used as a tool to provide
guidance on areas of improvement by undertaking a training needs assessment and feedback from the staffs. Employee commitment and performance may also be enhanced through the use of performance appraisal systems.

An organization’s performance appraisal takes place daily, however that of an employee occurs at least once a year. During which a discussion or interview is carried out to evaluate how well an employee has performed. This is then documented as part of the employee’s growth history in the company. This discussion provides ample opportunity to employees and supervisors to discuss training needs and areas of improvement that seek to support the development of the employee’s career. Organizations will be required to address challenges of the performance management system to ensure the system does not fail. Certain challenges faced include; a just criteria to measure and evaluate performance, ensuring leaders are well trained and focused to deliver discussion along performance management, ensuring a link between the employees job description and performance management, ensure that employees are well versed with the performance management system and finally offering rewards or better compensation to performance management (Armstrong, 2010).

2.3.1 Performance Management

Performance management is an essential ingredient in the facilitation of organizational effectiveness. There is need for organization to set up mechanisms where there is assessment and feedback so as to enable improvement of their efficiency and effectiveness. However, there are many more steps involved in enabling effective performance management rather than just evaluation and feedback. It is essential that organizations understand the contexts in which management of performance occurs: this implies that it is important for performance management to begin long before workers perform and managers provide feedback (Cheche, 2014).

Sahu, (2007) argues that the concept of performance management is significant and constructive in the growth and development of human resource in the current global economy. There are various perspectives in which performance can be defined; the importance of defining performance stems from the fact that for it to be measured or managed then it needs to be defined. For one, performance may be thought as the evidence of results attained, to employees this would boil down to the record of their accomplishments. On the other hand, performance could be viewed as behavior and
therefore delineated from outcomes, which can be compromised by the system that an organization could adopt. In this regard a comprehensive perception of performance is reached when described as encompassing the outcomes together with the behavior (Cheche, 2014).

Armstrong, (2009) notes that the major goals for coming up with performance management systems include correcting poor performance, sustaining good performance and improving performance. There should be an expected difference in terms of performance between organizations that have robust performance management systems (PMSs) and those that don’t. This begs the question whether the existence of performance management system in an organization automatically makes its employees productive. Femi, (2013) examined the performance evaluation and the performance of staffs and recommended the need for continuous performance appraisal in order to achieve the set goals of performance management system, this point to the fact that an organization that has performance management system in place does not imply that it invariably translates into employee efficiency and effectiveness.

2.3.2 Performance Evaluation and Employee Commitment
Commitment to an organization is often based on the level of trust and relevancy employee have to the organization. Trust and relevancy can be maximized by designing and implementing a performance management system that is efficient and effective towards increasing employee’s performance (Kuvaas, 2007). The success of a performance management system is important to a sustained business due to the fact that attitudes employees hold to the organization or task performance can hamper organizations success (Inyang, 2008). The system will be required to enhance employee’s permanency and minimize turnover within the organization. This asserts Furnham, (2004) opinion that the role of performance management systems, among others is to offer channels of enhancing worker’s performance through a vibrant process of outlining and evaluating objectives in line with the organizations purpose. Performance management system ought to be institutional wide system that concentrate on methods of inspiring and enhancing staffs’ performance. The main objective of the system should at all times enhance the productivity and measure results of the organizational objectives (Fletcher and Williams, 2012).
Accordingly, it can be specified that the character or the organization structure may be a decisive factor in distinguishing the type and criteria of performance management system (Jamil and Mohammed, 2013). Therefore, it is important for the management to come up with a system that will resonate with the organizational policies, rewards and sanctions that seek to improve the organizations productivity. The performance management system must be developed right from workers level to organization level. Organizations goals must be clearly defined for ease of enactment. This will make sure the system design is customized to organization needs. Failure by the organization to create distinctive objectives in quantitative and qualitative terms through which performance can be evaluated and measured alter staffs’ view of their worth to the organization (Kazim, 2008). Nevertheless, most failures to a performance management system lay when managers are incapable of carrying out effective performance reviews, when the system does not align with the organizations goals and vision. If not well implemented these factors will have an effect on employee commitment and decrease the level of organizational performance.

Sohrab and Khurram, (2011) carried out research based on the influence of compensation, promotion and performance appraisal practices on the performance of lectures of Azad Jammu and Kashmir (AJK). The study established that compensation is a major element that influence the lecturers and had a strong and positive influence on performance, as lectures are compensated properly their performance enhances. The study further demonstrated a significant correlation between performance evaluation and promotion practices. Most of the respondents found that the performance evaluation tool were vague and not well implemented. Baloch, Ali, Kiani, Ahsan, and Mufty, (2010) studied about human resource management practices and evaluated its association on observed performance of workers in the banking sector in Pakistan. It was established that employee performance had a significant relationship with pay benefits, promotion and performance appraisal.

Qureshi et al., (2010) researched on the effect of human resources practices on financial performance of financial institution, the human resources practices factors observed included, hiring, training, evaluation system, payment system, job planning system and employee involvement. This study established a positive relationship between the human resources practices and financial performance of financial institution. Particularly, the study found a stronger relationship between the human resource factors, of hiring,
training, payment system and employee involvement and financial performance of financial institution. Similarly, Khan, (2010) investigated the impacts of human resources management activities on the performance of an organization, this study concentrated on Pakistan gas industry. Khan, was able to note that hiring, training and development, evaluation, compensation and staff relations were influencing the performance of organization in the Pakistan gas industry. Islam and Siengthai, (2010) also examined the performance of organizations in Dhaka export processing zone as it is affected by human resources factors such as hiring, evaluation, unionization, training and compensation. This study asserted that training, evaluation and compensation were all having a positive relationship with the performance of the organization, however, unionization did not have any significant contribution to the performance of those organizations.

Shahzad et al., (2008) did an assessment on the role of human resource practices on observed performance of Pakistani lecturers. Shahzad et al., noted that there exists a significant connection between compensation and job promotion. This led to enhanced performance of the lecturers. Performance appraisal practices were established not to have any significant association with Pakistani lecturers’ performance at universities. On the other hand Huselid, (1995) evaluated the role of human resources practices on turnover, productivity as well as on corporate performance financially. This study held that by financing human resources practices, it will highly minimize employee turnover. Productivity will positively increase and as well financial performance will be positively influenced.

2.4 Compensation Strategies and Employee Commitment

Employee compensation refers to rewards received by the employees from their employers at their workplace (Spencer, 2001). Compensation includes both intrinsic as well as extrinsic rewards and also monetary rewards. Gomez et al. (2012), noted that employee salary is the most significant expenditure in the organizations. This cost makes 60% of the total cost in most manufacturing businesses. However, this is even higher in various organizations which can lead to some firms to either loosing or gaining its competitive edge and being effective. Similarly, Dessler, (2009) stated that formulating a good payment plan in the organization is crucial for the organization and its staffs. Poorly formulated payment plans can lead to high payment rates, and organizations will need to assess this need to avoid low payments and compromising on skill and motivation level (Dessler, 2009).
Payment plans should have a positive correlation between performance and incentives (Nelson and Spitzer, 2003). Therefore a just payment strategy must be well designed and effective remuneration structures must be designed in order to attract, motivate staffs (Decenzo et al, 2007). In order to gain employees commitment and ensure employees are well engaged, an organization will be required to have a sound reward management procedure so as to keep employees motivated (Amstrong, 2008). Dessler, (2009) identified factors that influence the formulation of payment plan as; lawful union, policies in the organization, competitive strategic goals and also internal and external parity. For a full appreciation and understanding of an employee’s compensation plan, it is important that organizations categorize its compensation. This will enable the process under which employees will be compensated is in an equitable manner. Payment systems that companies provide staff with have a crucial part in motivating employees, and performance (Milgrom and Roberts, 1992). Incentive management, although mainly concentrated with formulation, operation and maintenance, is also structured in a manner that enables it to improve organizational, team and individual performance.

It has been established that individuals lose their drive and therefore become depressed as time goes by if they are not well rewarded. On the contrary, individuals will put more effort if they are rewarded accordingly. This is because lack of reward systems brings about dissatisfaction and failure mode. Although money is part of the reward systems Armstrong, (2010) says that financial reward isn’t the only incentive. He argues that an incentive will bear a positive impact on the employee effort, if the said employee values the incentive as a person and perceives it as being appropriate to the effort he or she has expended in the activities that have directly or indirectly led to the reward. It was observed that exceptional performance by employees in a company requires definition to be noted in the appraisal report. Exceptional employees should be awarded in various ways that can be special recognition, medals or material gifts, or even symbolic gifts.

2.4.1 Reward Systems and Employee Commitment

Reward systems are measures, guidelines, and principles allied to the division of profits and payment to workers (Amstrong, 2010). Reward system design and implementation is of great importance to the human resources practice. This will in turn influence achievement of set performance targets and organizational objectives. The reward system tool is significant in managing the resources as human capital. If organizations fail to reward its employees this will lead to poor morale and dissatisfied workforce, leading to
strikes increased grievances and poor performance. This will affect the level of productivity, loss in man hours and profits for the organizations. Hardworking staff or those who put in extra efforts in their work, if not rewarded for their efforts the level of dissatisfaction would be phenomenal (Amstrong, 2008).

According to Armstrong, (2010) most employees are highly motivated with salary and financial rewards. Non-monetary rewards that include job security, career prospects, and conditions of work are considered relevant. Improved monetary rewards are viewed to be a significant motivational by employees in all organizations in most nations. Amstrong, (2008) points out that de-motivated workers portray marks of low drive that may lead to a negative implication within the company. Amstrong, (2008) places emphasis on the critical signs of a demoralized employee as high rate of job absconding, lateness, high rate of turnover, disruptions, lack of prudence in their work, a lot of wastage, poor work satisfaction, unending complains, lack of discipline and team spirit. For this to be managed demotivation should be addressed way in advance and various interventions should be implemented to curb this and other problems. Compensation is a key factor towards motivation; employees require to be paid for their efforts and time offered to the organization. Whereas individuals put forth effort for various motives, in the modern competitive economy mixed with the consumer society, it has pushed compensation possibly to be the most significant employee motivation.

2.4.1.1 Intrinsic Rewards
This is referred to as being individually satisfying results, which comprise feelings of accomplishment as well as individual progress (Hellriegel et al., 1999). Kreitner et al., (1999) likened intrinsic rewards to psychic rewards due to the fact that they are self-granted. It is therefore imperative for the HRM to conceptualize psychic rewards as they form part of the intrinsic reward system. This also encompasses non-materialistic motivation particularly ethical motivation, in order to act for the good of the society. A particular word formed by analysts, public service motivation, deliberates that civil service draws a particular kind of individual that more willingly relates with the mission of the institution. Intrinsic motivation could also have a crucial role at the local level and thus it require to be evaluated. Hongoro, (2002) saw some sense in individual unwillingness to be posted far from home, and people who have developed a liking for city life would also find it hard to relocate to rural places. Thailand has used this
challenge to its advantage by hiring trainees from places of required service and this has really turn out successfully (Hongoro, 2002).

Additionally, it has benefits of getting employees into communities with moral responsibility of performing their job well, it’s similar to localizing casual responsibility relations. Although, this should be approached with caution since local environment could be split, as well as binding workers to their families can disadvantage others. In Uganda health care givers in faith based health facilities work for roughly 28% less than their colleagues in public and private health facilities, but better yet they offer an important better quality care than the public health facilities (WDR 2004).

2.4.1.2 Extrinsic Rewards
Extrinsic reward is defined as rewards provided by organization, which comprises among others wage, rank, job security and marginal benefits (Hellriegel et al., 1999), this kind of reward can be likened to job context items. Modest pay and the lack of material motivations in non-profit sector looks to bear a screening role, and public institution appealing to individuals having great levels of public service motivation who relate closely with the objective of the institution. However, restraint is placed due to crowding out threat. What is the need of putting more effort voluntary if some people are compensated for their effort? Greater materialistic motivation may minimize non-materialistic motivations, specifically in surrounding where materialistic motivation is high or where the motivation factors are considered controlling. The outcome could be damaging and decreasing level of motivation.

American enterprises have applied bonus programs for quite some time, this is because such programs commonly reward people achievement and are best suited for sales companies. In such organizations they can be useful in encouraging sellers to make more sales. In some instances such bonuses can be useful in helping recognize group accomplishments. Indeed, it has become common to a number of businesses who have preferred to switch from bonus program that target solo effort to program that prize input to overall organizational performance through group participation or department contribution. According to Armstrong, (2010) small organization with intentions of long term profits should perhaps take into consideration a different type of rewards. This is mainly because bonuses motivate individual for a small period of time. As such,
rewarding individuals’ performance in the past year, it is encouraged to consider a short-term perception instead of future-oriented achievements.

According to Armstrong and Murlis, (2005) in recent times stock options has grown to be established as the popular technique of rewarding departmental heads and other workers. This is because stock-option allow workers a right to acquire a definite sum of the shares in the organization for particular period. Workers in such organizations buy these shares and have to ensure that the shares are sanctioned by the organization's board and permitted by stockholders. A percentage of the business's shares outstanding determine the number of opportunities an organization can give to staffs.

2.4.1.3 Monetary rewards
According to Newstrom and Davis, (1997) money has over time been significant to workers while Armstrong and Murlis, (2005) commented on financial rewards, as being necessary and thus the need to be considered. The elements of total reward systems can clearly be seen by the model put forward by Armstrong, (2010) which shows the different category of reward encompassed into one total reward system. Profit sharing can best explain the monetary rewards which an organization can give to its employees. The concept of profit sharing is the awarding of staffs for the effort they have put in to attain organizational financial objectives. Profit sharing motivates workers to remain put since it normally is designed to award staffs who remain in the organization.

2.5 Chapter Summary
This chapter reviewed literature relative to research questions of the study. Literature is presented on the human resource practices that affect employee commitment, the training and development practices that influence employee commitment, employee compensation strategies and employee performance evaluation practices that effect employee commitment.
CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction
Research methodology is viewed as the overall approach on researching on a subject, it is the outline with the plan for the study. This chapter provides study research methodology that was applied in the research, as well as offering the kind of data used and their sources. It further presents the study population and the method used in sampling. It has as well described data analysis procedure, and lastly a summary of the chapter has been provided.

3.2 Research Design
The study adopted descriptive design because of its aim of collecting data of both quantitative and qualitative nature that would describes the nature and characteristics of the findings. Descriptive research design is applied in order to get knowledge pertaining existing situation to define what is there in relation to factors or circumstances of the situation (Sekeran, 2003). On the other hand Mugenda and Mugenda, (1999) defined descriptive research as pertaining to surveys and knowledge investigations, they further described its purpose as the report of the present condition of affairs. This design is thought appropriate for this study because it enables the collection of trustworthy information depicting the rightful characteristics. For this study, employee commitment is the dependent variable, while employee training, performance evaluation and compensation practices are the independent variables.

3.3 Population and Sampling
3.3.1 Population
Cooper and Schindler, (2003) explained that, population is the sum of components that the researcher intends to make conclusion. According to ILRI, Human Resource Management, the sum of staffs working at ILRI is 420. The target population was a total of 420 employees working at ILRI Nairobi.

The strategic position of ILRI in the capital city of Kenya, Nairobi and its organization structure makes it appropriate to the researcher to collect dependable and correct data. The study targets staff in the three management categories. The target population, shown in Table 3.1, was divided into three groups according to management levels.
<table>
<thead>
<tr>
<th>Population Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management Staff</td>
<td>30</td>
<td>7</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>70</td>
<td>17</td>
</tr>
<tr>
<td>Lower Management</td>
<td>320</td>
<td>76</td>
</tr>
<tr>
<td>Total</td>
<td>420</td>
<td>100</td>
</tr>
</tbody>
</table>

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

This is a comprehensive inventory of all sampling units, from where study sample can be drawn (Mugenda and Mugenda, 2003). The sampling frame was acquired from the ILRI management.

3.3.2.2 Sampling Technique

The study applied a stratified random sampling method to select a sample of 42 respondents. This method was deemed suitable because it offers an equivalent opportunities to respondent for selection to participate in the study, it carries no preference towards respondent and the findings can easily be generalized (Dempsey, 2003). Kothari, (2003) also observed that stratified random sampling make sure the sample selected is inclusive of the study population sub groups, that could be omitted should other techniques be applied. This study grouped the population of study into three categories; the top, middle and lower management level.

3.3.2.3 Sample Size

This is the number of observations applied in computing evaluations of a certain population, for this research, stratified sampling technique was employed in getting the sample size (Orodho, 2003). Respondent were picked indiscriminately after they were categorized in three groups. This study sample size was 10%, conforming to the observation of Orodho, (2003) who noted that a sample size representing 10% to 20% of the study population is fair as it offers unbiased depiction of the entire respondents’ views in the target population, this he observed supports generalization of results if the study is descriptive. Additionally, Mugenda and Mugenda, (2003) recommends that descriptive research require a minimum 10% to 20% respondent of the whole population. Using
stratified random sampling, the study came up with a total of 42 respondent to be the study sample, and this is as illustrated in table 3.2.

Table 3.2: Sample Size Distribution

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Frequency</th>
<th>Sample Percentage</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management Staff</td>
<td>30</td>
<td>10%</td>
<td>3</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>70</td>
<td>10%</td>
<td>7</td>
</tr>
<tr>
<td>Lower Management</td>
<td>320</td>
<td>10%</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>420</strong></td>
<td><strong>10%</strong></td>
<td><strong>42</strong></td>
</tr>
</tbody>
</table>

Source: ILRI (2016)

3.4 Data Collection Methods

This study adopted questionnaire method to gather data from respondent, According to Kothari, (2003) questionnaire help in collection of correct and consistent data since responses are given at liberty devoid of any influence. According to Fox and Bayat, (2007) questionnaire is an inventory of questions on a particular subject put together to seek information on the respective subject. The use of questionnaire is economical, efficient in analysis, popular with majority of individuals, minimizes unfairness and thought as less invasive (Fox and Bayat, 2007). The questionnaire used in this study had closed-ended questions to facilitate the use of quantitative data analysis. The questionnaire had a scale questions (likert-scale) to measure the degree of rating by the respondents. The questionnaire was divided into different sections, the first bit focused on the general demographics of the population, the second section focused on how employee training affects employee commitment while the third section covered questions on how performance evaluation practices affect employee commitment and the fourth section provided questions on how compensation strategies affects employee commitment, the final section of the questionnaire is general detailing how committed employees are to their organization.

3.5 Research Procedures

A pilot study was done on ten respondents from the study population to ascertain the completeness of the questionnaires. This helped in ensuring that the information gathered
were reliable and valid. It also helped to manage the data collection process with respondents hence reducing ambiguity. This was followed by correction and amendments to the questionnaires to make sure it gave the best results at the end of the research. The email questionnaires were administered online to the respondents after explaining the purpose of the study to them and how their sincerity was important to the study. When collecting the questionnaire from respondents, the research reviewed them to ensure that they had all the required information and also to get clarification on some issues if needed be. In order to increase the response rate, follow up calls were made to the respective respondents.

3.6 Data Analysis Techniques
The study generated both quantitative and qualitative data, descriptive and inferential analysis was used for analyzing the generated data. Data from the field was cleaned, coded, grouped according to study variables followed by analysis using the Statistical Package for Social Sciences (SPSS) program, this program contains features that help in variable response evaluation and provide clear demonstration of frequencies and percentages distribution. Regression analysis was carried out to establish correlation between dependent variable and independent variables.

3.7 Chapter Summary
This chapter presented the study methodology, while also defining the kind of data used in the study and their sources. Further the population of the study has been defined and the technique used to get the sample for the study has also been defined. Also presented in this chapter is the procedure that was used in acquiring data from respondent and the subsequent analysis of this data. The next chapter presents findings that are well demonstrated in charts, graphs and tables. Chapter five presents the summary, discussion, conclusion and recommendation adopted from the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents findings and results from the research data. The research was undertaken to establish and determine impact of HR practices on Employee commitment at ILRI. For the study to be successful questionnaires were presented to 42 respondents who are all employees of ILRI. The respondents were provided one questionnaire. The first section of the questionnaire established general knowledge and understanding of the population; age and gender. The sections there after reviewed the independent variables which were; training and development on employee commitment, performance management on employee commitment and compensation on employee commitment. The chapter elaborates quantitative data analysis frequencies and percentages that addressed the study objective; the role of human resource management practices on employee commitment at ILRI.

4.2 Demographic Information

4.2.1 Age of the respondents

The research aimed at finding out age groups of the respondent and hence asked respondents to state their age category. The findings were presented in figure 4.1.

![Figure 4.1: Age of Respondents](image)

Figure 4.1: Age of Respondents
4.2.2 Gender of the Respondents

Table 4.1 indicate that there were 52% male and 48% of female respondents. This shows the organization has complied with the constitutional requirement of 30% gender representation in the organization.

Table 4.1: Gender of the Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>22</td>
<td>88</td>
</tr>
<tr>
<td>Female</td>
<td>20</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2.3 Highest Education Level

The study sought to determine the academic qualification of the respondents. Each respondent was required to indicate their highest level of academic qualification. Table 4.2 indicates that majority 45% of the respondents had up to university education qualification, 26% had college education qualifications, and 22% had professional qualifications while 7% had secondary education level. This results depicts that most respondents were academically qualified for their respective job and understood the factors influencing employees’ turnover in the organization.

Table 4.2: Highest Education Level

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary level</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>College level</td>
<td>11</td>
<td>26</td>
</tr>
<tr>
<td>University level</td>
<td>19</td>
<td>45</td>
</tr>
<tr>
<td>Professional Qualification</td>
<td>9</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>
4.2.4 Working Experience

The study attempted to establish the working experience of respondents. Each respondent was requested to indicate their level of working experience. Figure 4.2 shows that majority, 40% had a working experience of 11-15 years, 29% had 6-10 years, 19% had 16 years and above and 12% had less than 5 years. This indicated that most respondents had been working for a longer period and had experienced and noticed the impact of employee turnover on and the effects in had on the organizations productivity.

![Figure 4.2: Working Experience](image)

4.3 Employee Commitment

This study sought to find out what warranted the commitment of employees in the organization, as shown in Table 4.3, 55% respondents strongly agreed, 32% agreed, 7% were neutral, 3% disagreed while 3% strongly disagreed that they are committed to the organization because of the training opportunities available to them. It was also revealed that 58% strongly agreed, 21% agreed as 12% were neutral, further, 9% disagreed and 1% strongly disagreed that they are committed to the organization because the organization values performance evaluation. Finally 60% strongly agreed, 26% agreed, as 10% were neutral that they are committed to the organization because of the compensation they receive for the service rendered to the organization, while 5% disagreed while another 5% strongly disagreed.
Table 4.3: Employee Commitment

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am committed to my organization because of the training opportunities available to me</td>
<td>3%</td>
<td>3%</td>
<td>7%</td>
<td>32%</td>
<td>55%</td>
</tr>
<tr>
<td>I am committed to my organization because my organization values performance evaluation</td>
<td>1%</td>
<td>9%</td>
<td>12%</td>
<td>21%</td>
<td>58%</td>
</tr>
<tr>
<td>I am committed to my organization because of the compensation I receive for the service rendered to the organization</td>
<td>5%</td>
<td>5%</td>
<td>10%</td>
<td>26%</td>
<td>60%</td>
</tr>
</tbody>
</table>

4.4 Training and Development and Employee Commitment

The first research objective was to determine to what level training and development practices affect employee commitment at ILRI. The result are presented for the descriptive statistics and the regression analysis.

4.4.1 Descriptive Statistics of the Effect of Training and Development on Employee Commitment

This section displays the level of agreement of employees on the effect that training and development has on their commitment. As depicted in the Table 4.4, 35.0% agreed, 31.7% strongly agreed, 13.3% were neutral, 13.3% disagreed while 3.3% strongly disagreed, that training and development increases employee commitment.

Respondents were also asked to give their opinion on whether training enhanced employee performance, 36.7% strongly agreed, 26.7% agreed, 16.7% remained neutral, 13.3% disagreed while 1.7% strongly disagreed that training enhanced employee performance. It was further revealed that 35% agreed, 25% strongly agreed, 25% remained neutral, 10% disagreed while none strongly disagreed that the opportunity to participate in training programs enhanced employee commitment.

When the respondents were asked if access to trainings helps to develop employee careers and personal development it was noted that, 35.0% agreed, 26.7% were neutral, 23.3% strongly agreed, 5.0% disagreed while 1.7% strongly disagreed that access to trainings
helps to develop employee careers and personal development. Additionally 35% of the respondents agreed that employee willingness to participate in training activities had an effect on organization performance, while 30% strongly agreed, 23.3% were neutral, and 10.0% disagreed while 1.7% strongly disagreed to this statement.

On the other hand when respondents were asked if providing employees with training opportunities enhanced their commitment, they responded as follows; 33% agreed that training opportunities enhanced levels of commitment, while 30% also agreed strongly another 26.7% took a neutral stand towards this statement, 6.7% disagreed to this and another 1.7% strongly disagreed to this statement stating that training opportunities do not enhance their level of commitment towards the organization. When asked if management support enhances employee commitment, the respondents had varied responses as follows; 31.7% were neutral to this statement, 23.3% agreed that management support had an effect on the employee commitment, 18.3% strongly agreed, however 13.3% and 6.7% disagreed and strongly disagreed respectively to this statement. Thirty five percent of the respondents agreed that employee motivation to learn enhances organization performance, 31.7% strongly agreed, 13.3% were neutral while 13.3% disagreed, another 3.3% of the respondents strongly disagreed that employee motivation to learn enhanced organization performance.

When asked if there exists any relationship between the availability of training and organizational commitment, 36.7% strongly agreed to this statement, 26.7% agreed, while 16.7% took a neutral stand towards this statement. Thirteen point three percent disagreed and also 1.7% strongly disagreed that there was a relationship between availability of training and organizational commitment. The study further established that 35.0% agreed that there is a relationship between manager support for training and organizational commitment, 25% strongly agreed and another 25% took a neutral stand while 10.0% disagreed with this statement. No respondent could strongly disagreed to this statement.
Table 4.4: Training and Development and Employee Commitment

<table>
<thead>
<tr>
<th></th>
<th>%</th>
<th>%</th>
<th>%</th>
<th>%</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and Development increases employee commitment</td>
<td>3.3</td>
<td>13.3</td>
<td>13.3</td>
<td>35.0</td>
<td>31.7</td>
</tr>
<tr>
<td>Training enhance employee performance</td>
<td>1.7</td>
<td>13.3</td>
<td>16.7</td>
<td>26.7</td>
<td>36.7</td>
</tr>
<tr>
<td>The opportunity to participate in training programs enhance</td>
<td>0</td>
<td>10.0</td>
<td>25.0</td>
<td>35.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Access to trainings helps develop employee careers and personal</td>
<td>1.7</td>
<td>5.0</td>
<td>26.7</td>
<td>35.0</td>
<td>23.3</td>
</tr>
<tr>
<td>Employee willingness to participate in training activities is</td>
<td>1.7</td>
<td>10.0</td>
<td>23.3</td>
<td>35.0</td>
<td>30.0</td>
</tr>
<tr>
<td>Providing employees with training opportunity enhances their</td>
<td>1.7</td>
<td>6.7</td>
<td>26.7</td>
<td>33.3</td>
<td>30.0</td>
</tr>
<tr>
<td>Management support for training enhances employee commitment</td>
<td>6.7</td>
<td>13.3</td>
<td>31.7</td>
<td>23.3</td>
<td>18.3</td>
</tr>
<tr>
<td>Employee motivation to learn enhances organization performance</td>
<td>3.3</td>
<td>13.3</td>
<td>13.3</td>
<td>35.0</td>
<td>31.7</td>
</tr>
<tr>
<td>There is a relationship between availability of training and</td>
<td>1.7</td>
<td>13.3</td>
<td>16.7</td>
<td>26.7</td>
<td>36.7</td>
</tr>
<tr>
<td>There is a relationship between manager support for training and</td>
<td>0</td>
<td>10.0</td>
<td>25.0</td>
<td>35.0</td>
<td>25.0</td>
</tr>
</tbody>
</table>

4.4.2 Regression Analysis between Training and Development and Employee Commitment

The findings on table 4.5 show the results of the regression analysis between training and development and employee commitment. As shown in Table 4.5 in the regression model
summary, the R square value of the model was .385 indicating that 38.5 percent of employee commitment is influenced by training and development.

The ANOVA reveals a significant correlation between training and development and employee commitment where F(1, 41) = 59.913, P<0.000. Further, as illustrated in the regression coefficients, there was a statistically significant regression coefficients for training and development, where β=.455, P<0.000. This finding implies that employee commitment is influenced by training and development.

Table 4.5: Regression Analysis for Training and Development on Employee Commitment

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.606</td>
<td>.385</td>
<td>.361</td>
<td>1.52790</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Training and Development

ANOVA

<table>
<thead>
<tr>
<th>Source</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>132.861</td>
<td>1</td>
<td>132.861</td>
<td>59.913</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>228.779</td>
<td>41</td>
<td>2.334</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>361.640</td>
<td>42</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee commitment
b. Predictors: (Constant), Training and Development

COEFFICIENTS

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>Training and Development</td>
<td>.1723</td>
<td>1.290</td>
<td>1.336</td>
</tr>
<tr>
<td></td>
<td></td>
<td>.455</td>
<td>.317</td>
<td>.606</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Commitment

4.5 Performance Evaluation and Employee Commitment

The second research objective was to determine to what extent performance evaluation in the organization affected employee commitment at ILRI. The result are presented for the descriptive statistics and the regression analysis.
4.5.1 Descriptive Statistics of the Effect of Performance Evaluation on Employee Commitment

This section displays the level of agreement of employees on the effect that training and development has on their commitment. As illustrated in Table 4.6, seventy percent respondents strongly agreed to performance management systems carrying effects on employee commitment, while 20.9% agreed to this, 5.0% took a neutral stand towards this statement while 2.0% disagreed and also another 2.0% strongly disagreed to this statement. Sixty percent of the respondents strongly agreed that performance evaluations had an effect on employee commitment, 20.0% were neutral, while 11.9% agreed to this statement. The study revealed that 8.0% of the respondents disagreed to the statement while none of the respondents strongly disagreed.

Respondents were asked whether performance based rewards had an effect on employee commitment; 55.0% of the respondents strongly agreed that performance rewards had an impact on employee commitment, 35.0% of the respondents agreed, 5.0% took a neutral stand, while also 5.0% respondents disagreed and no one disagreed to this statement. The study revealed that 72.0% of the respondents strongly agreed that performance based promotions had a positive effect on employee commitment, while 15.0% agreed, another 3.0% were neutral to this, 5.0% of the respondents disagreed and also another 5.0% strongly disagreed towards this statement.

Respondents were further queried on whether performance management leads to organizational effectiveness; 69.0% strongly agreed, 24.0% respondents agreed to this while 7.0% remained neutral, none of the respondents disagreed or strongly disagreed towards this statement. When respondents were asked to respond if performance evaluation enhances productivity of employees; 74.0% of the respondents strongly agreed, 23.0% agreed, 3.0% were neutral, none of the respondents disagreed or strongly disagreed providing positive results that performance evaluations did enhance employee productivity. The study revealed that 67.0% of the respondents strongly agreed that employee commitment and productivity can also be improved through the use of performance appraisal systems, another 23.0% agreed, 1.7% were neutral, 1.3% disagreed and another 7.0% strongly disagreed that performance evaluations would not enhance employee commitment.
The study additionally, revealed that 60.1% respondents strongly agreed to performance management helping in correcting poor performance, 20.0% were neutral, 11.9% agreed to this statement, while another 8.0% disagreed to this, none of the respondents strongly disagreed. On being asked whether performance management helps in sustaining good performance, 33.3% respondents agreed, 30.0% strongly agreed, whereas 26.7% took a neutral stand to this question, 6.7% respondents disagreed and 1.7% respondents strongly disagreed stating that performance management does not have a positive impact of sustaining good performance. With regards to performance evaluation and employee commitment, respondents were asked whether having an effective PMS translates into employee efficiency and effectiveness, 35.0% agreed, 25% strongly agreed while another 25% were neutral, while 10.0% disagreed, and none of the respondents strongly disagreed to this statement.

**Table 4.6: Performance Evaluation and Employee Commitment**

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Management Systems</td>
<td>2.0</td>
<td>2.0</td>
<td>5.0</td>
<td>20.9</td>
<td>70.1</td>
</tr>
<tr>
<td>Performance evaluation</td>
<td>0</td>
<td>8.0</td>
<td>20.0</td>
<td>11.9</td>
<td>60.1</td>
</tr>
<tr>
<td>Performance based rewards</td>
<td>0</td>
<td>5.0</td>
<td>5.0</td>
<td>35.0</td>
<td>55.0</td>
</tr>
<tr>
<td>Performance based promotions</td>
<td>5.0</td>
<td>5.0</td>
<td>3.0</td>
<td>15.0</td>
<td>72.0</td>
</tr>
<tr>
<td>Performance management leads to organizational effectiveness</td>
<td>0</td>
<td>0</td>
<td>7.0</td>
<td>24.0</td>
<td>69.0</td>
</tr>
<tr>
<td>Performance evaluation enhances productivity of employees</td>
<td>0</td>
<td>0</td>
<td>3.0</td>
<td>23.0</td>
<td>74.0</td>
</tr>
<tr>
<td>Employee commitment and productivity can also be improved through the use of performance appraisal systems</td>
<td>7.0</td>
<td>1.3</td>
<td>1.7</td>
<td>23.3</td>
<td>67.0</td>
</tr>
<tr>
<td>Performance management helps in correcting poor performance</td>
<td>0</td>
<td>8.0</td>
<td>20.0</td>
<td>11.9</td>
<td>60.1</td>
</tr>
<tr>
<td>Performance management helps in sustaining good performance</td>
<td>1.7</td>
<td>6.7</td>
<td>26.7</td>
<td>33.3</td>
<td>30.0</td>
</tr>
<tr>
<td>Having and effective PMS translates into employee efficiency and effectiveness</td>
<td>0</td>
<td>10.0</td>
<td>25.0</td>
<td>35.0</td>
<td>25.0</td>
</tr>
</tbody>
</table>
4.5.2 Regression Analysis between Performance Evaluation and Employee Commitment

The findings on table 4.7 are the regression analysis between performance evaluation and employee commitment. As shown in Table 4.7 in the regression model summary, the R square value of the model was .616 indicating that 61.6 percent of employee commitment is influenced by performance evaluation.

The ANOVA, revealed a significant relationship between performance evaluation and employee commitment where $F = (1, 41) = 94.624$, $P<0.000$. Further, as illustrated in the regression coefficients, there was a statistically significant regression coefficients for performance evaluation, where $\beta = .728$, $P<0.000$. This finding implies that employee commitment is influenced by performance evaluation.

Table 4.7: Regression Analysis between Performance Evaluation and Employee Commitment

<table>
<thead>
<tr>
<th>Model Summary</th>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>.719&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.616</td>
<td>.511</td>
<td>1.33596</td>
</tr>
<tr>
<td>a. Predictors: (Constant), performance evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean squares</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Regression</td>
<td>186.731</td>
<td>1</td>
<td>186.731</td>
<td>94.624</td>
<td>.000&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>174.909</td>
<td>41</td>
<td>1.785</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>361.640</td>
<td>42</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Dependent Variable: employee commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Predictors: (Constant), performance evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>COEFFICIENTS</th>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td></td>
<td>3.356</td>
<td>1.112</td>
<td></td>
<td>3.017</td>
</tr>
<tr>
<td>Performance Evaluation</td>
<td>.728</td>
<td>.285</td>
<td>.719</td>
<td>10.229</td>
<td>.000</td>
</tr>
<tr>
<td>b. Dependent Variable: Employee Commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.6 Employee Compensation and Employee Commitment
The third research objective sought to determine how employee compensation strategies affect employee commitment at ILRI. The result are presented for the descriptive statistics and the regression analysis.

4.6.1 Descriptive Statistics of the Effect of Employee Compensation Strategies on Employee Commitment
This section displays the level of agreement of employees on the effect that employee compensation strategies has on their commitment. As shown in Table 4.8, 60% strongly agreed that competitive remuneration enhances commitment for employees, 31% agreed, 5% were neutral while 2% disagreed and strongly disagree to this statement. When respondents were asked if incentives and good wages enhances commitment for employees, they responded as follows: 60% strongly agreed to this statement, 20% agreed while 12% were neutral and another 9% disagreed to this. When asked if the company’s performance bonus enhances commitment for employees, 75% strongly agreed to this statement, 18% agreed while 3% were neutral towards this and 5% of the respondents strongly disagreed to this statement.

When responding to monetary rewards and their impact on employee performance 65% of the respondents strongly agreed that monetary rewards increases level of commitment, while 28% agreed, 7% were neutral and none disagreed or strongly disagreed to this statement. In response to whether symbolic gifts (caps, badges, t-shirts) enhance employee commitment, 75% strongly agreed to this statement, 22% agreed that symbolic gifts do have an impact on employee commitment while 3.0% were neutral and none disagreed or strongly disagreed towards this statement.

When respondents were asked if Non-Monetary rewards enhance employee commitment, 62% strongly agreed to this, 29% agreed while 1% felt that non-monetary rewards had no effect on employee commitment, 2% disagreed with this statement and another 7% strongly disagreed to this statement. The study sought further to ask if monthly target based incentives schemes enhance employee commitment, as per the responses received, 60% of the respondents strongly agreed, 43% agreed, 7% took a neutral stand while no one disagreed or strongly disagreed on this statement.

The study further noted that bonus programs had an effect on employee commitment where 57% strongly agreed to this statement, 34% agreed, another 10% were neutral
towards this statement, 3% disagreed and no one strongly disagreed to this statement. Respondents were asked to also respond to whether stock options enhanced employee commitment, 55% strongly agreed to this statement, 36% agreed, 6% were neutral, 2% disagreed and 1% strongly disagreed to this statement.

To conclude on the employee compensation and employee commitment, the respondents were asked to react to whether career prospects enhance employee commitment, it was revealed that, 58% strongly agreed to this statement, 32% agreed, 6% were neutral, 4% disagreed and none strongly disagreed to this.

Table 4.8: Employee Compensation and Employee Commitment

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive remuneration enhances commitment for employees</td>
<td>2%</td>
<td>2%</td>
<td>5%</td>
<td>31%</td>
<td>60%</td>
</tr>
<tr>
<td>Incentives and good wages enhances commitment for employees</td>
<td>0</td>
<td>9%</td>
<td>12%</td>
<td>20%</td>
<td>60%</td>
</tr>
<tr>
<td>Annual company performance bonus enhances commitment for employees</td>
<td>5%</td>
<td>5%</td>
<td>3%</td>
<td>18%</td>
<td>75%</td>
</tr>
<tr>
<td>Monetary rewards enhances commitment for employees</td>
<td>0</td>
<td>0%</td>
<td>7%</td>
<td>28%</td>
<td>65%</td>
</tr>
<tr>
<td>Symbolic gifts (caps, badges, t-shirts) enhances employee commitment</td>
<td>0</td>
<td>0%</td>
<td>3.0%</td>
<td>22%</td>
<td>75%</td>
</tr>
<tr>
<td>Non-Monetary rewards enhances employee commitment</td>
<td>7%</td>
<td>2%</td>
<td>1%</td>
<td>29%</td>
<td>62%</td>
</tr>
<tr>
<td>Monthly target based incentive schemes enhances employee commitment</td>
<td>0</td>
<td>0%</td>
<td>7%</td>
<td>43%</td>
<td>60%</td>
</tr>
<tr>
<td>Bonus programs are good for employee commitment</td>
<td>0</td>
<td>3%</td>
<td>10%</td>
<td>34%</td>
<td>57%</td>
</tr>
<tr>
<td>Stock options enhances employee commitment</td>
<td>1%</td>
<td>2%</td>
<td>6%</td>
<td>36%</td>
<td>55%</td>
</tr>
<tr>
<td>Career prospects enhances employee commitment</td>
<td>0</td>
<td>4%</td>
<td>6%</td>
<td>32%</td>
<td>58%</td>
</tr>
</tbody>
</table>
4.6.2 Regression Analysis between Employee Compensation and Employee Commitment

The findings on table 4.9 are the regression analysis results between employee compensation and employee commitment. As shown in Table 4.9 in the regression model summary, the R square value of the model was .500 indicating that 50 percent of employee commitment is influenced by employee compensation.

The ANOVA, reveals that there was a significant relationship between employee compensation and employee commitment where $F=(1, 41) = 4.122, P<0.000$. Further, as illustrated in the regression coefficients, there was a statistically significant regression coefficients for employee compensation, where $\beta= .603$, $P<0.000$. This finding implies that employee commitment is influenced by employee compensation.

**Table 4.9: Regression Analysis for Employee Compensation and Employee Commitment**

<table>
<thead>
<tr>
<th>Model Summary</th>
<th>Model</th>
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<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
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<td>.401a</td>
<td>.500</td>
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<td>1.88182</td>
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<td>a. Predictors: (Constant), Employee Compensation</td>
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</tr>
</tbody>
</table>

**ANOVA**

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<th>Model</th>
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<th>df</th>
<th>Mean squares</th>
<th>F</th>
<th>Sig</th>
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<td>.004b</td>
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<tr>
<td>1</td>
<td>Residual</td>
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<td>98</td>
<td>3.541</td>
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</tr>
<tr>
<td>Total</td>
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<td></td>
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<td></td>
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</table>

b. Dependent Variable: Employee commitment  
c. Predictors: (Constant), Employee Compensation

**COEFFICIENTS**

<table>
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<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>3.716</td>
<td>2.089</td>
<td>1.778</td>
</tr>
<tr>
<td>Compensation</td>
<td>.603</td>
<td>.588</td>
<td>.401</td>
<td>4.030</td>
</tr>
</tbody>
</table>

d. Dependent Variable: Employee Compensation
4.7 Chapter Summary
This chapter has discussed the study findings with regards to study objectives. Respondent background information has been presented first. The second subsection presented findings with regards to how training and development practices affect employee commitment at ILRI, the third subsection established the effect of performance evaluation practices on employee commitment at ILRI and the forth subsection reviewed the effect of on employee compensation strategies and how they affect employee commitment at ILRI. The next chapter will provide conclusions, summary as well as a discussion and recommendations to the study.
CHAPTER FIVE
5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter is presented in four parts inclusive of summary of the study, discussion of the findings, conclusions drawn from the result, and the recommendations made. Summary of the study offers a brief discussion of the significant factors of this research which comprise of the study purposes, research technique used and research findings. The discussion part delve into a discussion of the main research findings, while the conclusion part presents inferences drawn from the study. Further, to be discussed here are the study recommendation that will also include recommendation for future studies.

5.2 Summary
This study aimed at assessing the role of human resource management practices on employee commitment at ILRI. The study adopted research questions as: To what extent does training and development practices affect employee commitment at ILRI? To what extent do employee performance evaluation practices affect employee commitment at ILRI? To what extent do employee compensation strategies affect employee commitment at ILRI?

The study used descriptive research design because of its aim of collecting data of both quantitative and qualitative nature that would describe the nature and characteristics of the findings. A total of four hundred and twenty individuals employed at ILRI Nairobi, were marked for this study. After using stratified random sampling, forty-two respondent were picked to participate in data collection. The researcher used questionnaire to gather research data and used SPSS for analysis of these data. Prior to data analysis, it was cleaned, categorized and coded then descriptive analysis was carried out, as well as regression analysis so as to examine the correlation between employee commitment and human resources practices of training and development, performance evaluation and compensation. The findings were presented using figures and tables for clarity purpose.

The study found a significant correlation between employee commitment and training and development. Most respondents were in agreement that training and development enhanced employee performance. Many of the respondents agreed that participation in training increased their commitment towards the company. It was also established that
respondents were neutral towards the management support on training and development as a measure of employee commitment.

The study established a significant correlation between performance evaluation and employee commitment. Majority of the respondents found that performance evaluation enhances productivity of employees consequently increasing the commitment level to the company. It was found that respondents strongly agreed on the need of having a performance management system. However few respondents were neutral when responding to performance management and its sustainability of good performance.

The study revealed a significant correlation between employee compensation and employee commitment. Most respondents strongly agreed that, competitive remuneration enhances employee commitment. Most respondents strongly agreed that annual company performance bonus had an effect on employee commitment. Few employees were neutral when they responded to: incentives and good wages enhanced employee commitment. However a majority of the respondents strongly agreed that symbolic gifts (caps, badges, t-shirts) enhanced employee commitment.

5.3 Discussion

5.3.1 Training and Development and Employee Commitment

The study showed a positive significant relationship between training and development and employee commitment. This finding implies that staff commitment is positively affected by training and development. For employees, training is regarded as an investment to the organization, however for organizations training is viewed as a cost that will require a return on investment. This return on investment relies on various factors, including motivation of employees to attend the training sessions, which are also dependent on multiple factors as; time, location and relevance of the training. Motivation in employees is highly likely to create a positive insight of surroundings training in the organizations, in employees (Newman, Thanacoody and Hui, 2011). The motivation is linked to the stimulus, the enthusiasm and the desire that employees have to attending training sessions, to seize the transmitted content and, in a subsequent phase, comply with the tasks of your day by day. Noe (2013), refers to this issue of motivation for training, with a simplified and direct way, stating that the motivation for the training involves the intention of employees in attending the training programs.
The study findings confirm earlier studies of Newman, et al., (2011) who examined the impact training as perceived by employee, has on organizational commitment, and the latter’s association between organizational commitment and turnover intentions. This sampled four hundred and thirty seven Chinese workers across 5 international business running in the service industry in China. Newman, et al., (2011) noted that there were significant relations of the three variables being assessed; the apparent existence of training, support for training by management and colleague training support to affective commitment. Additionally their study affirmed that there was a significant association between the apparent existence of training and long lasting commitment. There wasn’t a correlation between learning motivation and the advantages of training, and the affective, continuance and normative commitment.

This study also confirms earlier research conducted by Jehanzeb, Rasheed and Rasheed (2013) that examined two hundred and fifty one subjects in Saudi Arabia private organizations. This study analyzed the training accessibility, learning motivation, and training support from management, these were related to organizational commitment. The result showed these factors significantly related to organizational commitment.

Finally this study confirmed the research of Bulut and Culha (2010), who investigated the influence of training on staff commitment. Their main focus was on the workers’ emotional and affective reactions towards the company. Two hundred and ninety eight employees of 4-Stars and 5-Stars hotels in Turkey were picked for the study. A number of factors on organization training were evaluated that include; training support, training motivation, availability of training and training benefits. This study was able to come to a unanimous conclusion that the factors studied were all positively influencing organizational commitment.

**5.3.2 Performance Evaluation and Employee Commitment**

Further, it was revealed that there exists a positive significant association between employee commitment and performance evaluation. It is important to indicate the structure of the organization when determining the type of performance management system (Jamil and Mohammed, 2013). Manager’s will be required to develop and custom make a system that is related to organization plans as well, define the rewards and sanctions that will be used in regards to employee behavior and performance. The system should be well rounded starting with individual in the organization to the entire
organization. Failure by the organization to create distinctive objectives in quantitative and qualitative terms through which performance can be evaluated and measured alters staffs’ view of their worth to the organization (Kazim, 2008). Nevertheless, managers must be effectively trained on how to use this system, the organizational objectives must be well defined and passed throughout the institution; a shared vision will be key towards enhancing the level of commitment from the employee and increased organizational performance.

Sohrab and Khurram, (2011) carried out research based on the influence of compensation, promotion and performance appraisal practices on the performance of lectures of Azad Jammu and Kashmir (AJK). The study established that compensation is a major element that influence the lecturers and had a strong and positive influence on performance, as lectures are compensated properly their performance enhances. The study further demonstrated a significant correlation between performance evaluation and promotion practices. Most of the respondents found the performance evaluation tool to be vague and not well implemented.

Baloch, et al., (2010) studied about human resource management practices and evaluated its association on observed performance of workers in the banking sector in Pakistan. It was established that employee performance had a significant relationship with pay benefits, promotion and performance appraisal. Qureshi et al., (2010) researched on the effect of human resources practices on financial performance of financial institution, the human resources practices factors observed included, hiring, training, evaluation system, payment system, job planning system and employee involvement. This study established a positive relationship between the human resources practices and financial performance of financial institution. Particularly, the study found a stronger relationship between the human resource factors, of hiring, training, payment system and employee involvement and financial performance of financial institution.

The findings of this study confirms the study conducted by Khan, (2010) who investigated the impacts of human resources management activities on the performance of an organization, this study concentrated on Pakistan gas industry. Khan, was able to note that hiring, training and development, evaluation, compensation and staff relations were influencing the performance of organization in the Pakistan gas industry. Islam and Siengthai, (2010) examined the performance of organizations in Dhaka export processing
zone as affected by human resources factors such as hiring, evaluation, unionization, training and compensation. This study asserted that training, evaluation and compensation were all having a positive relationship with the performance of the organization, however, unionization did not have any significant contribution to the performance of those organizations.

Finally the study confirms the findings of research by Shahzad et al., (2008) who did an assessment on the role of human resource practices on observed performance of Pakistani lecturers. Shahzad et al., noted that there exists a significant connection between compensation and job promotion. This lead to enhanced performance of the lecturers. Performance appraisal practices were established not to have any significant association with Pakistani lecturers’ performance at universities

5.3.3 Employee Compensation and Employee Commitment

Finally there was a positive significant relationship between employee compensation and their commitment. To this end, formulating and implementing a practical system is an important human resource management operations that affect the achievement of performance goals and efficiency of an institution to actualize its mission and obligation (Amstrong, 2010). An incentive system is a significant tool for handling human resource and lack of incentive system that reward employee for solo or team work, mostly will results in disappointment expressed in different forms such as strikes, work slowdown and protests against management. Hardworking staff or those who put in extra efforts at work if not rewarded for their efforts the level of dissatisfaction in them will be phenomenal (Amstrong, 2008).

The findings of this study confirm that of Armstrong (2010) who stated that most employees are highly motivated with salary and financial rewards. Non-monetary rewards that include job security, career prospects, and conditions of work are considered relevant. Improved monetary rewards are viewed to be a significant motivation by employees in all organizations in most nations. This is anticipated since the civil service have experienced substantial fall in salary in the past 30 years, notwithstanding enhancements in recent times. It needs to be conceptualized that indeed a systemic reality exists in the developing countries. This is with regards to the fact that public service incentives are weak. This is because in most developing countries for instance salaries are too little and best salary scales are hardly adequate to survive on.
On the contrary, Amstrong, (2008) points out that de-motivated workers portray marks of low drive that may lead to a negative implication within the company. Amstrong, (2008) places emphasis on the critical signs of a demoralized employee as high rate of job absconding, lateness, high rate of turnover, disruptions, lack of prudence in their work, a lot of wastage, poor work satisfaction, unending complains, lack of discipline and team spirit. For this to be managed demotivation should be addressed way in advance and various interventions should be implemented to curb this and other problems. Compensation is a key factor towards motivation; employees require to be paid for their efforts and time offered to the organization. Whereas individuals put forth effort for various motives, in the modern competitive economy mixed with the consumer society, it has pushed compensation possibly to be the most significant employee motivation.

The findings also confirm Nelson and Spitzer, (2003) observation that payment plans should have a positive correlation between performance and incentives (Nelson and Spitzer, 2003). Therefore a just payment strategy must be well designed and effective remuneration structures must be designed in order to attract and motivate staffs (Decenzo et al, 2007). In order to gain employees commitment and ensure employees are well engaged an organization will be required to have a sound reward management procedure so as to keep employees motivated (Amstrong, 2008). Dessler, (2009) identified factors that influence the formulation of payment plan as; lawful union, policies in the organization, competitive strategic goals and also internal and external parity. For a full appreciation and understanding of an employee’s compensation plan, it is important that organizations categorize its compensation. This will enable the process under which employees will be compensated be in an equitable manner.

5.4 Conclusions

5.4.1 Training and Development and Employee Commitment

This study concludes that training and development increases employee commitment, training enhance employee performance, the opportunity to participate in training programs enhance employee commitment, access to trainings helps develop employee careers and personal development, employee willingness to participate in training activities is good for organization performance, providing employees with training opportunity enhances their commitment, management support for training enhances employee commitment, employee motivation to learn enhances organization
performance, there exists an association between availability of training and organizational commitment. Finally there exists an association between manager support for training and organizational commitment.

5.4.2 Performance Evaluation and Employee Commitment
The study concludes that the following factors affect employee commitment: performance management systems, performance evaluation, performance based rewards, performance based promotions, performance management is an essential ingredient in the facilitation of organizational effectiveness, and performance evaluation enhances productivity of employees. Employee commitment and performance may also be enhanced by use of performance appraisal systems, performance management helps in correcting poor performance, performance management helps in sustaining good performance, having and effective PMS translates into employee efficiency and effectiveness.

5.4.3 Employee Compensation and Employee Commitment
Finally the study concludes that competitive remuneration enhances commitment for employees, incentives and good wages enhances commitment for employees, annual company performance bonus enhances commitment for employees, monetary rewards enhances commitment for employees, symbolic gifts (caps, badges, t-shirts) enhances employee commitment, non-monetary rewards enhances employee commitment, monthly target based incentive schemes enhances employee commitment, bonus programs are good for employee commitment, stock options enhances employee commitment, career prospects enhances employee commitment.

5.5 Recommendations
5.5.1 Recommendations for Improvement
5.5.1.1 Training and Development and Employee Commitment
The management should nurture knowledge through occupational and peer counselor conferences that deepens employees’ skills to avoid employee immobility and timidness. To encourage job development in the organization, the human resource management should provide different technical accreditation courses that support knowledge improvement, inspire development and career progress through training and support of personal goals attainment. Yearly, carrying out personal growth strategy and job discussion with staffs and encourage heads of departments to also do so. Ensure the heads of departments are responsible for helping their juniors to grow in their career through
work rotations, coaching, placements, training, and career plan groups. Support wishes for different work plans from employees and also support for horizontal changes in the institution. Develop vacancy position listings giving room for the most distinct aspirant pool and at the same time accepting transferable talents.

5.5.1.2 Performance Evaluation and Employee Commitment
The organization’s human resource management should improve the employee working environment by providing a safe and healthy working environment with modern office facilities and equipment. Better office layout such as open office layout equipped with full equipped first aid kits and emergency facilities should be provided. The management should offer flexible working schedules to foster employees work life balance, acknowledgement and positive feedback should be provided to hardworking employees.

The organization’s management should offer its employees professional growth through delegation and team building initiatives, encourage employee physical or mental fitness though gym or health spa enrolment or through a corporate social responsibility initiative that will pool employees together. Finally, various employee benefits such as medical, travelling, holiday, scholarship and pension benefits should be provided.

5.5.1.3 Employee Compensation and Employee Commitment
To improve employee motivation level, organizations’ human resource department should provide open communication, offer employee reward programs, offer recreation facilities as well as various gifts to enhance commitment level. Principles of transparent communication imposes devotion among staffs, it tends to raise awareness in staffs on significant issues and of high significance, and they necessitate to be aware their inputs are appreciated by the management. Employee Reward Program demonstrates a positive recognition of hard working employees. Recognition of efforts enhances the employee morale, it can be explicit such as, by giving prizes for exceptional staff of the year, punctual employee and innovative employee.

5.5.2 Recommendations for Further Studies
This study recommends the need for additional studies that will focus on other industries in Kenya that are separate from the NGO world. Additionally more studies need to be carried out on other factors that influence employee commitment that are separate from human resource practices.
REFERENCES


APPENDIX I: INTRODUCTION LETTER

Dear Sir/Madam

My name is Jedidah Njonjo, a postgraduate student at United State International University - Africa (USIU); I am carrying out a study on “The Influence of Human Resource Practices on Employee Commitment: A CASE STUDY OF INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE”, as partial fulfillment of my Master’s degree.

I kindly request you to spare a few minutes of your time to fill in the attached questionnaire as sincerely as possible. The information given will be handled confidentially, and will only be used exclusively for research purpose.

Sincerely,

Jedidah Njonjo
APPENDIX II: QUESTIONNAIRE

Section 1

Section 1: Personal Information

(Instruction -Tick where appropriate)

1. Age:
   - □ 18-30 yrs
   - □ 31-40 yrs
   - □ 41-50 yrs
   - □ 51 yrs and over

2. Gender
   - □ Male
   - □ Female

2. Highest Education Level
   - □ Secondary level
   - □ College level
   - □ University level
   - □ Professional Qualification
     (Specify…………………………………………)

3. Working Experience
   - □ Less than 5 years
   - □ 6-10 Years
   - □ 11-15 years
   - □ 16 years and above
Section 2: Employee Training and Employee Commitment

*Please indicate the extent to which you agree on the following reasons of employee commitment in the organization.* Please record your answer by ticking at the space provided, by the scale indicator. (1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly Agree)

<table>
<thead>
<tr>
<th>Employee Training and Employee Commitment</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
<tr>
<td>1. Training and Development of increases employee commitment</td>
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<td>2. Training enhance employee performance</td>
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<td>3. The opportunity to participate in training programs enhance employee commitment</td>
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<td>4. Access to trainings helps develop employee careers and personal development</td>
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<td>5. Employee willingness to participate in training activities is good for organization performance</td>
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<td>6. Providing employees with training opportunity enhances their commitment</td>
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<td>7. Management support for training enhances employee commitment</td>
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<td>8. Employee motivation to learn enhances organization performance</td>
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<td>9. There is a relationship between availability of training and organizational commitment</td>
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<td>10. There is a relationship between manager support for training and organizational commitment</td>
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11. If you were to leave the organization today, how is employee training the reason/s for leaving the organization?

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Section 3: Performance Evaluation and Employee Commitment

Please indicate how you agree on the following reasons of employee commitment in the organization
Please record your answer by ticking at the space provided, by the scale indicator.
(1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly Agree)

<table>
<thead>
<tr>
<th>Performance Evaluation and Employee Commitment</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>1. Performance Management Systems</td>
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<td>2. Performance evaluation</td>
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<td>3. Performance based rewards</td>
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<td>4. Performance based promotions</td>
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<td>5. Performance management is an essential ingredient in the facilitation of organizational effectiveness</td>
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<td>6. Performance evaluation enhances productivity of employees</td>
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<tr>
<td>7. Employee commitment and productivity can also be improved through the use of performance appraisal systems</td>
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<tr>
<td>8. Performance management helps in correcting poor performance</td>
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<tr>
<td>9. Performance management helps in sustaining good performance</td>
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<tr>
<td>10. Having and effective PMS translates into employee efficiency and effectiveness</td>
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</tbody>
</table>

4. If you were to leave the organization today, what could be the reason/s for leaving the organization?

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Section 4: Compensation and Employee Commitment

Please indicate how you agree on the following reasons of employee commitment in the organization

Please record your answer by ticking at the space provided, by the scale indicator.
(1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly Agree)

<table>
<thead>
<tr>
<th>Compensation and Employee Commitment</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Competitive remuneration enhances commitment for employees</td>
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<tr>
<td>2. Incentives and good wages enhances commitment for employees</td>
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<tr>
<td>3. Annual company performance bonus enhances commitment for employees</td>
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<tr>
<td>4. Monetary rewards enhances commitment for employees</td>
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<tr>
<td>5. Symbolic gifts (caps, badges, t-shirts) enhances employee commitment</td>
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<tr>
<td>6. Non-Monetary rewards enhances employee commitment</td>
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<tr>
<td>7. Monthly target based incentive schemes enhances employee commitment.</td>
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<tr>
<td>8. Bonus programs are good for employee commitment</td>
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<tr>
<td>9. Stock options enhances employee commitment</td>
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<tr>
<td>10. Career prospects enhances employee commitment</td>
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</tbody>
</table>

4. If you were to leave the organization today, how is compensation the reason/s for leaving the organization?

..............................................................................................................................................................
..............................................................................................................................................................

59
Section 5: Employee Commitment

Please indicate how you agree on the following reasons of employee commitment in the organization

Please record your answer by ticking at the space provided, by the scale indicator.
(1= Strongly Disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly Agree)

<table>
<thead>
<tr>
<th>Compensation and Employee Commitment</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am committed to my organization because of the training opportunities available to me</td>
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<tr>
<td>I am committed to my organization because my organization values performance evaluation</td>
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<tr>
<td>I am committed to my organization because of the compensation I receive for the service rendered to the organization</td>
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</tbody>
</table>
### APPENDIX III: RESEARCH BUDGET

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Cost in Kenyan Shillings (KShs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stationery and computer Services</td>
<td>10,000</td>
</tr>
<tr>
<td>Printing and photocopying</td>
<td>20,000</td>
</tr>
<tr>
<td>Travelling costs</td>
<td>15,000</td>
</tr>
<tr>
<td>Data collection costs (Research Assistant payments)</td>
<td>30,000</td>
</tr>
<tr>
<td>Data analysis</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90,000</strong></td>
</tr>
</tbody>
</table>
## APPENDIX IV: PROJECT WORK PLAN

<table>
<thead>
<tr>
<th>Activity</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Month 1</td>
</tr>
<tr>
<td></td>
<td>1  2  3  4</td>
</tr>
<tr>
<td>Project selection and approval</td>
<td></td>
</tr>
<tr>
<td>Supervisor appointment</td>
<td></td>
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<tr>
<td>Completion of project proposal draft</td>
<td></td>
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<tr>
<td>Supervisor reviewing</td>
<td></td>
</tr>
<tr>
<td>Presentation of project proposal</td>
<td></td>
</tr>
<tr>
<td>Incorporation of panel comments into</td>
<td></td>
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<tr>
<td>proposal</td>
<td></td>
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<tr>
<td>Pilot study</td>
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<tr>
<td>Data collection in the field</td>
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<tr>
<td>Data processing and analysis</td>
<td></td>
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<tr>
<td>Review of draft project by supervisor</td>
<td></td>
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<tr>
<td>Incorporate supervisor reviews</td>
<td></td>
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<tr>
<td>Supervisor approves final Project</td>
<td></td>
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<tr>
<td>Presentation of project</td>
<td></td>
</tr>
<tr>
<td>Incorporate panel comments</td>
<td></td>
</tr>
<tr>
<td>Deliver bound copies to University</td>
<td></td>
</tr>
</tbody>
</table>