FACTORS INFLUENCING EMPLOYEE COMMITMENT AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF KENYA AIRPORTS AUTHORITY

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UNITED STATES INTERNATIONAL UNIVERSITY

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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 the United States International University-Africa for Academic Credit.

Signed: ___________________________ Date: ________________
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This Project has been presented for Examination with my Approval as the appointed Supervisor.

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ABSTRACT

Organizations get their work accomplished through employees who perform different tasks. Therefore in order to improve the performance of organizations, employee commitment is necessary as it promotes level of individual employee performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them.

The purpose for conducting the research was to establish the factors influencing employee commitment in Kenyan companies. The research questions that guided the study included: What are the organizational factors that influence employee dedication in KAA? What are the individual factors that influence employee dedication in KAA? What effect does employee commitment have on the overall performance at KAA?

This study used the case of Kenya Airports Authority to investigate the factors influencing employee commitment and its impact on organizational performance. The study adopted a descriptive research design. The target population of the study was 168 employees drawn from the various functions of the organization. A sample of 92 was selected through stratified sampling. The questionnaire was used as the instrument of data collection. Statistical methods were used to analyze data and facilitated by the Statistical Package for Social Scientists (SPSS) version 21. Past success of the company, training and development, salary, team cooperation among other organizational factors were found to have a great influence of employee commitment.

The findings obtained from the study show that organizational factors have a strong influence on employee commitment. These factors include; salary, past success of the company, training and development, leadership and management style, working environment, team cooperation, organisational structure, job redesigning. The findings also indicated that individual factors strongly influence employee commitment highly. These factors include; opportunity for personal advancement, demographic factors, employee job satisfaction, involvement in decision making, level of stress generated from the job, personal needs alignment to company objectives, relationship with fellow employees, attainment of job feedback, trust between employee and co-workers, degree to which employee personal values are in
The study also indicated that employee commitment had an impact on organizational performance. The factors included: Employee turnover, quality and quantity of work produced, absenteeism, degree to which safety practices are observed and degree to which employees feel stressed by their job.

The study concluded that organizational factors had a very great influence on the level of employees’ committed in the organization. The elements include; salary given by employer, past success of the company, training and development, leadership and management style, working environment, team cooperation, organisational structure and job redesigning. Individual factors play a critical role in influencing the level of employee commitment is a conclusion that was made. Most respondents agreed that employee commitment has a great influence on the performance of the organization. Employee dedication on their work effects on the organizations performance include; turnover, quality and quantity of work produced, absenteeism, degree to which safety practices are observed, degree to which employees feel stressed by their job.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem
Organizations get their work accomplished through employees who perform different tasks. Therefore in order to improve the performance of organizations, employee commitment is necessary as it promotes level of individual employee performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brow & Taylor, 2011). John & Elyse (2010) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company’s goals and objectives, performs their duties as effectively as a member of the team in order to realize organizational objectives. Employees need to partner with the entrepreneurs as they rely on the efforts of the entrepreneur to deliver on the organizational objectives. This is due to the fact employees want to be part of an organization that is successful, which pays well and offers opportunities for development and security of tenure (John & Elyse, 2010). Brow & Taylor (2011) argued that committed employees remain within the organization therefore saving the organization of the costs required to recruit, train and develop new staff. In addition, high staff turnover increases customer satisfaction due to discontinued service delivery (Scott, 2007).

Jaw and Liu (2004), argue that commitment is a human relation idea as well as a generator of energy that activates the human brain. When employees are not committed, the implementation of new ideas and initiatives will not be easy. John and Elyse (2010) define commitment as a psychological state that holds the employees to the organization. It is binding force that is felt in different ways including: an affective attachment and sense of involvement with the object, a felt duty to the target, and an knowledge of the costs that will be incurred if involvement with the target is discontinued (Conway and Monks, 2002). In general, employee commitment can be conceptualized into three components including: normative commitment, affective commitment and continuance commitment (Hurter, 2008). Normative commitment reflects an employee’s feeling of obligation to continue working with the
organization because they believe it is right to be loyal to, and to continue staying in the organization (Conway and Monks, 2002). Staff dedication to the work place is linked with an employees obligation to their work though it is closely related to that affectionate an employee feels about their work. (Coyle-Shapiro, 2006).

Affective commitment revolves around an individual employee’s connection with the company in terms of how well they evaluate their interaction and involvement in company affairs. High commitment among employees has been found to be inversely related to employee turnover in an organization. The result of these is improved performance among employees indicating that strong commitment is directly related to improved organizational performance (Wang, 2010). Committed employees are willing and likely to work with the involved organizations for a longer period. Because of their level of commitment, experience and expertise, their output is phenomenon meaning that they increase customer satisfaction (Conway and Monks, 2002). Among the parameters for their commitment could be things like salary, pensions, tenure, benefits and family commitment, among other things involved with exiting the organization (Loi, 2006).

However, several researchers outline that employees may display each of the three different commitments at different degrees. Committed workers are one of the most important assets any organization can have as they play an important role in influencing organizational performance (Hurter, 2008). Research shows that higher levels of employee commitment most of the time benefits organisations in terms of continuous improvement, efficiency and cost improvements. Such staff are normally actively involved in the activities of an organization. As a result of this commitment, such employees have been found to be well trained, feel secure, feel as part of the wider team and are proud of and enjoy performing their duties (Conway and Monks, 2002).

Employee commitment results in higher levels of job satisfaction and improved job performance among employees, increased return to shareholders as the sales increase and operational costs reduce. Employee commitment also leads to reduced employee turnover, lower levels of intention to leave, reduced intention to look for alternative and reduced absenteeism (Robinson, 2006).
Empirical studies (Owoyemi et al, 2011 and Boxall & Macky, 2007) have shown that high commitment practices improve performance, job productivity and service quality. These studies have reviewed commitment to work practices from the employers’ perspective which is different from the perspective of the current study that reviews it from employees’ perspective. Boxall and Macky (2007) argue that when employees have high commitment work practices this increases their level of commitment to the organization resulting in increased individual performances as well the overall organization performance (Owoyemi et al., 2011). Employees dedication to the work place can be associated with the human resources practices that is the recruitment, selection and performance appraisal, it can as well be employed in developing certain psychological connections (Owoyemi et al, 2011).

The Kenya Airways Authority (KAA) is quasi-autonomous organization that was established in 1991 through a parliamentary legislation. Its main responsibility is to provide and manage a well coordinated body of airports in the country. Its predecessor was Aerodromes Department that fell under the Ministry of Transport and Communication and that was at that time in managing Nairobi's Old Embakasi Airport that was built in the mid-1950s. It is not until until 1958 when Nairobi Embakasi Airport opened its runways until its closure in March 14 to pave way for present Jomo Kenyatta International Airport (Kenya Airways Authority Act, 2012). However, Wilson Airport, one of the busiest local aerodromes, was the first airport in Kenya. The airport was constructed during WW1. The first commercial routes started by the Imperial Airways which was succeeded by the British Overseas Airways Corporation (BOAC) in the 1920's (Kenya Airways Authority Act, 2012).

During WW2, two other airports, Mombasa and Kisumu, were established mainly for military purposes. Mombasa had only two runways, a short one supported by another long one which stretched 1.5 km which were only capable of serving Douglas Commercials and other such type while Kisumu Airport was built mainly to support amphibian aircraft landing in neighbouring Uganda. Over time, the two airports have been upgraded to conform to international standards (Kenya Airways Authority Act, 2012). Kenya Airways Authority, in its short existence has undergone commendable changes that have been intended to turn the organization into a performance-driven and client focused organization. Presently, the organization is carrying out major projects to improve existing airports and aerodromes around the country and also
increase output by ensuring employees optimum commitment (Kenya Airports Authority Act, 2012)

1.2 Statement of the Problem

There is no general agreement as to what can increase an employee’s commitment to the organization as every organization is different from another (Hurter, 2008). High commitment, lean production and employee involvement are used with managing jobs effectively (Wang, 2010). While these studies have been useful for demonstrating the potential value created through human resource practices, they have revealed very little regarding the process through which this value is created (Boxall & Macky, 2009). Looking at the organizational working environment in the 21st century together with its challenges, it is clear that not all employees are equally committed to their work and; therefore, managers need to be aware of the individual and situational factors that build employee commitment for optimal organizational performance (Hossein et al, 2012).

Employee engagement is an important part of driving organization performance as engaged employees are satisfied, and willing to go an extra mile to ensure timely delivery on the organization’s objectives (Gonring, 2008). According to Robinson (2006), research evidence on organizational commitment gathered more than two decades ago, this needs to be qualified to reflect the changing nature of employer-employee relationship. A current trend in employment practices like the unwritten contracts signed by employees when they are being employed affects the level of employees dedication to that particular (Robinson, 2006). Practices like retrenchment, downsizing and acquisitions are elements needed in a company for it to remain competitive thus employees view the company at a different angle (Robinson, 2006). When firms seek ways to foster commitment ideals, the chances of an employee looking for employment in another organization is lowered. Other reasons for employee commitment include: job-related factors; employment opportunities; individual characteristics; positive co-existence; structure of the organization; employee motivation; Leadership and management styles and performance appraisal systems(Scott, 2007).
Even though scholars have focused on the various factors influencing employee commitment, it important to note that they have not conducted studies on a mixture of the following factors including morale, training and development, empowerment and participation on employee commitment. It is a great challenge for managers at KAA to determine exactly how they will attain optimum commitment from their employees which would be important in optimizing the organization’s performance. Managers have tried to achieve commitment from their employees by using methods that were successful in other places in the world and have failed, the reason being that the researches were not directly relevant to their own staff. In essence by carrying out this research the knowledge gap will be filled.

1.3 Purpose of the Study

The main reason of this study was to identify what factors influence employee commitment and how it has an impact on the performance of Kenyan Organizations.

1.4 Research Questions

The three research questions that guided this study:

1.4.1 What organizational factors affect the employees dedication on their work at KAA?

1.4.2 What individual factors affect the level of employees being dedicated to their work at KAA?

1.4.3 What effect does employee dedication towards their work have on the overall performance at KAA?

1.5 Importance of carrying out the Study

This area provides a detailed description on the importance of carrying out the study as outlined by the different departments in organizations, its workers, the company itself and other researchers who may be interested in this particular area of study.
1.5.1 The Workers and their Company

The study would help employees and organizations in identifying important elements that lead to employee commitment so as to inform their human resource management policies for optimal organizational performance.

1.5.2 The Organization

To the industry, it would ensure creation of systematic measures of ensuring that employees are committed.

1.5.3 Future Researchers

This study will be of importance to the future researchers as it will give more details on the problem in the research questions and it will be used as a forum for discussing the employee commitment and its impacts on organizations.

1.5.4 Kenyan Government

The Government of Kenya would also benefit from the findings. The Government can utilize this study to identify the status of state agencies and implement policies towards creating an environment that will aid the agencies to be successful.

1.6 Scope of the Study

The study would be carried out in Kenya at Kenya Airport Authority. In Kenya, not much in terms of research has been done on employee commitment. The population of the study will comprise of a total of 168 employees. 92 employees will be the sum total of the workers from the various departments which include; Human Resources, planning, finance, research and development and the technical department. The researcher will take three weeks in collecting data. The most significant limitations expected by the researcher were shortage in resources such as printing costs of questionnaires as well transport.

1.7 Definition of Terms

1.7.1 Employee Commitment

(Jaw & Liu., 2004) states that Employee Commitment is that relationship employees have with their organizations.
1.7.2 Affective Commitment

(John & Elyse, 2010) defines Affective Commitment as the employee’s emotional identification with and attachment to and involvement in the company.

17.3 Continuance Commitment

Continuance commitment comes up as a result of an individual’s need to continue working in the company after they become aware of their costs (vesting of pensions, benefits, tenure, pay, family commitment among others) that are associated with stopping to work in the company (Loi, 2006).

1.7.4 Normative Commitment

According to Coyle-Shapiro, 2006 normative commitment is defined as an employee’s obligation to being part of the organization and by being loyal to their work.

1.7.5 Organizational Performance

This explains of an organization’s performance vis-à-vis set goals and objectives. Within companies, three fundamental outcomes are analyzed: shareholder value performance, market performance, financial performance and in some cases production capacity performance will be analyzed (Schmidt & Hayes, 2002).

1.7.6 Working Environment

Work environment, according to Opperman (2012), is a composite of three major sub-environments which are the technical environment, the human environment and the organisational environment.

1.8 Chapter Summary

The chapter has outlined the overview of the problem that’s aimed to be dealt with, the problem statement, the objective/purpose of carrying out the study, the research questions that the study aims to find solutions to, significance of the research, the area of the study and the definition of terms used. In chapter two, relevant literature will be reviewed based on the factors influencing employee commitment and its effect on an organization’s performance.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

Chapter two tries to explain the theories behind employee commitment and the performance of the organization. In essence, it looks at past studies carried out that try to find out what organizational and individual factors affect the dedication of employees to their organizations.

2.2 Organizational Factors That Influence Employee Commitment

Ramayah and Min (2009) states that organizational factors are affected by, the climate of the organization, its dependence and social processes effectiveness. According to Bhavn and Swati (2012), other factors impacting on employee commitment are the company’s structural design, its ability to meet employee expectations and leadership behavior.

2.2.1 Wages

An employee's salary affects his level of commitment to the company. Employees who are paid a minimum wage or a small salary usually want to earn more money, either through getting promotion or pay increase by their employer, or by looking for work elsewhere where they can earn more. They are likely to be less committed to the company and this is because they believe the company has not invested as much money in them through their salary as it has in other employees. According to Bhavn and Swati (2012), highly paid employees will not easily leave the organization for fear of losing their “big” salary.

2.2.2 Company Success

The organization’s performance or success also has an impact on employee's commitment to the company. A company that is not performing as per expectations of the board will likely loses its employees to other organizations, who perceive that it may not exist for long in the competitive market. However, those companies that are successful also affect employee morale. Employees usually take pride in the company
and the work they do individually in order to help it succeed (Hausknecht et al, 2012).

2.2.3 Training

According to Kabir (2011) training improves employees’ skills and enhances their personal development as well as their ability to perform duties better. Better skilled workers are more dedicated to their work as compared to less skilled employees. (Abdullah & Djebavni, 2011). Employees development is brought about by trainings hence more competent workers (Hunjra et al., 2010). Through training programs, employees are more confident and will perceive their company more positively (Kabir, 2011). According to Hunjra et al (2010), the main objective of conducting these training programs is to improve employees’ skills.

Career development, an important aspect of human development, is the process through which an individual's work identity is formed. It spans throughout one's entire lifetime. Career development begins with a person's earliest awareness of the various ways in which people are able to make a living, continues as he or she explores occupations and ultimately decides what career to pursue in the future, prepares for it, applies for and gets a job and advances. It may, and most probably will include, changing careers and jobs. If the organizational leaders help core employee set their career path well, that is a weapon to retain them and have them more committed.

2.2.4 Leadership

Leadership is defined as behavior of an individual that results in non-coercive influence when that person in directing and cooperating the activities of a particular group towards the accomplishment of a shared goal (Kabir, 2011). One of the most important factors that have impact on commitment is the relationship between a core employee and a supervisor. Leaders are the “human face” of an organisation.

A committed leadership willing and able to drive the desired change within the organization and one that can reduce fear and anxiety gives confidence and morale to the employees and hence improving organizational performance (Iqbal, 2010). Having leaders who are committed is very crucial in forging a common vision, marshalling all resources in pursuit of that vision as well as ensuring commitment to the vision from across the organizational functions and departments (Chawla &
Renesch, 2006). Good leadership will much depend on the availability of loyal and responsible followers. A leader will not be able to implement a decision or plan if others who are in a position to influence the successful outcome do not support him/her. According to Farrington (2009), this cooperation will be possible by ensuring employee commitment to their organization.

**2.2.5 Conducive Environment**

Another factor having a great impact on organisational commitment is the working environment (Janet, 2008). Partial ownership of a company affects organizational commitment positively. Ownership of any kind always gives employees a sense of importance and they also feel part of the decision-making process. This very concept of ownership which includes participation in decision-making on new developments and changes within the working practices, helps create a sense of belonging of the employees. A study that was conducted by Petra (2011) also indicates that managers who participate in the budget decision-making tend to have a high level of organisational commitment.

Another reason within the working environment that affects commitment of employees is work practices as connected to performance measurement, career growth and management systems and selection and recruiting. Padmakuma and Gantasala (2011) in their study argues that “the low level of organisational commitment of constables could be attributed to inappropriate selection and promotion which lead to the perpetuation of managerial style and behaviour which has a negative effect on organisational commitment of the subordinates”.

**2.2.6. Team Cooperation**

When employees work as a team, it is a guarantee that every work related activity will be harmonious. Team work is also an important factor influencing work place commitment by employees. Team work satisfaction can be explained from the following angles; one, being loyal and trustworthy in the sense of a leader’s willingness and ability to offer respect towards each other and offer guidance to the subordinates. Two, it is satisfaction that is based on employees’ cooperation with their colleagues. Employees will display understanding towards each other, good team work, support and friendly relationships with his/her workmates. Three, it is the
team’s main responsibilities and confluence of knowledge, ideals and as well as value orientation. Finally, it is how clear the information exchange media and channels are (Yahui & Hung, 2010).

2.2.7 Organizational structure
Organizational structure is a significance factor that influences employee commitment. Excess bureaucracy always stifles organizational commitment. Flatter organizations and a more flexible organization structure will influence the level of employee commitment in terms of being loyal and loving their organization (Padmakumar & Gantasal, 2011). When employees are provided with better and less beuracratic structures, more guidance and lead by example there will be an increase in level of employee commitment (Padmakumar & Gantasal, 2011)

2.2.8 Management style
Muhammad (2011) states that in order to improve employee commitment then demotivators such as styles of management should be eliminated. A management style that goes ahead to encourage employee involvement can help to satisfy employee's desire for empowerment and demand for a commitment to organisational goals. Muhammad (2011) strongly argues that “having more flexible and participatory management styles can strongly and positively enhance the organisational commitment”. Organisations therefore need to ensure that their management strategies are aimed at improving employee commitment rather than compliance

2.2.9 Job redesign.
A very important issue that employees fear is change due to their inability to cope with new job responsibilities. The employees normally have a phobia that their duties will change much. The new responsibilities can either be qualitative or quantitative. Quantitative always means more duties while qualitative ones means individual employees being assigned to different responsibilities and duties. Employees often perceive the new environment as more threatening rather than one filled with opportunities. Employees who cannot put up with new assigned tasks will definately have a negative response towards change. According to Ans et al (2006), they are often more likely to show less commitment to their companies.
2.2.10 Open communication

For employees to be committed to the organization there is a need for a two way communication. Poor communication leads to quarrels and low employee commitment. There is need for flow of information so that employees can understand the strategies and overall performance of the business as well as each employee's performance. Communication is essentially important in a family business since family members and outsiders often air different views on the running of the business. (Elizabeth & Sarah, 2008).

2.2.11 Concern for employees and supervisory support

Employees' commitment to the organization is influenced directly by organizational and managerial support. (Yiing & Ahmad, 2009). Employees need to feel respected as human beings and not simply regarded just as “resources” (Yiing & Ahmad, 2009). Employees who perceive their organizations as those having their best interests at heart and being supportive of them, are usually more likely to reciprocate in very beneficial ways and be willing to go an extra mile and beyond the call of duty (Yahui & Hung, 2010).

2.3 Individual Factors That Influence Employee Commitment

2.3.1 Personal advancement Opportunities

Opportunities to advance in the future through career growth makes employees get more committed to the company. An employee who seriously wants to become a manager will try and work harder to show leadership skills and impress the people in charge of giving promotions in order to get the managerial job. However, on the other hand, if there is no room for advancement for the employee, he might start to look for work elsewhere when he becomes bored or unsatisfied with his current role and this will transfer into lack of commitment (Agarwal & Swati, 2012).

2.3.2 Personal Factors

A number of various personal factors also affect the level of employee commitment to a company. For example, employees who are married and have kids are usually more likely to be committed to a company; this is because they have people who look up to them based on their salaries. Single employees on the other hand might not be as
committed to the company because they are not committed to any relationship in their personal lives. Similarly, employees who own a house near their workplace are likely to be more committed to a company. Homeowners in most cases commit themselves to the geographic location where they live, and their places of work are more important in that regard than to those employees who rent and move around (Waleed, 2011).

2.3.3 Job Satisfaction And Commitment
It is true that job satisfaction is one of the very most regularly measured organizational variables and is frequently referred to as an employee’s global attitudinal or affective response to their job. Waleed (2011) explained that job satisfaction to him was basically the way individuals thought and felt about their multifaceted work experience. Loui in 1995 examined the relationship that exists between job satisfaction and organizational commitment among 109 workers and went ahead to report after the study that there was positive relationship between organizational commitment and job satisfaction. A different study by Coleman and Cooper in 1997 outlined that job satisfaction has a significant relationship with both affective and normative commitment. A study by Sriyan (2010) also went ahead to show the same result that is, job satisfaction has a positive influence on affective and normative employee commitment.

2.3.4 Job Involvement And Commitment
Agarwal and Swati (2012) define job involvement as a belief descriptive of an employee’s relationship with his or her present job. Kazi and Sisi (2011) suggested that job involvement describes how interested, enmeshed, and engrossed the worker is in the goals, culture, and the tasks of a given company. A study carried out by Uygur and Kilic (2009) involving employees working in the central Organization of the Ministry of Health showed that there is a positive correlation between organizational commitment and job involvement.

2.3.5 Job-related factors
job-related outcomes such as turnover, absenteeism, job effort, job role and performance or visa versa has an impact on organization commitment at an individual level. An employee who is not aware of their assigned roles may lead to lack of
commitment. Promotional opportunities can promote or inhibit level of employee commitment (Jyotsna, 2007)

2.3.6 Increased stress.

Changes in the structure of an organization causes employees to get stressed hence their morale and dedication towards work changes. Change is inevitable but its inability to cope to the new ideas bring about stress. However, its being noted that during employee retrenchment the most skilled employees leave their jobs voluntarily. Retrenchment activity is a night mare to an organization and is brings about stressful conditions. Stress symptoms differ a lot for example employees may become aggressive, passive and show lack of interest in their work. Prompt changes in the organization leads to poor zeal towards the work, lack of motivation and dedication to working (Prateek et al, 2011).

2.3.7 Employment opportunities

The existence of employment opportunities can have an effect on organizational commitment. Employees who have a strong belief that they are more likely to get another job are less committed as they always have other alternatives. On the other hand, where there is a lack of other employment opportunities, a high level of organizational commitment is displayed. As a result therefore, membership in the organisation is always based on continuance commitment, where employees continuously calculate the risks of remaining and leaving (Paulien, 2011).

2.3.8 Personal characteristics

Organisational commitment of an employee can also be affected by the employee's personal characteristics such as their age, years of service and gender. Stephen et al (2009) state that senior employees who are satisfied show higher levels of commitment than others”. This therefore implies that the older people in the company are seen to be more committed to the organisation than other younger age groups. Also another personal characteristic that may affect organisational commitment is associated with the gender. However, it is argued that gender commitment levels differ due to the different duties and responsibilities assigned (Stephen et al 2009).
2.3.9 Personal needs alignment
If employees personal needs and career goals are aligned to the opportunities in the company then employees are more likely to be committed. When employees notice that there are involved in any opportunities that arise then they work very hard and contribute positively towards the organization. Learning organizations provides employees with confidence in their assigned roles. These employees are likely to invest more in their jobs and the performances are excellent. Opportunities perceived by employees for learning and personal development also enable employees to develop a stronger sense of job competence and also autonomy, leading to higher affective well-being (Stephen et al 2009). Also, it was pointed out by Petra (2011), that employees who engage in repetitive duties and overly supervised and are always waiting for orders from top management are more less committed.

2.3.10 Employee relationships
The organisation as a workplace environment is entirely built up of working relationships; one of which is the supervisory relationship. According to Stephen et al (2009) “the supervisory relationship can either affect organisational commitment positively or negatively”. Work related practices such as performance management and their implementation displays a positive supervisory relationship. If employees feel that a supervisory relationship is friendly and just in practice then they get more committed.

Team work and groups that exist in the work place affects the level of commitment in an organization. Members can show commitment if only they understand their assigned roles and duties. Nadeem et al (2011) state that “employee commitment to the organisation can be increased by displaying efforts to improve the organization as a whole and see its importance. In essence, when work relationships reflect mutual respect to individuals, they are in turn able to commit themselves to the organisation.

2.3.11 Job Security
One of the most important factors that influence employee committed to their jobs and organization is employment security. Job security also plays a very important role in reducing the rate of employee turnover and also in enhancing employee relations with each other in the company. Origo and Pagani (2009), states that job
security helps in saving recruitment costs incurred when employing a new person and it also stabilizes the organization. Presently, an employee will not believe they can rely on employment security. According to Origo and Pagani (2009), this shift has changed the psychological contract between companies and their workers. However, the security employees get have a great impact on their dedication to working (Chan (2011). Some writers have defined job insecurity as "the perception of a potential threat to continuity". Retrenchment is a threat to work continuity and involuntary job loss these two changes leads to job insecurity. This means that job insecurity will affect performances of the employees. Various evidences have been presented by numerous authors. It was noted that job insecurity somehow leads to good overall performance in an organization while other writers noted that job insecurity causes poor work performances. General, however, it is safe to conclude that high job insecurity leads to decreased employees commitment and much so in its affective part. According to Chan (2011), we can also assume that the continuance component of high job insecurity could increase to a certain level before it starts going down as job insecurity appears to be more and more threatening.

2.3.12 Trust

Trust is crucial in an organization setting. Trust leads to better performance, good communication channels, team work and hence an effective and efficient organization. Trust has its basis on the psychological contract and the ethical behaviour of top managers. Abrupt organizational changes displays the unethical part of top level managers. The psychological contract states the mutual responsibility between employers and employees. Employees believe that if their performances are quality then they will maintain their jobs. Unlike in the 1980s and 1990s nowadays the employment relationship is situational. No one nowadays has a permanent job. Employees see this new contract as a threat to their old psychology one hence they have very low dedication towards their jobs. (Steven, 2007).

2.3.13 Role clarity

From the begging of employment contract both managers and employees should be clear on each others expectations during their time of working. This eliminates all kinds of misunderstandings. If employees duties and roles are outlined they will have an easier job. However, if their roles are clear then employees will be confident and
there will be an increase in level of performance since they will be a clear line of whom to report to and what are each employees duties assigned. it is also important to ensure that employees are placed in positions that take advantage of their strengths and that provide these employees with a sense of autonomy, empowerment and also job challenge. When these conditions are met then employees will be more committed and will have the zeal to perform(Abdullah & Djebavni, 2011).

2.3.14 Shared values
Organisational values are those accepted ways of behaving in the work place. They contain the codes of ethics that guide and restrict certain employee behaviour. There is a significant relationship between value alignment and employee commitment, performance and employee turnover. Employees whose values are related to the organization are more committed to the organization. Therefore, business leaders need to create a committed workforce, it is essential for them to clearly communicate the core values of the business and to ensure that all employees understand and agree with them (Deepak & Ian, 2008).

2.3.15 Feedback and recognition
Low or high commitment levels is determined by the level of feedback or recognition that an employee gets. Recognition acts as a tool for enhancing employees self esteem, confidence and motivates employees to produce greatly. Giving bonuses, awards and praising publicly makes employees feel appreciated and valued by the company. This boosts the employees morale. Feedback on employee and the company's performance keeps employees at their toes and they are able to identify the defects and to know if they are achieving their goals or not. Therefore, business leaders need to have feedback systems and instill rewards and recognitions publicly, but criticised, if needed, in private (Hunjra et al, 2010).

2.4 How Employee Commitment affects the Performance in an Organization

2.4.1 Employee Dedication and Employee Turnover
Turnover can be described as the process by which employees leave a certain company for another and must be replaced by others. Turnover is like truancy or absenteeism as far as employee commitment is concerned. Excess turnover can cost
the organization lot because it has a big effect on performance as well as productivity. According to Tumwesigye (2010), it is important to also note that cost is not the only reason making employee turnover such an important subject. Interrupted plans and schedules, extra overtime, not having knowledgeable staff in place, long training times and other mistakes are just a few of the problems associated with high turnover levels whose major cause is lack of staff commitment.

Normal company operations are disrupted by high levels of employee turnover hence poor motivated employees and this acts as an extra cost for replacing old employees. Employers do whatever possible to reduce turnover, motivating employees which encourages them to be more committed and also want to stay. Loyalty of employees prevents withdrawal of employees. Some workers cannot imagine themselves being employed elsewhere, however uncommitted they are in their current job. Worker commitment is greatly reduced by other opportunities for work (Van & Adonisi, 2008).

2.4.2 Employee Commitment and Productivity

Employees’ being dedicated to their work brings about Productivity. Performance and commitment are two variables that are independent on each (Akintayo, 2010). The two possible reasons for this is that one, jobs vary and commitment does not lead to productivity variations. The first reason is that if different jobs vary, dedication towards work cannot lead to production varying. Second, both factors are associated with other factors. Both Commitment and productivity have separate casual routes: one group of factors (investment in technology) determines productivity; another group (perceived equity in rewards) will produce employee commitment (Akintayo, 2010))

Productivity increases as an organization becomes more innovative in using fewer resources to produce more. Productivity is important in a business long run in a business setting. When productivity is high managers get more profits, reduces costs and saves scarce resources. Better profits in the organization often translates to better wages, good working environment and other benefits. This in turn leads to a more motivated workforce hence loyalty and committed employees (Zheng et al, 2010)
2.4.3. Employee Commitment and Absenteeism

Many studies have investigated the relationship existing between the rate of absenteeism and the level of employee commitment. This is because the absence of an employee from his work is known to be one of the means of withdrawing from a stressful job environment and condition. Hunjra et al. (2010), if employees are committed, absenteeism will be low and when commitment is low, absenteeism will be high. An absent employee signifies that they are not fully committed to the work itself (Anderson, 2004).

Dedication of employees is a crucial factor in an industry. Theories have been identified so as to come up with factors that determine commitment of an employee. One most common theory is that employees miss work because of dissatisfies in the company. A major factor that influence how many times an employee misses work is the employees inability to come to work, motivation and commitment. According to the business world absenteeism is a major problem that seems to be lacking a solution (Chipunza & Berry, 2010)

Dex and Smith (2001) state that “employers have the right to expect good attendance from their employees as it is a well known fact that employment is a contract between two consenting parties.”. According to Ali (2010) absenteeism can be said to be very costly to organization and enormously large savings can be realized through effective management of nonattendance at work. Absenteeism is determined by many other factors that make it hard to “quantify, qualify or rectify” other than the capital used. One of the most common factor that has being identified by several researchers is that of employees dedication in the organization. In combination with this, Chipunza and Berry (2010) says that many studies have being carried out as a way of reducing absenteeism. A conclusion was made that lack of employee commitment plays a major part in absenteeism

2.4.4 Employee commitment and Safety

Poor safety practices lead to poor commitment. When employees lack a level of commitment they are likely to experience very many accidents in their job places. Lack of commitment often takes an employee’s keenness and concentration away at an assigned task or duty. Poor concentration leads to accidents for example many
hand injuries can be associated to poor concentration when using the machine. (Rehman et al., 2010).

2.4.5 Employee Commitment and Job Stress

Stress is the body’s response to job-related factors that threaten to disrupt the person’s equilibrium. Prolonged stress causes the employee serious problems such as muscle aches, heart disease, blurred vision, dermatitis, and, lower back pain. Job-dissatisfaction is a source of job stress. Employees see no satisfactory short term solution to escaping this kind of stress. Employees trapped in a demotivating job that does not capture their commitment will withdraw by means such as high absenteeism and tardiness; or the employee may completely quit (Ozer & Gunluk, 2010). Employees under prolonged stress stemming from lack of motivation often consume too much alcohol, tobacco, and drugs. These employees are usually costly to the management in terms of time lost due to frequent absences and increased payments towards medical reimbursement (Ponnu & Chuah, 2010).

2.5 Chapter summary

Chapter two has outlined the relevant theories on employee dedication in their organizations. It is essential that this study will try to bring out the evidences in the theories. This research will give a more detailed knowledge on these with KAA being our case study. Chapter three will be presenting the various research methods used in conducting the research.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

Chapter three outlines the method that was used to conduct the study. The chapter therefore focuses on: the research design, population sample and sampling methods, data collection, research procedures, and methods of data analysis.

3.2 Research Design

The study used a descriptive kind of design to conduct the research. In a descriptive study, the researcher comes up with findings that answer the questions of; who, what, where, when, or how much? A clearly defined hypothesis is essential to handle a descriptive study. The hypothesis must be accompanied by a number of investigative questions serving the study objectives (Cooper & Schindler, 2011). Descriptive research design was used as the study was concerned with finding out the factors influencing employee commitment and its effects on organizational performance.

3.3 Population and Sampling Design

3.3.1 Population

According to Cooper and Schindler (2001), the study population is defined as all the subjects collected when conducting the research and they are meant to be studied. This study adopted a case study and the population of interest was the employees of Kenya Airport Authority. In this study, the target population was 168 employees who will range from top management to lower level employees.

Table 3.1: Population of the study

<table>
<thead>
<tr>
<th>Department</th>
<th>Managers</th>
<th>Non-Managers</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>6</td>
<td>20</td>
<td>26</td>
<td>15</td>
</tr>
<tr>
<td>Finance</td>
<td>8</td>
<td>26</td>
<td>34</td>
<td>20</td>
</tr>
<tr>
<td>Planning</td>
<td>10</td>
<td>28</td>
<td>38</td>
<td>23</td>
</tr>
<tr>
<td>Technical Department</td>
<td>6</td>
<td>29</td>
<td>35</td>
<td>21</td>
</tr>
<tr>
<td>Research and Design</td>
<td>8</td>
<td>27</td>
<td>35</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>168</strong></td>
<td></td>
<td></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
3.3.2 Sampling Design
Sampling is picking a part of an entire population selected then inferences are made from that whole population Cooper and Schindler (2001). For any study, there will be more quality when sampling is used than as opposed to use of census. Better interviewing (testing), thorough investigation of missing, wrong information, enhanced supervision and better processing are possible in sampling.

3.3.2.1 Sampling frame
It is a list of all those elements that can be sampled from an entire population. (Cooper & Schindler, 2001) identify that it’s nearly related to the population. The total number of employees which is 168 employees is referred to as the total sampling frame for the study. These employees included top management employees, middle level managers, supervisors and the lower level employees. The information pertaining the employees was sourced from the human resource department.

3.3.2.2 Sampling Technique
In getting a sample study from the top level managers a stratified random sampling technique was employed. A population can be categorized into numerous mutually exclusive strata. In stratified random sampling there are three fundamental advantages; stratified random sampling method offers a variety of different research methods and processes to be used hence efficiencies in statistical methods (Cooper & Schindler, 2001). The study population was gotten from the different departments in KAA including finance, planning, human resource, research and development, technical department. This enhanced the coverage of all departments in the organization.

3.3.2.3 Sample Size
A sample size is the total number of subjects or objects derived from a entire given population. Sample is always a function of the variation in the population attributes as well as the estimation precision required by the researcher (Cooper & Schindler, 2001). A sample size can be calculated and that’s according to Saunders, Lewis and Thornhill (2009)

\[ n = p \% \times q \% \times \left( \frac{2}{e \%} \right)^2 \]

Where p is 50% at a 95% level of confidence, and within an error of ±10

\[ n = 50 \times 50 \times \left( \frac{1.96}{10} \right)^2 = 97 \text{ employees.} \]
A sample size can be adjusted into being very precise and accurate as long as the population is less than a 1000 workers. (Saunders, Lewis & Thornhill, 2009) using the formula:

\[ n = \frac{n}{1 + \frac{n}{N}} \]

92 respondents were used as the adjusted sample size which in turn became the minimum size. The following was considered for collecting data as the total sample size.

**Table 3.2: Sample Selection**

<table>
<thead>
<tr>
<th>No</th>
<th>Department</th>
<th>Population Characteristics</th>
<th>Total Population</th>
<th>Percentage of Entire Population</th>
<th>Sample of population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Human Resources</td>
<td>Managers</td>
<td>6</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Managers</td>
<td>20</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>2</td>
<td>Finance</td>
<td>Managers</td>
<td>8</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Managers</td>
<td>26</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>3</td>
<td>Planning</td>
<td>Managers</td>
<td>10</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Managers</td>
<td>28</td>
<td>16</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Technical Department</td>
<td>Managers</td>
<td>6</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Managers</td>
<td>29</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>Research and Design</td>
<td>Managers</td>
<td>8</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Managers</td>
<td>27</td>
<td>17</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>168</strong></td>
<td><strong>100%</strong></td>
<td><strong>92</strong></td>
</tr>
</tbody>
</table>

**3.4 Data Collection Methods**

It entails gathering data after one has known the kind of information that is used in; investigative questions to be answered by the researcher and the required data type (nominal, ordinal, interval, or ratio) for all the questions. For data collection a structured questioner was used. The structure of the questioner will be divided into four major areas: The first part was designed to collect demographic data while second section looked at organizational factors influencing employee commitment.
Each question has Five multiple choices representing the levels of preferences given; Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.

The third part looks at the different individual factors that affect their dedication towards the organization. Here the five preferences were also adopted; Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. The final part shows the impact that employee dedication has on the overall performance of the organization and it consists of five multiple choice options representing their preferences; Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.

3.5 Research Procedures

A structured questionnaire was used as a data collection method to gather data. The data collection method that was used will be a structured questionnaire and more specifically, a Self administered structured questionnaire was used. The structured questionnaire was pilot tested to represent 10 respondents from each department in KAA. When some issues were encountered during pilot testing, then necessary changes were made to the questioner before the entire population fills it. After it has been revised then everyone in the sample was in a position to fill in the questionnaire. Several methods were used so that the questionnaire can be filled like giving employees time to fill the questionnaire and then they can pick them later and doing follow ups through reminders such as phone calls and emails.

3.6 Data Analysis Methods

The main reason for analyzing data was so that one can come up with a manageable size to develop summaries, find out patterns and use statistical methods (Cooper & Schindler, 2011). Statistical methods used consist of descriptive statistics that include the measures of central tendency that is the mean, median, and mode as well as measures of dispersion which involve standard deviation as well as variance. Inferential statistics (T-test) was used in drawing inferences as well as conducting correlation tests. Data analysis will be carried out using the Statistical Package for Social Scientist (SPSS) version 21.
3.7 Chapter Summary

Chapter three has outlined the methods to be used in coming up with a solution for the research questions. The population of the study include; the senior managers, middle managers, supervisors and the lower ranking employees. In this case a descriptive design was adopted. The study heavily realized on primary data collected. A pilot tested was conducted on 10 respondents representing various departments at KAA. In data analysis inferential and Descriptive statistics were majorly used.
4.0 RESULTS AND FINDINGS

4.1 Introduction

Chapter four outlines the results and findings that arise from collecting data in the field. The key areas covered in the chapter include: information collected from different age groups, the gender responsiveness, the number of years one has worked, and the education levels one acquired. The organisational factors that impacts employee dedication at the workplace, the individual factors that influence employee dedication to their duties and roles assigned, and the impact of employee dedication to their work and how it impacts on overall organisational performance.

4.2 Response Rate

According to the targeted population, 92 respondents from the various sections of KAA were evenly distributed. Out of these 92, 90 filled and returned questionnaires giving a response rate was 98%. Mugenda and Mugenda (2003) advised that the response rate for useful statistical analysis and generalization should be at a minimum of 50%. This 98% response rate was only possible because the researcher engaged assistants. Findings are given on Figure 4.1:

![Figure 4.1: Response Rate](image)
### 4.3 General Information

#### 4.3.1 Respondents Age

The age distribution of the various employees from the various departments was found out. The findings are shown below in the graph.

![Age Distribution](image)

**Figure 4.2: Age Distribution**

From the findings, respondents below the age of 25 were only 1%, those aged between 35-44 were 19%, the majority were aged between 55-65 with 34%, and ages 45 and 54 had a relatively high percentage of 46%. These shows that majority of the employees at KAA were aged above 35 years hence were more experienced as they possessed several years of experience.

#### 4.2.2 Gender Distribution

Gender distributions were outlined below according to how they responded. Findings are given on Figure 4.3.
From the findings, 46% of the respondents were female with a slight majority, 54% being male. This means the organizations had somehow balanced both genders in their hiring.

### 4.2.3 Years of Service

The below graph shows the representation of the various respondents and the years they have served in the organization..Findings are presented on Figure 4.4
0-4 years working in the organization is represented by 2%, between 5-9 years it was also 2%, for 10-14 years it was 20%, 20 years for 32%, between 15-19 years had 44% and they turned out to be the majority. This means that majority of the respondents had worked for long enough to be conversant with the organization’s operations.

### 4.2.4 Highest Level of Education Attained

The level of education attained by different employees is shown in the graph below.

The findings are shown in the graph below as figure 4.5.

![Level of Education](image)

**Figure 4.5: Highest Level of Education**

From the findings, 2% of the respondents had a post graduate qualification, 8% had other qualifications, 10% had other graduate degrees, 17% had college diplomas, 19% had MBAs and the majority, 44% had undergraduate degrees. This means that all the respondents had attained a substantial level of educations so that they were able to understand the operations of the organization and also be able to give meaningful responses.
4.3 Organisational Factors That Influence Employee Commitment

4.3.1 Influence of Salary

The study sought to find out whether the salary earned by the employee had an influence on their level of organizational commitment. Findings are given on Table 4.1.

Table 4.1: Influence of Salary on Commitment

<table>
<thead>
<tr>
<th>Influence</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>53</td>
<td>58.9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>37</td>
<td>41.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 41.1% of the respondents strongly agreed that the salary received influenced their commitment at work while 58.9% agreed. These findings show that the salary received by employees has a strong influence on their level of engagement in the organization. It seemed all respondents agreed.

4.3.2 Influence of Company Success

This study sought to find out whether the success the organization has attained in the past has an influence on employee commitment. Findings are given on Table 4.2.

Table 4.2: Past Success of the Company

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>22</td>
</tr>
<tr>
<td>Neither Agree nor Disagree</td>
<td>25</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the responses, 24.4% of the respondents disagreed on whether the success the organization in the past had any influence on employee commitment. 27.8% were neutral, 33.3% agreed while 14.4% strongly agreed. These findings show that the respondents felt that past success of the company slightly influenced their level of commitment in their organization.
4.3.3 Influence of Training and Development

The study sought to find out whether the degree to which the organization carries out training and development for its employees has an impact on their commitment to the organization. Findings are given on Table 4.3.

Table 4.3: Influence of Training and Development

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>15</td>
<td>16.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>21</td>
<td>23.3</td>
</tr>
<tr>
<td>Neither Agree Nor Disagree</td>
<td>19</td>
<td>21.1</td>
</tr>
<tr>
<td>Agree</td>
<td>28</td>
<td>31.1</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>7</td>
<td>7.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 7.8% of the respondents strongly agreed that employees training and development has an impact on their commitment to the organization, 16.7% strongly disagreed, 21.1% neither agreed nor disagreed, 23.3% disagreed while the majority, 31.1% agreed. These findings show that training and development greatly influence employee commitment.

4.3.4 Influence of Leadership Style

The study seeks to find out whether the leadership and managing of the organization has an effect on the level of employee dedication to their work. The results are shown on Table 4.4.

Table 4.4: Leadership and Management Style

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>10</td>
<td>11.1</td>
</tr>
<tr>
<td>Neither Agree Nor Disagree</td>
<td>24</td>
<td>26.7</td>
</tr>
<tr>
<td>Agree</td>
<td>39</td>
<td>43.3</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>18.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 11.1% disagreed that the leadership and management style exhibited in the organization has an impact on the employee commitment, 18.9% strongly agreed, 26.7% neither agreed nor disagreed while the majority, 43.3% agreed.
4.3.5 Influence of Work Environment on Employee Commitment

The study seeks to find out if a conducive working environment has an influence on the way employees become dedicated to the different roles they are assigned to in the organization. The results are shown on Table 4.5.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td>Neither Agree Nor Disagree</td>
<td>21</td>
<td>23.3</td>
</tr>
<tr>
<td>Agree</td>
<td>33</td>
<td>36.7</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>35</td>
<td>38.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 1.1% of the respondents disagreed that the working environment in the organization has an influence on the commitment of the employees, 23.3% neither agreed nor disagreed, 36.7% agreed while the majority, 38.9% strongly agreed. In summary, 75.6% of the respondents agreed showing that the work environment greatly influenced employee commitment.

4.3.6 Influence of Team Cooperation on Employee Commitment

The study had an agenda to find out if employee team works in the organization has an influence on how employees are dedicated to working. The results of the findings are shown Table 4.6.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neither Agree Nor Disagree</td>
<td>16</td>
<td>17.8</td>
</tr>
<tr>
<td>Agree</td>
<td>25</td>
<td>27.8</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>49</td>
<td>54.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 17.8% of the respondents neither agreed nor disagree that the level of team cooperation exhibited in the organization had an influence on employee commitment, 27.8% agreed while the majority, 54.4% strongly agreed. In total, 81.2% of the respondents agreed that team cooperation influenced their level of commitment.
This shows that in general, team cooperation promotes employee commitment in an organization.

4.3.7 Influence of Organizational Structure

This study sought to discover whether the organizational structure has an influence on the level of commitment of the employees. The results of the findings are shown on Table 4.7.

Table 4.7: Influence of Organizational Structure

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>15</td>
<td>16.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>21</td>
<td>23.3</td>
</tr>
<tr>
<td>Neither Agree Nor Disagree</td>
<td>16</td>
<td>17.8</td>
</tr>
<tr>
<td>Agree</td>
<td>29</td>
<td>32.2</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 10% of the respondents strongly agreed that the organizational structure has an influence on the level of commitment of the employees, 16.7% strongly disagreed, 17.8% neither agreed nor disagreed, and 23.3% disagreed while 32.2% agreed. In summary, the organization structure has moderate influence on the employee commitment as the 42.2% of the respondents agreed against 40% who disagreed.

4.3.8 Influence of Job Redesigning

This study sought to find out whether redesigning of employees’ jobs had an impact on an employee’s level of commitment. Findings are shown on Table 4.8.

Table 4.8: Influence of Job Redesigning

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>11</td>
<td>1.1</td>
</tr>
<tr>
<td>Neither Agree Nor Disagree</td>
<td>39</td>
<td>43.3</td>
</tr>
<tr>
<td>Agree</td>
<td>29</td>
<td>32.2</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>11</td>
<td>12.2</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 1.1% of the respondents disagreed that redesigning of employees’ jobs had an impact on an employee’s level of commitment, 12.2% strongly agreed,
32.2% agreed while the majority, 43.3% neither agreed nor disagreed. In summary, job redesigning influences employee commitment and organizational performance as evidenced by 44.4% of the respondents who agreed against 1.1% who disagreed.

4.4 Influence of Individual Factors

4.4.1 Influence of Opportunity for Personal Development
This study sought to find out whether the opportunity for personal advancement of an employee has an impact on their commitment to the organization. The results of the findings are shown on Table 4.9.

Table 4.9: Influence of Opportunity for Personal Development

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neither Agree Nor Disagree</td>
<td>16</td>
<td>17.8</td>
</tr>
<tr>
<td>Agree</td>
<td>41</td>
<td>45.6</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>33</td>
<td>36.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 17.8% of the respondents were neutral on opportunity for personal advancement affecting their commitment to the organization, 36.7% strongly agreed while the majority, 45.6% agreed. These findings show that opportunity for personal development greatly influenced commitment and organizational performance as evidenced by 82.3% of the respondents who agreed on opportunity for personal advancement affecting their commitment to the organization.

4.4.3 Influence of Level of Job Satisfaction
This researcher was trying to find out if employees dedication and loyalty to their work is influenced by their level of satisfaction. The results of the study are shown on Table 4.10.

Table 4.10: Influence of Job Satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>9</td>
<td>10.0</td>
</tr>
<tr>
<td>Agree</td>
<td>43</td>
<td>47.8</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>36</td>
<td>40.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)
From the findings, the respondents that strongly agreed were 1.1% that employees become more dedicated to their jobs when they feel that they are fully satisfied in their work places, those that disagreed are 1.1%, those that neither agreed nor disagreed are 10%, strongly agreed were 40% while the majority agreed and they were, 47.8%. In a sum, the respondents that agreed employees dedication to their work is influenced by them feeling a sense of security hence good organizational performance was 87.8%.

4.4.4 Influence of Involvement in Decision Making

This study sought to find out whether the involvement of employees in the decision making process had any impact on their commitment. The results of the findings are shown on Table 4.11.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>16</td>
<td>17.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>29</td>
<td>32.2</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>19</td>
<td>21.1</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
<td>21.1</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>7</td>
<td>7.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 7.8% of the respondents strongly agreed that the involvement of employees in the decision making process had any impact on their commitment, 17.8% strongly disagreed, 21.1% neither agree nor disagreed, 21.1% agreed while the majority, 32.2% disagreed. These findings show that involvement in decision making did not influence employee commitment in the organization as 50% of the respondents disagreed.

4.4.5 Influence of Job Stress on Employee Commitment

The study had the intention of knowing whether stress levels employees go through when they are carrying out their normal duties at work has an influence on their level of commitment towards the work. The results of the findings are on Table 4.12.
Table 4.12: Influence of Job Stress

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neither agree nor disagree</td>
<td>8</td>
</tr>
<tr>
<td>Agree</td>
<td>35</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>47</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 8.9% of the respondents neither agreed nor disagreed that the level of stress an employee obtains while performing their job has an influence on their commitment, 38.9% agreed while the majority, 52.2% strongly agreed. These findings show that the level of stress experienced by an employee influences their level of commitment as evidenced by 81.1% of the respondents who agreed.

4.4.6 Influence of Personal Needs Alignment to Company Objectives

This study sought to find out whether the degree to which the employees’ personal needs are aligned with the company objectives has an influence on his or her commitment to the Organisation. Findings are given on Table 4.13.

Table 4.13: Influence of Personal Needs

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>4</td>
</tr>
<tr>
<td>Disagree</td>
<td>6</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>16</td>
</tr>
<tr>
<td>Agree</td>
<td>29</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 4.4% of the respondents strongly disagreed that the degree to which the employees’ personal needs are aligned with the company objectives has an influence on his or her commitment to the organisation, 6.7% disagreed, 17.8% neither agreed nor disagreed, 32.2% agreed while the majority, 38.9% strongly agreed. In summary, 71.1% of the respondents agreed that personal needs influence employee commitment in the organization and their performance.
4.4.7 Influence of Relationship with Other Employees

The study sought to find out whether the kind of relationship an employee has with the other employees has an influence on their commitment. The results of the findings are given on Table 4.14

Table 4.14: Relationship with Fellow Employees

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>13</td>
<td>14.4</td>
</tr>
<tr>
<td>Disagree</td>
<td>19</td>
<td>21.1</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>16</td>
<td>17.8</td>
</tr>
<tr>
<td>Agree</td>
<td>33</td>
<td>36.7</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 10% of the respondents strongly agreed that the kind of relationship an employee has with the other employees has an influence on their commitment, 14.4% strongly disagreed, 17.8% neither agreed nor disagreed, 21.1% disagreed while the majority, 36.7% agreed. In summary, 46.7% of the respondents agreed against 35.5% who disagreed. This shows that relationship with fellow employees was important though not key in employee commitment in an organization.

4.4.8 Influence of Feedback on Performance

The study sought to find out if employees getting feedback about their performance at the work place has an influence on their dedication towards the work. The results of the findings are shown on Table 4.15.

Table 4.15: Attaining Constant Feedback on Performance

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>14</td>
<td>15.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>21</td>
<td>23.3</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>18</td>
<td>20.0</td>
</tr>
<tr>
<td>Agree</td>
<td>24</td>
<td>26.7</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>12</td>
<td>13.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)
From the findings, 13.3% of the respondents strongly agreed that an employee’s attainment of constant feedback regarding their individual performance has an influence on their commitment, 15.6% strongly disagreed, 20% neither agreed nor disagreed, 23.3% disagreed while the majority, 26.7% agreed. In summary, the respondents indicated that constant feedback was moderately important in employee commitment.

4.4.9 Influence of Level of Trust with Co-workers

This study sought to find out whether the level of trust that exists between an employee and his or her co-workers has an impact on their commitment. Findings are given on Table 4.16.

Table 4.16: Influence of Level of Trust

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>16</td>
<td>17.8</td>
</tr>
<tr>
<td>Disagree</td>
<td>34</td>
<td>37.8</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>16</td>
<td>17.8</td>
</tr>
<tr>
<td>Agree</td>
<td>17</td>
<td>18.9</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>7</td>
<td>7.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 7.8% of the respondents strongly agreed that the level of trust that exists between an employee and his or her co-workers has an impact on their commitment, 17.8% strongly disagreed, 17.8% neither agreed nor disagreed, 8.9% agreed while the majority, 37.8% disagreed. In summary, the respondents disagreed that the level of trust that exists between an employee and his or her co-workers has an impact on their commitment because 45.6% of the respondents disagreed compared to 26.7% who agreed.

4.4.10 Influence of Alignment of Values with Those of Other Employees

The study sought to find out whether the degree to which an employee’s values are in line with those of other employees has an influence on their level of commitment. Findings are given on Table 4.17.
From the findings, 12.2% of the respondents strongly agreed that the degree to which an employee’s values are in line with those of other employees has an influence on their level of commitment, 23.3% disagreed, 30% neither agreed nor disagreed while the majority, 34.4% agreed. In summary, the respondents agreed that the degree to which an employee’s values are in line with those of other employees has an influence on their level of commitment as 46.6% of the respondents agreed compared to 23.2% who disagreed.

4.5 Impact of Employee Commitment on Organisational Performance

4.5.1 Impact of Turnover Level

The study sought to find out whether employee commitment has influence on the level of employee turnover in the organization. Findings are given on Table 4.18.

| Source: Author (2015) |

From the findings, 2.2% of the respondents disagreed that employee commitment has influence on the level of employee turnover in the organization. 2 2.2% neither agreed nor disagreed, 30% agreed while the majority, 64.4% strongly agreed. In summary, 94.4% of the respondents. These findings show that the respondents agreed that employee commitment influences the level of employee turnover in the organization as supported by 94.4% of the respondents.
4.5.2 Quality of Work Produced
The study sought to find out whether the quality of work produced is impacted by an employee’s level of commitment. Findings are given on Table 4.19.

Table 4.19: Quality and Quantity of Work Produced

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagreed</td>
<td>2</td>
<td>2.2</td>
</tr>
<tr>
<td>Neither Agree Nor Disagree</td>
<td>5</td>
<td>5.6</td>
</tr>
<tr>
<td>Agree</td>
<td>32</td>
<td>35.6</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>51</td>
<td>56.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 2.2% of the respondents disagreed that the work quality relies heavily on an employees dedication, neither agreed nor disagreed were 5.6%, agreed while the majority of 35.6% , strongly agreed were 56.7%. In summary, majority of the respondents 92.3% agreed that the quality of work produced is impacted by an employee’s level of commitment.

4.5.3 Level of Absenteeism
This study seeks to know if employees being dedicated to their work influences their level of missing to attend work daily. Results of findings are on Table 4.21.

Table 4.20: Level of Absenteeism

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagreed</td>
<td>2</td>
<td>2.2</td>
</tr>
<tr>
<td>Neither Agree Nor Disagree</td>
<td>5</td>
<td>5.6</td>
</tr>
<tr>
<td>Agree</td>
<td>32</td>
<td>35.6</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>51</td>
<td>56.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 2.2% of the respondents disagreed that employee dedication in the organization has an impact on employees missing work, neither agreed nor disagreed were 5.6%, agreed while the majority of 35.6%, strongly agreed with 56.7%. In summary, 92.3% of the respondents agreed that the level of employee commitment in the organization has an impact on the level of absenteeism.
4.5.4 Safety Practices

This study seeks to find out whether employees being dedicated to their work has an impact on the level of safety practices they are entitled to at their places of work. The results of the findings are shown on Table 4.21.

Table 4.21: Safety Practices

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neither agree nor disagree</td>
<td>8</td>
<td>8.9</td>
</tr>
<tr>
<td>Agree</td>
<td>35</td>
<td>38.9</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>47</td>
<td>52.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 8.9% of the respondents neither agreed nor disagreed that employee commitment has an impact on the level to which safety practices are observed by employees in the organization, 38.9% agreed while the majority, 52.2% strongly agreed. In summary, 91.1% of the respondents agreed that employee commitment has an impact on the level to which safety practices are observed by employees in the organization.

4.5.5 Level of Stress at the Workplace

The study sought to find out whether employee commitment has an impact on the degree to which employees feel stressed at their job. Findings are given on Table 4.22.

Table 4.22: Degree to which employees feel stressed at their job

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>7.6</td>
</tr>
<tr>
<td>Neither Agree Nor Disagree</td>
<td>33</td>
<td>35.9</td>
</tr>
<tr>
<td>Agree</td>
<td>22</td>
<td>23.9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>27</td>
<td>29.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2015)

From the findings, 1.1% of the respondents strongly disagreed that employee commitment has an impact on the degree to which employees feel stressed at their job, 7.6% disagreed, agreed, 23.9% strongly agreed while the majority, 35.9% neither agree nor disagreed. In summary, the findings show that employee commitment has
an impact on the degree to which employees feel stressed at their job as supported by 52.2% of the respondents.

4.6 Chapter Summary
This has focussed on general information, the organisational and individual factors influencing employee commitment as well as the effect of employee commitment on organisational performance.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter five explains the results and findings of chapter four in relation to the objectives meant to be achieved and the literature review, the conclusions of the study and what would be the best recommendations to be given.

5.2 Summary

The purpose for conducting the research was to establish the factors influencing employee commitment in Kenyan companies. The research questions that guided the study included: What are the organizational factors that influence employee dedication in KAA? What are the individual factors that influence employee dedication in KAA? What effect does employee commitment have on the overall performance at KAA?

KAA being the case study here, a descriptive research design was applied. The study population comprised all KAA employees. 168 employees were used from the various departments as the target population. 92 respondents were selected using the criteria of stratified random sampling. However, in collecting data a structured questioner was used and the Statistical Package for Social Scientist (SPSS) version 21 was used. The results were presented in tables and charts which included pie charts, and bar graphs.

The findings obtained from the study show that organizational factors have a strong influence on employee commitment. These factors include; salary, past success of the company, training and development, leadership and management style, working environment, team cooperation, organisational structure, job redesigning. The findings also indicated that individual factors strongly influence employee commitment highly. These factors include; opportunity for personal advancement, demographic factors, employee job satisfaction, involvement in decision making, level of stress generated from the job, personal needs alignment to company objectives, relationship with fellow employees, attainment of job feedback, trust
between employee and co-workers, degree to which employee personal values are in line with those of other employees.

5.3 Discussions

5.3.1 Impact of Organizational Factors on Employee Commitment

The findings show that all the respondents agree that their salary influences their commitment. The findings agree with Bhavn and Swati (2012) who argued that employees who receive a good pay are likely to be dedicated to the company simply because they would not afford to lose the big salaries.

From the findings, 47.7% of respondents agreed that the past success of the organization had influenced their level of commitment. This agreed with Hausknecht et al (2012) who posited that a company’s performance can influence an employee's level of commitment. An organization that is not very profitable or is performing below the board’s expectations can have a negative impact on employees’ morale. Employees will begin looking for jobs in other organizations because they feel that the company may not survive the competition in the market.

From the findings, 38.9% of the respondents agreed that their commitment is influenced by the level of training and development conducted by organization. The findings are in agreement with Abdulla and Djebayni (2011) who argued that training provides an opportunity for the employees to develop them as well as enhancing their knowledge and skills for effective development.

From the findings, 62.2% of the respondents agreed that the leadership and management style exercised in the organization had an influence on employee commitment. The findings agree with Iqbal (2010) who posited that having a committed leadership and that is willing to make the right changes and able to drive fear out of the company is very important for the company’s success and is an enhancement to employee commitment. Results on organizational factors showed that 75.6% of the respondents agreeing that work environment had an effect on their commitment. The findings are in agreement with Janet (2008) who argued that the working environment seriously impacts on organisational commitment.
From the findings 82.2% of the respondents agreed that team cooperation had an effect on their commitment to the company. The findings agree with Yahui and Hung (2010) who argued that effective team work in organizations are a necessity as they ensure a good working environment is created.

It was found that a majority, 42.2% of the respondents agreed that the structure of the organization had an effect on their commitment. The findings are in agreement with a Padmakumar and Gantasal (2011) who argued that organisational structure plays a very crucial role in employee job and organizational commitment and that bureaucratic obstacles have a negative impact on employee commitment.

From the findings, 44.4% of the respondents agreed that job redesigning had an influence on their commitment. The findings are in agreement with Ans et al (2006) who posited that employees often assume that the new environment as more threatening rather than one filled with opportunities. Radical changes have a bad impact on the employees who are not willing to adapt to the new roles and duties assigned to them, hence they are likely to express poor dedication of work in their organizations.

5.3.2 Individual Factors and their Influence on Employee Commitment

From the findings individual factors influencing employee commitment, the majority, 82.3% of respondents agreed that opportunities for their personal advancement had an influence on their commitment. This agrees with Agarwal and Swati (2012) who argued that the employee as an individual is more committed to an organization if he/she believes that there are opportunities for growth and personal advancement.

From the findings, the majority of respondents, 87.8% agreed that satisfaction in their job had influenced their commitment to the company. The findings agree with Waleed (2011) who argued that job satisfaction is one of the very most regularly measured organizational variables and is frequently referred to as an employee’s global attitudinal or affective response to their job.

The findings on individual factors also indicate that the majority, 50% of respondents disagreed that the degree to which they are involved in the decision making process of the organisation has an influence on their commitment. This disagrees with a study carried out by Uygur and Kilic (2009) involving employees working in the central
Organization of the Ministry which showed that there is a positive correlation between organizational commitment and job involvement.

The findings on individual factors that influence employee commitment indicate that the majority, 91.1% agreed that the degree of stress generated from carrying out their job has an influence on their job satisfaction. This is in agreement with Prateek et al (2011) who states that stress can be caused by abrupt changes in an organization that leads to poor motivation, lack of the zeal to work and lack of being dedicated to the duties assigned to.

The findings obtained show that the majority of the respondents, 71.1% agreed that the degree to which their personal needs are aligned with the objectives of the organisation has an influence on their commitment. This is in line with the argument put forward by Stephen et al (2009) that abrupt changes in the organization leads to poor dedication of employees to their work, low morale and motivation in the organisation.

The findings obtained from the study show that the majority of the respondents, 46.7% agreed that the relationship they have with other employees has an influence on their commitment. This is in agreement with Stephen et al (2009) who argue that “the employee relationship with others can either affect organisational commitment positively or negatively”.

The findings show that the majority of respondents, 40% agreed that the degree to which they receive feedback regarding their personal performance has an influence on their commitment. This is in line with Hunjira et al (2010) who state that The amount of feedback and recognition received by a person in the organisation influences whether that person has high or low organisational commitment.

The findings on individual factors show that the majority of the respondents, 45.6% disagreed that the level of trust that exists between them and their co-workers has an impact on their level of commitment. This is in disagreement with Steven (2007) that trust between an employee and an employer is crucial for effectiveness of the organization. It was discovered that trust has a significant association with effectiveness and commitment.
The findings obtained from individual factors show that 53.3% of the disagreed that the degree to which their personal values are aligned with those of other employees has an influence on their commitment. This is in line with an observation made by Deepak and Ian (2008) that studies have found value alignment to be significantly positively correlated with employee performance, commitment and employee turnover.

5.3.3 Impact of Employee Commitment on Organizational Performance

94.4% agreed that employees being dedicated to their roles in the workplace have a great impact on level of turnover in the organization according to the findings. This finding is supported by an observation made by Tumwesigye (2010) that having unskilled employees, longer than usual training times and poor working schedules are some frustrations employers get that in turn leads to high levels of turnover which eventually leads to poor dedication of work.

The findings on the impact of employee commitment on organisational performance also indicate that the majority of the respondents, 92.3% agreed that the quality and quantity of work they produce is impacted by their level of commitment. This finding is in line with a statement made by Akintayo, (2010) that there is no clear definition that productivity comes from employees being dedicated to the duties and responsibilities given to them at their work place. However, in the end productivity is bred by the most committed workers in the organization.

The findings show the majority of the respondents, 92.3% of the agreed that the level of absenteeism exhibited by the employees in the organisation is to an extent as a result of their level of commitment to the organisation. This is in accordance with an argument by Hunjra et al (2010) that research has revealed that those employees who are fully dedicated to their work miss work less oftenly as compared to those who are poorly dedicated to their work.

The findings show the majority of the respondents, 91.1% agreed that the level of employee commitment has an impact on the degree to which employee safety practices are observed in the organisation. This statement by Rehman et al (2010) states that poor safety practices lead to poor commitment because there’s a poor concentration. When employees are less committed they are more liable to accidents.
since they lack concentration. The findings on the impact of employee commitment on organisational performance show the majority of the respondents, 52.6% agreed that their level of commitment has an impact on the extent to which they feel their job is stressful. This finding is in line with Ozer and Gunluk (2010) who suggest that an employee trapped in a de-motivating job that does not capture their commitment may withdraw by such means as high absenteeism and tardiness; or the employee may totally quit.

5.4 Conclusions

5.4.1 Organizational Factors that Influence Employee Commitment
The first research question aimed at establishing whether organizational factors had any effect on employee performance. It was found that organizational factors had a very great influence on the level of employees’ committed in the organization. The elements include; salary given by employer, past success of the company, training and development, leadership and management style, working environment, team cooperation, organisational structure and job redesigning

5.4.2 Individual Factors that Influence Employee Commitment
The level of employee commitment would be influenced by individual factors according to the second research question. Individual factors play a critical role in influencing the level of employee commitment is a conclusion that was made. Employee commitment is influenced by the following specific individual factors; opportunity for personal advancement, demographic factors, employee job satisfaction, involvement in decision making, level of stress generated from the job, personal needs alignment to company objectives, relationship with fellow employees, attainment of job feedback, trust between employee and co-workers, degree to which employee personal values are in line with those of other employees.

5.4.3 Impact of Employee Commitment on Organizational Performance
The study showed that most respondents agreed that employee commitment has a great influence on the performance of the organization. Employee dedication on their work effects on the organizations performance include; turnover, quality and quantity of work produced, absenteeism, degree to which safety practices are observed, degree to which employees feel stressed by their job.
5.5 Recommendations

5.5.1. Recommendations for the Study

5.5.1.1 Organizational Factors that Influence Employee Commitment
This study showed most respondents said that the organizational factors have a great influence on their level of commitment to the organization. Precisely, some factors had a higher order ranking than others. This study recommends that managers prioritize and concentrate more on the factors that will increase the employees’ commitment. The factors that need most emphasis include; salary, training and development, improving organizational structure and building team work.

5.5.1.2. Individual Factors that Influence Employee Commitment
Employees, it has been demonstrated, believe that individual factors have a great influence on their level of commitment to their jobs and to the organization. It was noticed that individual factors didn’t have the same level of ranking so managers are urged to concentrate more on those individual factors as employees believe they help enhance their level of commitment. These factors include; job satisfaction, demographic factors, employee involvement and feedback. Therefore, managers should put into consideration such factors.

5.5.1.3 Impact of Employee Commitment on Organizational Performance
From the study, employee dedication towards their work has an impact on the level of performance displayed by the company. Most employees believe that management finds ways to enhance employee commitment then the organization will improve its performance. It was however found that employee commitment influences some parts of organizational performance more than it does others. Areas of organizational performance believed by respondents to have had most impact include; turnover, quality and quantity of work produced and absenteeism. The study therefore recommends that organizational management ought to ensure they enhance employee committed through the various factors already discussed in the study.

5.5.2 Recommendations for Further Research
We can state with very much confidence that employee commitment is a very important subject in all industries and if properly handled can even cause a turning
point for a company. This study was carried out at Kenya Airport Authority which is in the service industry. However, the researcher recommends that further research be carried out regarding factors influencing employee commitment but with a focus on the production industry. There’s a difference between factors influencing employee commitment in the service industry and those in the production industry. This would therefore help in improving organizational performance.
REFERENCES


Högskola School of Sustainable Development of Society and Technology.


APPENDIX A: QUESTIONNAIRE

Rosemary Wambui Kamau

Student ID #

Chandaria School of Business

United States International University

Dear Respondent,

RE: SELF ADMINISTERED SURVEY

This structured questionnaire is for collecting data on factors that influence employee commitment in Kenyan organisations and its impact on organisational performance (A case study of KAA). You are kindly requested to provide the required data in the questionnaire. The process will take you only about 7 minutes to complete. The information that you provide will remain confidential and is sought exclusively for the completion of an MBA research project.

Thank you very much for taking the time to complete this survey. Your input into this questionnaire will go a long way in enhancing human resource decision making and ultimately help Kenyan organisations to not only gain competitiveness internationally but also optimize their performance potential (growth and profitability prospects). If you would like to attain a copy of this report, please indicate so by writing your email address on the back of the questionnaire.

Yours Sincerely

Rosemary Wambui Kamau
SECTION I: GENERAL INFORMATION

The following four questions are concerned with demographic data of the respondents. Please, indicate your selection by checking the box which describes your demographic characteristics.

1. Age group (Please tick one)

<table>
<thead>
<tr>
<th>Below 25</th>
<th>25-34</th>
<th>35-44</th>
<th>45-54</th>
<th>55-64</th>
<th>Above 65</th>
</tr>
</thead>
</table>

2. Please indicate your gender?

Male | Female

3. How long have you worked for this organization?

<table>
<thead>
<tr>
<th>0 – 4 Years</th>
<th>5 – 9 Years</th>
<th>10-14 Years</th>
<th>15- 19 years</th>
<th>Over 20 years</th>
</tr>
</thead>
</table>

4. Please indicate your highest education level?

**LEVEL OF EDUCATION**

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>Graduate (MBA degree)</th>
<th>Graduate (Other degree)</th>
<th>Post Graduate</th>
<th>Professional Qualifications</th>
</tr>
</thead>
</table>
WITH RESPECT TO SECTION II, III AND IV, PLEASE INDICATE THE LEVEL OF AGREEMENT WITH EACH STATEMENT:

<table>
<thead>
<tr>
<th>LEVELS OF AGREEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRONGLY DISAGREE</td>
</tr>
<tr>
<td>(1)</td>
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</tbody>
</table>

SECTION II: ORGANISATIONAL FACTORS THAT INFLUENCE EMPLOYEE COMMITMENT

Organisational factors that influence employee commitment are those that are entirely determined by the organisation and the employee as an individual has very little or totally no control over.

<table>
<thead>
<tr>
<th>LEVELS OF AGREEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The salary I am given by my employee has an impact on my level of commitment.</td>
</tr>
<tr>
<td>b. The degree to which the company has been successful in the industry influences my commitment.</td>
</tr>
<tr>
<td>c. I tend to be more committed to the organisation when the organization periodically carries out some level of training and development</td>
</tr>
<tr>
<td>d. My commitment level to the organisation is influenced by the leadership and management style.</td>
</tr>
<tr>
<td>e. My working Environment has an influence on how much I am committed to the organisation.</td>
</tr>
<tr>
<td>f. The level of team cooperation exhibited within the organisation is a contributor to my commitment.</td>
</tr>
<tr>
<td>g. My commitment to this organisation can to some extent be attributed to the organisational structure.</td>
</tr>
<tr>
<td>h. Redesigning of my job by the organisation in any particular has had or would if done have an impact on my commitment</td>
</tr>
</tbody>
</table>
SECTION III: INDIVIDUAL FACTORS THAT INFLUENCE EMPLOYEE COMMITMENT

Individual factors that influence an employee’s commitment can be said to be those factors that are unique to each employee as a person that influence his or her commitment.

The following best describe the major individual factors that influence employee job commitment in your organisation:

<table>
<thead>
<tr>
<th>LEVELS OF AGREEMENT</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a.</strong></td>
<td>I am more committed to the organisation when I feel there is opportunity for my personal advancement.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>c.</strong></td>
<td>The degree to which I generally feel satisfied with my job has an impact on my commitment level.</td>
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<td></td>
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<tr>
<td><strong>d.</strong></td>
<td>My commitment level rises when I feel involved in decision making.</td>
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<tr>
<td><strong>e.</strong></td>
<td>My level of stress generated from performing my job has an influence on my commitment.</td>
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<td></td>
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<tr>
<td><strong>f.</strong></td>
<td>I am more committed to the organisation when I feel my personal needs are aligned with the companies’ objectives.</td>
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<tr>
<td><strong>g.</strong></td>
<td>The kind of relationship that I possess with my fellow employees greatly impacts on my commitment.</td>
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<tr>
<td><strong>h.</strong></td>
<td>Attaining constant job feedback on my level of performance influences how much I am committed to my job.</td>
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<tr>
<td><strong>i.</strong></td>
<td>The degree to which trust exists between me and my co-workers influences my commitment.</td>
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<td></td>
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<tr>
<td><strong>j.</strong></td>
<td>If my personal values are in line with those of other employees, my commitment level rises.</td>
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</tbody>
</table>
SECTION IV: THE IMPACT OF EMPLOYEE COMMITMENT ON ORGANISATIONAL PERFORMANCE

1. The following best describe the impact of employee commitment on the performance of your organisation

<table>
<thead>
<tr>
<th>LEVELS OF AGREEMENT</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The level of turnover in the organisation can be attributed to the level of commitment of the employees.</td>
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<tr>
<td>b. The quality and quantity of work I produced to an extent depends on my commitment.</td>
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<tr>
<td>c. Absenteeism levels exhibited within the organisation is highly attributed to the extent to which employees are committed to their job.</td>
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<tr>
<td>d. The degree to which safety practices are observed by the employees in my organisation can be attributed to their degree of commitment to the organisation.</td>
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<tr>
<td>e. The degree to which employees feel stressed by their job is as to some extent a result of their commitment to the job and organisation as a whole.</td>
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<td></td>
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</table>

Thank you very much for taking the time to complete this survey