Factors Affecting Employees' Commitment to an Organization: A Case Study of Jodan College of Technology (JCT), Thika

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Abstract- The objective of this study was to find out the factors influencing the employees' commitment to the organization. Commitment is the feeling of loyalty and oneness that an employee feels towards the organization. This is normally based on personal experiences with regard to the organizations policies and procedures, the receipt of rewards and the interaction the employees have with the agents of the organization. It therefore focused on identifying the factors influencing employees' commitment in Jodan College of Technology- Thika. The researcher was to identify the factors influencing commitment of employees at different levels that include: the teaching staff, the non-teaching staff and the management. This study targeted 45 employees and a census was conducted on the population and structured questionnaires were used to collect data. The data collected was analyzed and presented, where findings and recommendations were made. The study found out that work environment greatly influenced the employees' commitment to the organization. There was a strong relationship between work environment and employees commitment. Motivation influenced how employees performed their duties. Frequency of motivation methods had no relationship with employee's commitment. There was a strong relationship however, between the type of motivation method used and employees' commitment. Training and development was indicated to affect employee's commitment. Correlation analysis shows that there was no relationship between training and development and employees commitment. The study concluded that work environment is a key motivator to employee commitment; good working environment enables employees to work harder and achieve organization goals. Motivation is a factor in employee commitment. Induction/orientation is an important part of welcoming new employees to the organization and it needs to be properly handled. The study recommended that the organizations management should equip employees with the right tools and equipment for the job. All employees should have binding contracts which should define what the organization expects from employees and also, the organization should come up with an effective induction/orientation program for employees joining the organization.

Index Terms- Employees' Commitment, Working Environment, Motivation, Training

I. INTRODUCTION

1.1 Background

Human resource or labour is seen to be the important resource since it drives all the other factors which include; capital, equipments, information and financial resources. This encompasses intangible assets which includes culture, skill, competence, and social interaction between people, teams and even business units (Armstrong, 2009). If handled well human resource can provide a competitive advantage, but when mishandled, they lead to corporate stress (Armstrong, 2005). The way organizations handles human resources determines how the organization will be. In the current world of globalization, organizations should perform for them to survive and remain effective. The good performance and effectiveness is not achieved without the assistance and hard work of the human resources (Ainsworth & Smith, 1993).

In Money and Career (2011) article, for an organization to perform well and meet its goals, there is needs to satisfy the needs of the employees. It states that employment in the private sector is dangerous because the employers do not pay very well, they do not treat their employees' right and there is no job security. JCT and all the other privately owned institutions should rise above this poor image. Colleges are vested by the society with the task of imparting values and socializing students to contribute to social progress and advancement of knowledge.

To make this possible, a hard working workforce is very important. If the employees feel supported by the organization, feelings of loyalty and commitment are developed, which makes them work hard towards achievement of the organizations goals (Eisenberger, 1986). Workers performance is limited only by the management's ability to use the human resources effectively. This therefore this implies that the managers' role within the organization cannot be manipulated by the employees' but rather to create an atmosphere in which workers can use their commitment and loyalty to satisfy their personal needs as well as those of the organization (Armstrong, 2005).

An organization that is supportive is committed to its workers. This makes employees feel safe in organizational contexts perceived to be trustworthy, secure, predictable and clear in terms of behavioral consequences. Therefore employees with trusting interpersonal relationships are supportive organizational environments are able to take risks, expose their real selves and try and perhaps fail, without fearing the

consequences. Supportive management and interpersonal relationships foster feelings of psychological safety that increases willingness of employees to engage fully in their work roles (Eisenberger, 1986).

There need for employees need support at work if they are expected to deliver the performance and the citizenship that result from engagement. Support may be financial or non-financial. Counseling for example can be used by a firm to show people that it cares for individuals. When employees believe that they work for an organization that does not value their contributions, or care about their well being, they will not feel safe enough to fully engage in their work (Ëisenberger & Huntington, 2001).

5.2 Summary of the Major Findings
5.2.1 Working Environment and Employee Commitment

The working tools and equipments were rated to be poor by majority of the respondents. There was poor relationship between employees and the supervisor as expressed by majority of the respondents. Majority of respondents indicated lack of good relationship between employees and the supervisor and among the peers. The communication channels employed were indicated to be poor by majority of respondents. The working space was indicated by majority of respondents to be inadequate. Facilities were indicated by majority of respondents to be poorly maintained which compromised the health and safety of employees and exposed employees to disasters. There were no clear methods of work in the organization. There was strong relationship between work environment and employees commitment.

5.2.2 Motivation and Employee Commitment

Majority of respondents indicated to have written contract with the organization. Majority of the respondents were aware what was expected of them while working in the organization. Most respondents indicated that the remuneration system was not fair. Majority of respondents indicated that involvement and participation was never used in the organization. Most respondents indicated that consultation on planned changes was rarely used in the organization. Autonomy on their work was indicated by majority of respondents never to be used. Majority of respondents indicated that disclosure of important information about the company was never used. Majority of respondents indicated that negotiation and participation in union activities was never used. Majority of respondents indicated that work was not interesting and had no varied responsibilities. On rating of the motivation methods employed. On share options, majority of respondents indicated poor, on consultation; majority of the respondents indicated poor, on job enrichment, majority of respondents indicated average, on delegation, majority of the respondents indicated average, on collective bargaining, majority of the respondents indicated poor, on work councils, majority of respondents indicated average, on employees directors, majority of respondents indicated average which shows that the rating methods employed were ineffective. Frequency of motivation methods had no relationship with employee's commitment. There was a strong relationship between the rate of motivation methods and employees commitment.

5.2.3 Training and Development and Employee Commitment

Majority of employees indicated that induction/orientation was not conducted to all employees. Most respondents indicated that training was not regularly conducted in the organization which affected employee's performance. Majority of respondents indicated that employees were not well trained. Majority of respondents indicated that the training conducted had benefits to some of the respondents. Majority of respondents indicated that employees benefited from training. Majority of respondents indicated that the organization did not pay any attention to training needs of the employees. Correlation analysis shows that there was no relationship between training and development and employees commitment.

5.3 Conclusions
5.3.1 Working Environment and Employee Commitment

The study concluded that respondents involved in the organizations held positions in the organization. There was gender disparity in the organization since there more men than women working there. A large number of respondents working in the organizations were young people who answered questions on the factors that influence employees' commitment in tertiary colleges in Kenya. Majority of respondents involved in the study were educated and have the required knowledge on the factors that influence employees' commitment in tertiary colleges in Kenya. Majority of respondents were have been working in the organization and earning salaries. Majority of respondents were respondents had worked in the organization for some time and had the required knowledge on the factors that influence employees' commitment in tertiary colleges in Kenya.

Work Environment is a key motivator to employee's commitment, good working environment enables employees to work harder and achieve organization goals from the findings work environment was not enabling for employees commitment. Providing employees with proper tools and equipments reduce injuries and improve efficiency. Clear communication channels improves relationship between employees and supervisors, improves teamwork. Well maintained facilities reduce cases of sicknesses and improve health and safety of employees. Clear lines of work encourage employees to work harder to meet the set targets. Proper disaster preparedness improves the organization capacity to deal with emergencies and overall impacts on commitment.

5.3.2 Motivation and Employee Commitment

Contractual agreements are evidence of employee's commitment to the organization course. Remuneration is a key employee motivator, the findings shows that employees were not properly remunerated which led to increased turnover and low levels of commitment. Employee's involvement, consultations and participation were rarely used methods to motivate employees. From the findings, autonomy, disclosure of important information concerning the organization, negotiations and participation in union activities were not allowed.

5.3.3 Training and Development and Employee Commitment

Induction/orientation is an important part of welcoming new employees to the organization. It needs to be properly handled.

From the findings induction/orientation was not conducted to all employees. Training and development equips employees with the required skills to deal with challenges that come with the job, from the findings training was not regularly conducted in the organization which negatively affected employee's performance. Training need analysis is key to identifying areas that employees require improvement. Training contributes to employee's commitment if conducted on regular basis. Training is effective when it's conducted to all employees in the organization.

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APPENDIX I: QUESTIONNAIRE

Introduction

This instrument is aimed at gathering information from the employees of Jodan College of Technology on the factors influencing

employee commitment. The information gathered will be treated with utmost confidentiality.

SECTION A: GENERAL CHARACTERISTICS OF THE RESPONDENTS

(Please tick where appropriate)

1.   Employment category

a)   Management   ☐

b)   Teaching staff   ☐

c)   Non-teaching staff ☐

2.   Gender   ☐

a)   Male   ☐

b)   Female   ☐

3.   Age

a)   21 – 25 yrs   ☐

b)   26 – 30 yrs   ☐

c)   31 – 35 yrs   ☐

d)   36 – 40 yrs   ☐

e)   41 – 45 yrs   ☐

4.   Education level

a)   Primary   ☐

b)   Secondary   ☐

c)   Certificate   ☐

d)   Diploma   ☐

e)   Higher diploma   ☐

f)   Degree   ☐

5.   Terms of service

a)   Permanent   ☐

b)   Contract   ☐

c)   Part-time   ☐

d)   Casual   ☐

e)   Probation   ☐

6.   Period of service

      ☐

a)   0 – 2 yrs

b)   3 – 5 yrs   ☐

c)   6 – 10 yrs   ☐

SECTION B: EMPLOYEES' COMMITMENT

Please state the extent to which you agree or disagree with the following statements regarding employee commitment**. (1 Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree and 5 Strongly Agree)**

	1	2	3	4	5
I desire to remain a member of the organization					
I understand the goals of the organization					
My commitment to the organization has led to high productivity					
I am satisfied with my work					
I feel valued in the organization					

SECTION C: WORKING ENVIRONMENT

1. Kindly indicate how you rate the following elements of the working environment in the organization;

   NB: 1 GOOD   2 AVERAGE   3 POOR   4 VERY POOR

	ELEMENT	1	2	3	4
1	State of working tools and equipment				
2	Relationship with supervisor				
3	Relationship with peers				
4	Communication channels				
5	Working space				
6	Safety				
7	Maintenance of facilities i.e. toilets, offices e.t.c.				
8	Welfare services				
9	Methods of work				
10	Preparedness to handle disasters				

2. Suggest what you think the college management should do to improve the working conditions_____

_____

_____

SECTION D: MOTIVATION

1. Do you have a written contract indicating the terms and conditions of employment?

a)   Yes   ☐   b) No   ☐

2. Are you aware of the organizations expectations towards you?

a)   Yes   ☐   b) No   ☐

3. Do you think the remuneration system used in the organization is fair?

a)   Yes   ☐   b) No   ☐

4. Kindly indicate on the frequency of use of the following motivation methods;

NB: 1 ALWAYS   2 OFTEN   3 RARELY   4 NEVER

	METHOD	1	2	3	4
1	Involvement and Participation				
2	Consultation on planned changes				
3	Autonomy				
4	Disclosure of important information about the company				
5	Negotiation and participation in union activities				

5. Do you feel that your work is interesting and has varied responsibilities?

a)   Yes   ☐   b) Maybe   ☐   c) Not sure   ☐   d) no   ☐

6. Kindly indicate how you rate the following motivation methods as used in the organization;

NB: 1 Excellent   2 Very Good   3 Good   4 Average   5 Poor

	METHODS	1	2	3	4	5
1	Share Options					
2	Consultation					

3	Job Enrichment					
4	Delegation					
5	Collective Bargaining					
6	Work Councils					
7	Employee Directors					

SECTION E: TRAINING AND DEVELOPMENT

1.   Did you undergo induction/orientation training on joining JCT?

a)   Yes ☐   b) No ☐   c) Not Sure   d) Not Know   ☐

2.   How many times have you undergone training since you joined JCT?

a)   Nil ☐   ☐   b) 1-2 times ☐   c) 3-4 times   d) Over 5 times ☐

3.   State the period that has elapsed since your last training after joining JCT?

a)   Have not been trained ☐   c) 3-4 years ☐

b)   1-2 years ☐   d) Over 5 years ☐

4.   Comment on the relevance of the training to your job description.

a)   Very Relevant ☐   c) Irrelevant ☐

b)   Relevant ☐   d) Totally Irrelevant ☐

5.   Did the skills gained through training contribute to better performance of your job?

a)   Yes ☐   b) No ☐   c) Do not know ☐   d) Not sure ☐

6.   Does your department undertake staff training needs analysis?

a)   Always ☐   b) Often ☐   c) Rarely ☐   d) Never ☐

7.   What other training would you recommend for yourself? --

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