

Demographic Characteristics and Commitment of Administration of Police Officers in Kenya

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Abstract

The purpose of this study was to find out the relationship between demographic characteristics and the commitment of administration police officers in Meru County. Demographic factors under this study were age, gender, officer's rank, and level of education. Organizational commitment was measured using three indicators that included: affective commitment, continuance commitment, and normative commitment. The target population was administration police officers serving in the police service in Meru County. Out of a target population of 1178 administration police officers, 118 officers distributed in all the 10 sub-counties that make Meru County were selected. From each subcounty, a simple random sampling was used to select the officers who participated in the study. Data pertaining to the variables under study were collected using questionnaires. The study revealed that recruitment of administration police officers was in favour of male faculty. Over three quarters of the respondents were in the lowest two ranks in the service. It was also revealed that over half of the respondents still had the lowest level of qualification required for administration police officers during recruitment. This is an indication that majority of the respondents may not have made any efforts to further their education. This was despite the fact the average time respondents had spent in the force was ten years which would have been enough for them to have pursued higher level of education. Ninety four percent of the respondents had their age fell in between 18-46 years. All the independent variables under study did not have any statistically significant relationship ($p>0.05$) with any of the three levels of organizational commitment. The study recommends that the government should provide equal opportunities to both male and female faculties during recruitment. The government should develop a policy that seeks not to transfer administration police officers to far flung areas where they may not be in a position to continue with their studies in case they have already registered to further studies.

Key words: Affective Commitment, Continuance commitment, Normative commitment, Age, Rank, Education level, Gender,

I. Introduction

There is no doubt that in organizations where employees tend to strongly identify with the organization that they work for leads to creation of high sense of employee engagement (Schermerhorn, Osborn, Uhl-Bien, & Hunt, 2012). Success of any given organization can be built on the commitment and the competence of the employees that work in that organization irrespective of the level of the organization. Commitment generally entails an active relation with the organization where employees are willing to give something of them and thus contribute to the success and prosperity of the organization (Tiwari, 2009). On the organization side, by allowing employees to contribute to the organization's decisions, then this cannot only enhance their commitment but also satisfaction. Besides that, if employees are fairly treated, are assured of job security, and are provided with rewards that are reasonable then this will lead to an increased commitment and satisfaction (Griffin, & Moorhead, 2012).

Demography can be termed as the science of population that seeks to examine the composition as well as the size of populations based on parameters such as age; ethnicity; sex; marital status; level of education and among other parameters (Lundquist, Anderton, & Yaukey, 2015). In the police service, job rank, education, age and gender are some of the key demographic factors. Rank refers to an employee's job status or job level in the organization relative to a recognized and agreed classification system. The higher the job rank, the more value is associated with that rank. Employees are expected to ascend the rank based on effort, responsibility, working condition and skills, among other considerations.

Education is a crucial demographic aspect for employees because it ensures that workers have the minimum requisite knowledge and technical skills to execute assigned responsibilities (González, Sánchez & López-Guzmán, 2016). Moreover, there are minimum age requirements for various types of jobs to ensure the worker is mature enough to perform entrusted duties and also to

keep off minors from employment. This is especially pivotal in police work where officers are expected to carry weapons and also exercise critical thinking in relation to arrests, evidence gathering and prosecution of suspects. Another important demographic in police work is gender. While male and female police officers are treated equally in terms of recruitment, work allocation and promotions, male police officers tend to be more in the force and are assigned more frontline duties than their female counterparts.

II. Statement of the Problem

Generally, studies have been carried out in Kenya with the police officers being the target population. For example, in a study that aimed to establish the relationship and performance of police officers in Kenya by Mumanthi and Gachunga (2014), it was established that motivation contributed to enhanced performance of police officers. It is important to note that in this study only Kenya Police Officers were targeted thus excluding the Administration Police Officers whose roles and responsibilities are different. Besides, the variables under study were motivation and performance. Thus it is very difficult to determine whether demographic characteristics had any relationship with the extent to which Administration Police Officers are committed to the service. In another study by Kabere (2014) on the influence of job rank and age on the commitment of Kenya Police Officers it was revealed that the independent variables-job rank and age-influenced the dependent variable positively. Can the same be said of Administration Police Officers whose roles and responsibilities are different from those of officers in the Kenya Police Service? This study aimed to fill that gap.

III. Research Objectives

- i. To determine the relationship between gender and the commitment of administration police officers in Meru County.
- ii. To establish the relationship between job rank and the commitment of administration police officers in Meru County.
- iii. To establish the relationship between education level and the commitment of administration police officers in Meru County.
- iv. To establish the relationship between age and the commitment of administration police officers in Meru County.

IV. Research Hypotheses

- i. There is no relationship between gender and the commitment of administration police officers in Meru County.
- ii. There is no relationship between job rank and between job rank and the commitment of administration police officers in Meru County.
- iii. There is no relationship between education level and the commitment of administration police officers in Meru County.
- iv. There is no relationship between age and the commitment of administration police officers in Meru County.

V. Theoretical Framework

This study will be guided by the human capital theory that was proposed by Gary S. Becker and Jacob Mincer. Economists regard expenditures on health, education, and training as investments in human capital. Employees making investment decisions compare the attractiveness of alternative future income and consumption streams, some of which offer enhanced future income, in exchange for higher present training costs and deferred consumption. Kucharcikova (as cited in Alike & Aibieyi, 2014) states that human capital as the sum of the individual congenital and acquired skills, knowledge, and experiences of individuals. While hiring police officers, it is important for the employer to look into factor such as level of education. The same can also be said during promotion based on different ranks. This is because employees bring different values of human capital to the organization. It also important to emphasize that human capital is characterized by factors such as a person's experience, tenure, education and training. A police officer's experience or level of education, for example can add value to that person's human capital compared to a recruit. An inspector of police offers value to a police force because he knows how police force works than a police constable.

VI. Conceptual Framework

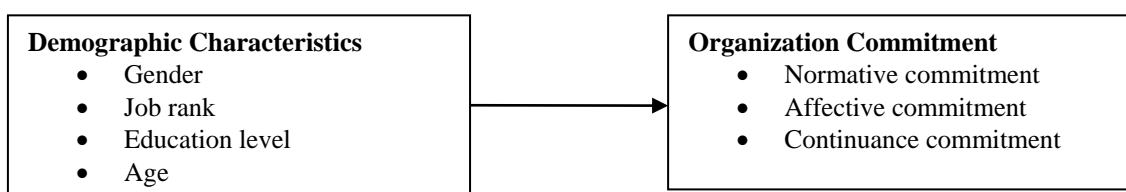


Figure 1: Conceptual Framework

VII. Empirical Review

Gender and Commitment

It is very important for management to consider demographic factors such as gender of the employees in order to improve their commitment to work (Mensah & Adjei, 2014). Due to the gender stereotypes, it is pre-assumed that women are assumed to be less devoted to their job and are ready to part with the job at top pace than men (Marsden, Kalleberg, & Cook, 1993). A study by Olapegba and Onuoha (2013) showed that gender lacked any significant influence on job commitment. That is both male and female police officers had the same degree of commitment to the job. Viet (2015) established there existed low levels of correlation between gender and commitment among employees. This study is inconsistent with the study by Dick (2009) on the impact of managerial and job variables on organisational commitment in the police, which revealed that gender, had no relationship with organizational commitment among police officers. A study by Jena (2015) established that normative and continuance commitments were found to have a significant difference among female and male employees. In total, the study found out that in total there was notable variation in commitment, where average score of men were top than those the score of women workers. These studies are almost compatible with a study by Goudarzvand and Aminroudoshty (2013) on interconnection linking gender and organizational commitment in public organizations considering age, which revealed the existed no meaningful connection between organizational commitment and gender, continuous commitment and normative commitment but there existed bond between gender and emotional commitment.

Job Rank and Commitment

Better financial and non-financial rewards could contribute to organizational commitment as established by Azeem and Akhtar (2014) a study which revealed that as experience with the organization increases, which could be interpreted as increase in job rank, led to significant effects in organizational commitment. In a study by Dick (2009) it was revealed that the level of seniority had an influence on organizational commitment in police service. According to the study, it was established that higher levels of commitment were found as you moved up the hierarchy progressively. It was also observed that deviation from the mean decreased as you moved up the ladder indicating that there could be less change in components influencing organizational commitment for employees in higher positions. This finding is inconsistent with a study by Viet (2015), which established a moderate correlation between position held, and affective commitment.

Education Level and Commitment

The Turkish government has been hiring police officers with high education level because level of education appears to be important (Balci, 2011). This is because it is believed that more the officer is educated the more positive effects it will have on police work. However, this situation is relatively different in some states in the US. Hickman and Reaves (as cited in Ryderg & Terrill, 2010) state that only one percent of local police department in the US require a four year college degree despite calls for a college education requirement. Locally, a study by Chelangat (2016) on impact of higher education on police officers in Nairobi County established that police officers with high school qualifications had the highest incidences of using excessive force at 44%, but when it came to responding to crime, it was revealed that police officers with high school qualifications responded to complaints and or crimes faster than officers with both diploma and degree qualifications at 76%. A study by Mboroki (2012) in Nairobi County revealed that Kenya Police Service had wide disparities in education sector, with 14% of the respondents indicating that they were primary school graduates. Only 8% of the respondents indicated that they were degree holders.

Age and Commitment

Effective commitment and continuance dedication increase as age and job experience, as well as other components of commitment enlarge according to time in the previous work (Dogar, 2014). According to a study by Mwangi and K'Obonyo (2014) it was established that 96% of the police officers were below the age of 40 years. The study also established that the lowest rank in the police service, which is constable, consisted of 69% of the respondents. This study established that, age was positively related to officers' commitment and organizational process in terms of career behaviour, work attitude and career growth. But what could have contributed to this phenomenon? A possible explanation to this according to Jena (2015) is few employment options are available to workers who are relatively aged and thus aged workers think that parting with an organization might make them loose more than staying. However, a study by Iqbal (2010) established that there existed no remarkable link between age of employees and organizational commitment. The findings of this study are in consensus with a study by Azeem and Akhtar (2014), which revealed that age among other demographic variables used was realised not to be statistically significant corresponding to employees organizational commitment.

VIII. Research Methodology

Descriptive research design was adopted in the study. The study was carried out in Meru County targeting 1178 administration police officers. A sample equivalent to 10% of the target population was selected and distributed proportionately in all the 10 sub-

counties that formed Meru County. In each subcounty, a simple random sampling was used to select the participants. Questionnaire for administration police officers was used as the instrument of the study. Data collected were first edited to ensure consistency and then coded to enable ease of data entry and analysis. Statistical Package for Social Sciences (SPSS) version 21 was used to analyze quantitative data using descriptive and inferential statistics.

IX. Results and Discussion

The study sought to establish demographic characteristics of the administration police officers. Results presented in Table 1 reveal that 60% of the respondents were administration police constables, 6% were administration police sergeants, 10% of the respondents were administration police inspectors, 20 % of the respondents were administration corporal whereas 4% of the respondents indicated that they were APS senior sergeant. From the results it can be established majority of the respondents were administration police constables which is the junior most rank in the administration police service. Administration police senior sergeants were the least. This could be an indication that the senior sergeants were the ones in charge of the Administration Police Service at the Subcounties.

According to the administration police officer’s level of education, the study established that majority (at 60%) of the administration police officers were secondary school graduates. Thirty percent of the administration had a diploma or tertiary education. Only 8% of the police officers had a bachelor’s degree. None of the respondents had a master’s degree. In Kenya, it is a requirement that police recruits must have at least a secondary school certificate. From the findings, it can be concluded that most of the administration have not upgraded their level of education.

With regard to the age bracket, 58% of the respondents indicated that their age lied between 18-32 years, 37% of the total number of respondents indicated that their age lied between 33-46years, whereas 6% of the respondents indicated that their age lied between 47-60 years. It is evident that most of the respondents were youths. This is because their age lied below 35 years of age.

According to this study, 70% of the respondents were males whereas the remainders were females. It is clear that gender of the respondents was in favour of males.

Table 1 Demographic Characteristics

Variable	Response	Percent
Rank	APS Constable	60.0
	APS Corporal	20.0
	APS Sergeant	5.6
	APS Senior Sergeant	4.4
	Inspector of Police	10.0
	Total	100.0
Level of Education	Primary	2.2
	Secondary	58.9
	Tertiary/college/diploma	30.0
	Bachelor's degree	7.8
	Others	1.1
Age Bracket	Total	100.0
	18-32	57.8
	33-46	36.7
	47-60	5.6
Gender	Total	100.0
	Male	70.0
	Female	30.0

Cross Tabulation Analysis between Gender and Respondent’s Rank

An analysis to establish the relationship between administration police officers rank and gender was carried out. The results of this analysis are as shown in Table 2.

Table 2 Rank of the respondent * Officers age bracket Crosstabulation

		Officers age bracket			
		18-32	33-46	47-60	Total
Rank of the respondent	APS constable	83.3%	14.8%	1.9%	100.0%
	APS sergeant	20.0%	60.0%	20.0%	100.0%
	APS inspector	11.1%	77.8%	11.1%	100.0%
	APS corporal	27.8%	66.7%	5.6%	100.0%
	APS senior sergeant		75.0%	25.0%	100.0%
Total		57.8%	36.7%	5.6%	100.0%

The study revealed that majority (83%) of the administration police officers had their age fell between 18-32 years. Sixty percent of the sergeant had their age fell in between 33-46 years. Majority of the administration police inspector had their fell in between 33-46. Senior sergeants had the majority of their fell in between 47-60 years. Majority of those who seek police officers job in Kenya are the youths. According to Nicolle and Guillaume (2017) youth unemployment in Kenya has shown very little or no positive development with the rates standing at around 22%. Once police recruits graduate from college, they are promoted based on the years of experience.

Length in Service

The study also sought to determine the duration the respondents worked as police officers. The results are as shown in Table 3.

Table 3 Length in Service

	Minimum	Maximum	Median	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Length of service	1	35	10.00	10.74	6.505

Results indicate that the average number of year’s respondents worked as administration police officers were 11 years with a standard deviation of 6.5 years. Duration ranged from one year to thirty years with a median of ten years.

Normative Commitment Group Comparison

The study sought to investigate between male and female administration police officer, which group exhibited high levels of normative commitment. The results are as shown in Table 4.

Table 4 Normative Commitment Group Mean comparison

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Normative commitment	Male	63	3.66	.890	.112
	Female	27	3.57	.684	.132

From the results it is evident the standard deviation for male administration police officers was slightly higher than that of female administration officers, demonstrating that the female scores were less variable. The results show that male administration police officers exhibited a slightly higher level of normative commitment than female administration police officers. The findings of this

study are in agreement with a study by Jena (2015) which revealed that the average score for males were higher than those of women.

Normative Commitment and Gender Independent Sample T-Test

In order to determine whether the difference in terms of level of normative commitment between the two groups (male and female administration police officers) was statistically significant an independent sample t-test was carried out and the results are as shown in Table 5.

Table 5 Normative Commitment and Gender Independent Sample T-Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig.	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Normative commitment	Equal variances assumed	2.54	.115	.459	88	0.647	.088	.192	-.293	.470
	Equal variances not assumed			.510	63.37	0.612	.088	.173	-.257	.434

The results in Table 5 of the Levene’s test for evaluating the equality of variance reveal that the p-value (0.115) is greater than 0.05. This indicates that the variances of the level of normative commitment are not statistically different. The p-value for the equal variances t-test is 0.647 which is greater than 0.05. This means the null hypothesis should not be rejected. There is no enough evidence to conclude that there is no difference in the levels of normative commitment between male administration police officers and female administration police officers at 95% confidence interval. The findings of this study in Meru County were in agreement with study by Dick (2009) that aimed to establish the impact of managerial and job variables on organizational commitment targeting police officers that established that gender had no relationship with organizational commitment.

Affective Commitment Group Comparison

The results for the group that showed higher levels of affective commitment are as shown in Table 6.

Table 6 Affective Commitment Group Comparison

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Affective commitment	Male	63	3.36	.930	.117
	Female	27	3.23	.816	.157

Results in Table 6 show that the mean level of affective commitment for male administration police officers was slightly higher than that for female administration police officers. In order to establish whether the difference was significance an independent sample t-test was carried out and results are as shown in Table 7.

Table 7 Affective Commitment and Gender Independent Sample T-Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					
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		F	Sig.	t	df	Sig.	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Affective commitment	Equal variances assumed	.192	.662	.606	88	.546	.125	.206	-.285	.536
	Equal variances not assumed			.639	55.789	.525	.125	.196	-.267	.518

The variances of the level of affective commitment are not statistically significant (p-value greater than 0.05). The p-value for t-test for equality of means is 0.546. This value is greater than 0.05. This means that there is no significance difference between the two groups in terms of levels of affective commitment to the police service. The null hypothesis need therefore not be rejected. These results are in agreement with a study on gender differences in organizational commitment by Promsri (2018) which established that the difference between male and female employees was not significant.

Continuance Commitment Group Comparison

In order to establish which group between male and administration police officers were more committed to the police service, an independent sample t-test was carried out. The results are as shown in Table 8.

Table 8 Continuance Commitment Group Comparison

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Continuance commitment	Male	63	3.38	.829	.104
	Female	27	3.26	.675	.130

The study revealed that the level of continuance commitment between male and female administration police officers is almost the same (male=3.38, female=3.26) though male administration police officers reported a slightly higher level. This would mean that male administration police officers felt harder to leave the service than their female counterparts. The lives of the respondents would be disrupted if they decided to leave the service and this could have contributed to their attachment to the service. However the standard deviation for male administration officers is higher than that of female administration police officers. These finding are consistent with a study carried out in Thailand by Promsri (2018) that revealed that male employees had a higher continuance commitment than female employees. To establish whether the difference was statistically significant, an independent sample t-test was carried out and the results as shown in Table 9.

Table 9 Continuance Commitment and Gender Independent Sample T-Test

Levene's Test for
 Equality of
 Variances
 t-test for Equality of Means

		F	Sig.	t	Df	Sig.	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Continuance commitment	Equal variances assumed	2.326	.131	.672	88	.503	.122	.181	-.238	.481
	Equal variances not assumed			.730	59.974	.468	.122	.167	-.212	.455

From the results, the p-value (0.131) for Levene’s test for quality variances is greater than 0.05. The variances for the level of continuance commitment are therefore not statistically different. The appropriate t-test applicable here is therefore the one that assumes equal variances. The p-value for the equal variances t-test is 0.122 which is greater than 0.05. It can therefore be concluded that the mean level of continuance commitment between male and female administration police officers was not statistically significant. The null hypothesis should therefore not be rejected. These findings concur with a study by Khalili and Asmawi (2012) on gender differences and organizational commitment that revealed that there was no statistically significant difference between male and females.

One way ANOVA for Rank and Organizational Commitment

A test to determine whether there was any statistically significance difference between administration police officer’s rank and organization commitment was carried out. The results are as shown in Table 10.

Table 10 One way ANOVA for Rank and Organizational Commitment

		Sum of Squares	df	Mean Square	F	Sig.
Normative commitment	Between Groups	3.196	4	.799	1.166	.332
	Within Groups	58.236	85	.685		
	Total	61.432	89			
Affective commitment	Between Groups	.705	4	.176	.212	.931
	Within Groups	70.507	85	.829		
	Total	71.211	89			
Continuance commitment	Between Groups	1.118	4	.280	.443	.777
	Within Groups	53.649	85	.631		
	Total	54.767	89			

From the findings it was revealed that in the three cases (normative commitment, affective commitment, and continuance commitment) the p-values (0.332, 0.931, and 0.777 respectively) are all greater than 0.05. The null hypothesis should be rejected. The differences between levels of commitments among the different ranks are not statistically significant.

One way ANOVA for Education and Organizational Commitment

An analysis aimed at determining whether the differences in the level of commitment based on different ranks of administration police officers was carried out. The results are as shown in Table 11.

Table 11 One Way ANOVA for Education Level and Organizational Commitment

		Sum of Squares	df	Mean Square	F	Sig.
Normative commitment	Between Groups	3.154	4	.788	1.150	.339
	Within Groups	58.278	85	.686		
	Total	61.432	89			
Affective commitment	Between Groups	.682	4	.171	.206	.935
	Within Groups	70.529	85	.830		
	Total	71.211	89			
Continuance commitment	Between Groups	1.264	4	.316	.502	.734
	Within Groups	53.503	85	.629		
	Total	54.767	89			

The study revealed that the p-values in all the cases were greater than 0.05. The difference between education level and the three types of organization commitment was not statistically significant. This means that there is enough evidence to suggest that the null hypothesis should not be rejected. The study findings are in agreement with a study by Cherian, Alkhatib, and Aggarwal (2018) that revealed that the level of education of the respondents was not statistically significant with different types of organizational commitment under study.

One way ANOVA for Age and Organizational Commitment

Analysis of variance was carried out to establish if the differences between different age categories of administration police officers was statistically significant. The results are as shown in Table 12.

Table 12 One way ANOVA for Age and organizational Commitment

		Sum of Squares	df	Mean Square	F	Sig.
Normative commitment	Between Groups	1.375	2	.687	.996	.374
	Within Groups	60.057	87	.690		
	Total	61.432	89			
Affective commitment	Between Groups	2.602	2	1.301	1.650	.198
	Within Groups	68.609	87	.789		

	Total	71.211	89			
Continuance commitment	Between Groups	1.578	2	.789	1.291	.280
	Within Groups	53.189	87	.611		
	Total	54.767	89			

The p-values for normative commitment, affective commitment, and continuance commitment are all greater than 0.05. This is an indication that the differences are not statistically significant and thus the null hypothesis should not be rejected. The results of this study are in agreement with a study by Cherian, Alkhatib, and Aggarwal (2018) on the relationship between job satisfaction and organizational commitment of nurses that revealed relationship between all levels of organizational commitment and age being statistically not significant. Dogar (2014) established that individually age did not have any statistically significant relationship with both affective commitment and normative commitment.

X. Conclusion and Recommendations

The study revealed that sixty percent of the administration police officers had secondary school level as the highest level of education. This indicates that over half of the respondents may not have made any efforts to further their education. This is despite the mean age of the length of service being 10 which is enough for the respondents to have pursued a basic degree that takes an average of 3-4 years. The study also revealed that seventy percent of the administration police officers in Meru County are male. This is an indication that recruitment of administration police officers is in favour of male faculty. With majority of the administration police officers being police constables-the lowest rank- and a mean length of service of ten years, it can therefore be concluded that quite a number of administration police officers are committed to the service by having worked in for ten years on average. Again, with the high unemployment rates in Kenya, the officers may not wish to leave the service as this may prove costly to them and therefore decide to stay in the service.

The study recommends that the Government of Kenya should put more efforts in terms of increasing the number of female recruits so as to correct gender imbalance in order to promote equity. Recruits need to be encouraged to further their education so as to increase promotion chances. In fact the Government should come up with a policy that ensures that those recruits who have already enrolled in colleges or universities need not be transferred to far away regions as this will hamper their efforts to further education. The study revealed that generally, the administration police officers exhibited a moderate level of commitment across the three types of commitment. It is important for the government to come up with measures that will lead to increased levels of commitment.

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