DETERMINANTS OF EMPLOYEE COMMITMENT IN PUBLIC HOSPITALS IN KENYA: A CASE OF THIKA LEVEL FIVE HOSPITAL

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ABSTRACT

The main objectives of the study was to determine the influence of employee benefits, establish the influence of work environment, examine the influence of career enhancement and explore the influence of leadership styles on the employee commitment in public hospitals in Kenya. The study was guided by incentive theory of invention, parson-environment fit theory, Parsons Theory and the human capital and Mc Gregor’s XY Theory. A conceptual framework was adopted by the research study and the independent variables were; employee benefits, work environment, career development and organization leadership styles. The dependent variable was employee commitment in public hospitals. The study adopted descriptive survey and target population was 460 employees of Thika Level Five Hospital. A sample of 138 employees of the target population was used in this study. Stratified sampling technique method was used and data was collected through the use of questionnaires. The secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The data was analyzed by use of both qualitative and quantitative methods with the help of Statistical Package for Social Sciences (SPSS) version 21 and excel. The study adopted multiple regression analysis and ANOVA at 5% level of significance to determine strength and direction of the relationship of the variables under study. The analysis showed that employee benefits had the strongest positive (Pearson correlation coefficient = .765) influence on employee commitment in the health sector. In addition, leadership style, work environment and career enhancement are positively correlated with Pearson correlation coefficient of .593, .693 and .693 respectively. To test for the statistical significance of each of the independent variables, it was necessary to test at 5% level of significance of the p-values and from the study results the employee benefits had a 0.016; Leadership style showed a 0.034 level of significance, work environment showed a 0.021 level of significance and career enhancement had a 0.028 level of significance. Therefore, the most significant factor was employee benefits. The study recommends for similar studies to be undertaken in other hospitals in Kenya for generalization of the findings of this study.
INTRODUCTION

An organization can only survive and flourish in the competitive business environment if it is able to attract and retain good caliber employees (Armstrong 2009). Currently with the growing need to keep and retain quality staff, it is essential to understand the relationships employees develop with their employers. Through this understanding employers can develop strategies to encourage positive workplace outcomes which may lead to increased productivity and commitment.

Statement of Problem

The Ministry of Health report (MoH, 2014) indicate that there is and continues to be an acute shortage of health personnel mostly not due to shortage of supply of such personnel but rather due to the high turnover and low retention rates of the employees in the sector as a result of low level of commitment among the employees.

According to World Health Organization (WHO, 2014) due to low employee commitment level, staff turnover rates in the public health sector increased to 12.6% compared to 5.4% of workers in the year 2012. The survey further found that the average voluntary resignation rate stood at 10.6% of employees, the highest rate experienced in the public health sector compared to the private sector at 4.2%. A significant rise in cases of neglect and absconding of duty, absenteeism, increased wastage of resources, poor working relation, lack of effectiveness as well as high rate of industrial actions resulting to poor quality health standards have been reported (MoH, 2014).

Research Objectives

General objectives

The general objective of the study was to establish the determinants of employee commitment in public hospitals in Kenya.

Specific objectives

The specific objectives of the study were to:

I. Determine how employee benefits influence employee commitment in the public hospitals in Kenya.
II. Establish how work environment influence employee commitment in the public hospitals in Kenya.
III. Examine how career enhancement influence employee commitment in the public hospitals in Kenya.
IV. Explore how leadership influences employee commitment in the public hospitals in Kenya.

1.4 Research Questions

The study aimed to answer the following research questions:
I. What is the influence of employee benefits on the employee commitment in the public hospitals in Kenya?
II. Does work environment influence employee commitment in the public hospitals in Kenya?
III. What is the influence of career enhancement on employee commitment in public hospitals in Kenya?
IV. Does leadership style influence employee commitment in public hospitals in Kenya?

LITERATURE REVIEW
This chapter discusses theoretical and empirical literature on the determinants of employee of employee commitment in the public health sector. The chapter further describes the conceptual framework, discusses the critical issues of the reviewed literature and finally identifies the research gaps.

Incentive Theory of Motivation
The incentive theory states that a stimulus (in this case, benefits) attracts a person towards it. An individual will more likely behave in order to get himself closer to the benefits. The theory is grounded on the principle of conditioning an incentive to make a person happier (Sincero, 2012).

Person-Environment Fit Theory
This is a theory that explores the similarity between an individual and the environment in which they work (French, 1982). Person–environment fit (P–E fit) is defined as the degree to which individual and environmental characteristics match (Kristof-Brown, Zimmerman, & Johnson, 2005). The theory explains that Person characteristics include an individual’s biological or psychological needs, values, goals, abilities, or personality, while environmental characteristics usually include demands of a job or role, cultural values, or characteristics of other individuals and collectives in the person's social environment (French et al., 1982). Person–environment fit can be understood as a specific type of person–situation interaction that involves the match between corresponding person and environment dimensions (Ostroff and Schulte, 2007).

Parsons’ theory and the Human capital
The theory states that people perform best when they are in jobs best suited to their abilities. Parsons states that occupational decision making occurs when people have achieved: an accurate understanding of their individual traits (aptitudes, interests, personal abilities), a knowledge of jobs and the labour market, rational and objective judgment about the relationship between their individual traits, and the labour market. On the other hand the human capital theory holds the assumptions that formal education is highly instrumental and necessary to improve the productive capacity of a population (Becker 1994). Human capital theory emphasizes how education increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capability, which is a product of innate abilities and investment in human beings.
McGregor’s X-Y theory
According to theory X, individuals are considered to be inherently lazy and not happy with their jobs. As a result, an authoritarian management style is required to ensure that individuals fulfill their objectives. In theory Y, management assumes employees can be ambitious, self-motivated and exercise self-control. It is believed that employees enjoy their mental and physical work duties. According to them, work is as natural as play. They possess the ability for creative problem solving, but their talents are underused in most organizations. Theory Y managers believe that given the proper conditions, employees will learn to seek out and accept responsibility, exercise self-control and self-direction in accomplishing objectives to which they are committed.

The Conceptual framework

- **Employee Benefits**
  - Salaries
  - Retirement Plans
  - Leave programs
  - Family friendly policies

- **Work Environment**
  - Office design
  - Workplace tools
  - Lighting & seating

- **Career Enhancement**
  - Training
  - Promotion
  - Development programs

- **Leadership Style**
  - Transactional leadership
  - Transformational leadership
  - Accountability

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**Employee commitment in public hospitals**
- Productivity
- Creativity
- Retention
- Job satisfaction

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**Independent Variables**

**Dependent variable**
Employee benefits
Employee benefits is defined as any form of compensation provided by the organization other than wages or salaries that are paid for in whole or in part by the employer. Employee benefits are essential for the development of corporate industrial relations. Examples include retirement plans, child care, elder care, and hospitalization programs, social security, vacation and paid holidays (Christoph, 1996).

Work environment in an employment setting refers to either the physical or abstract elements that an employee comes into contact with or experiences. This refers majorly to the physical in terms of physical resources, adequate equipments, hygiene, and relationship among colleagues, security and safety in relations to duties being performed (Sims, 2000).

Career Development involves concerted efforts directed towards assessing a workers’ potentials identifying likely career paths for that employee and designing and implementing “various forms of training and experience to prepare that person for more advanced job. This include on how the organizations work towards ensuring conducive environment for career guidance, career progress, and availability of training and development opportunities (Peterson and Tracey, 2009).

Leadership Styles is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader. It refers to the attributes and qualities of leadership that show transformational traits, transactional traits, democratic and authoritarian traits (Newstrom, Davis, 1993).

Employee Commitment is a psychological state that binds an individual to the organization. It refers to the likelihood that an individual will stick to the organization, feel psychologically attached to it, whether the job is satisfying or not (Meyer and Herscovitch 2002).

Research Gaps
The literature review of studies done in Kenya demonstrates that the explored past studies draw much emphasis on the relationship job satisfaction, remuneration, contract violation and fulfillment and employee commitment, however they do not explain the determinants of employee commitment in public hospitals.

In summary, a rich gap exists in the literature as the mentioned researchers investigated only the outcomes of organizational commitment, perceived contract violation or breach, job satisfaction and organization citizenship. The employee’s commitment as a response to determinants in terms of benefits, work environment, career development and organizational leadership needs to be examined.

METHODOLOGY
Research Design

The study adopted a descriptive research design. According to Sekaran (2003), descriptive research design is non-experimental in that it deals with the relationships between non-manipulated variables in a natural rather than laboratory setting.

Target Population

The study targeted 460 employees classified as medical and non-medical staff as revealed by PPOA, 2009 to participate in the study.

Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical staff</td>
<td>260</td>
<td>56.5%</td>
</tr>
<tr>
<td>Non-medical staff</td>
<td>200</td>
<td>43.5%</td>
</tr>
<tr>
<td>Total</td>
<td>460</td>
<td>100</td>
</tr>
</tbody>
</table>

Sampling Frame and Technique

In this study the sampling frame was a list of 460 medical and non-medical staff working at Thika Level Five Hospital. The list was obtained from the hospital human resource management department. The study adopted a stratified random sampling technique to select the sample size for the study.

Sample size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population(N)</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical staff</td>
<td>260</td>
<td>78</td>
</tr>
<tr>
<td>Non-medical staff</td>
<td>200</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>460</td>
<td>138</td>
</tr>
</tbody>
</table>

Data Collection Instruments

In this study the main data collection instruments were questionnaires containing both open ended and close ended questions with the quantitative section of the instrument utilizing both a nominal scale format. The format was selected since according to Kiess & Bloomquist (2009), this format yields equal-interval data, a fact that allows for the use of more powerful statistical statistics to test research variables. Questionnaires were used since according to Dempsey (2003)
they are effective data collection instruments that allow respondents to give much of their opinions pertaining to the researched problem.

Data Collection Procedure
Primary data was gathered through the use of questioning method in form of a semi structured questionnaire (open and close ended questions). Collection of secondary data was obtained through desktop research mainly from past published scholarly articles determinants influencing employee commitment.

Pilot study
A pilot study was undertaken on at least (13) employees to test the reliability and validity of the questionnaire.

Reliability of the instrument
Reliability is the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects (Cronbach, 1951). The researcher used the most common internal consistency measure known as Cronbach’s alpha (α). It indicates the extent to which a set of test items can be treated as measuring a single latent variable (Cronbach, 1951). The recommended value of 0.7 was used as a cut-off of reliabilities.

Validity of the research Instrument
On the other hand validity is the accuracy and meaningfulness of inferences which are based on the research results. The research adopted content validity which refers to the extent to which a measuring instrument provides adequate coverage of the topic under study. The content validity was achieved by subjecting the data collection instruments to an evaluation group of health experts who provided their comments and relevance of each item of the instruments and the experts indicated whether the item was relevant or not.

Data Analysis
The data collected was quantitative and qualitative. Once the questionnaires were received they were coded and edited for completeness and consistency. Data analysis entailed editing, coding and tabulation of data collected into manageable summaries (Mugenda & Mugenda, 2003). Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 21 and excel.

The study further adopted multiple regression models at 5% level of significance to establish the strength and direction of the relationship between the independent variables and the dependent variable (employee commitment).

RESULTS

Response Rate
The study targeted a sample size of 138 respondents from which 94 filled in and returned the questionnaires making a response rate of 68.11 % while 44 that is 31.89 % did not return or
returned partially filled questionnaires. This response rate was satisfactory as it was considered credible, sufficient and representative to make conclusions for the study.

**Response rate**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>94</td>
<td>68.11</td>
</tr>
<tr>
<td>Not Responded</td>
<td>44</td>
<td>31.89</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>138</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Reliability analysis**
Reliability is the extent to which a research instrument yields findings that are consistent each time it is administered to same subjects (Mugenda and Mugenda, 2003). The standard minimum value of alpha of 0.7 is recommended (Amin, 2005) as the minimum level for item loadings. The findings were as shown in Table

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number of items</th>
<th>Cronbach’s alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee benefits</td>
<td>13</td>
<td>0.743</td>
</tr>
<tr>
<td>Work environment</td>
<td>7</td>
<td>0.880</td>
</tr>
<tr>
<td>Leadership style</td>
<td>7</td>
<td>0.877</td>
</tr>
<tr>
<td>Career enhancement</td>
<td>7</td>
<td>0.733</td>
</tr>
</tbody>
</table>

**Demographic Information**

**Gender of Respondents**
The study went further to establish the gender of the respondents from the identified areas of study. This information is shown in the Table 4.3. The study established that 50.94% of the respondents were male and 49.06% were female.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>56</td>
<td>59.57</td>
</tr>
<tr>
<td>Female</td>
<td>38</td>
<td>40.43</td>
</tr>
</tbody>
</table>
Age of the respondents

The study went further to establish the distribution age of the respondents. This information is shown in the Table 4.4. From the findings in Table 4.5, the highest percentage of the respondents 46.81% was 31 to 40 years of age, 21.28% for 18 to 30 years, 20.21% for 41 to 50 years and 11.70% above 50 years. This implies that majority of the respondents were at their maturity stage and therefore able to handle their roles responsibly.

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 - 30</td>
<td>20</td>
<td>21.28</td>
</tr>
<tr>
<td>31 - 40</td>
<td>44</td>
<td>46.81</td>
</tr>
<tr>
<td>41 – 50</td>
<td>19</td>
<td>20.21</td>
</tr>
<tr>
<td>Above 50</td>
<td>11</td>
<td>11.70</td>
</tr>
<tr>
<td>Total</td>
<td>94</td>
<td>100</td>
</tr>
</tbody>
</table>

Respondents’ Level of Education

The study sought to establish the respondents’ level of education in Thika Level Five Hospital. The findings were as shown in Figure 4.1. Whereby most of the respondents (23.45%) had acquired certificate level of education, 44.45% of the respondents stated to have bachelors, 15.55% had high O/A level, 16.55% cited to have acquired post graduate level of education and 10.25% had no formal education but hands on skills.

Duration of service

The study sought to establish the respondents’ duration of service in Thika Level Five Referral Hospital. From the findings in Figure 4.2; most of the respondents (45.55%) had worked for 10 - 20 years, 15.55% for 1 – 10 years, and 38.90% for less for more than 20 years.
Employee Benefits
The study sought to establish the type of employee benefits that were available in the organization. From the study results in Figure 4.3, 2% of the respondents stated that they had retirement plans, 3% indicated that they had child care, 7% stated elder care, 65% stated hospitalization programs, 65% stated social security and 20% posited vacation and paid holidays.

![Employee Benefits Chart](image)

Work Environment
The study sought to find out whether office design increased employee productivity in the organization. According to the study results in Figure 4.9, 76% of the respondents stated that it facilitated staff collaboration, interaction and privacy, 66% indicated that it improves employee functionality and 70% posited that it motivated and encouraged to perform their best. This implies that office design was not good thus affecting employee productivity in the organization.

![Office Design on Employee Productivity Chart](image)

Career Enhancement
The study sought to establish whether training increased employee productivity in the organization. According to the study results in Figure 4.15, 60% of the respondents stated that it enhances employee self-assessment, 76% indicated that it improved employee mentoring and 88% posited that it enhanced job rotation. This can be deduced that training was not adequate to enhance employee satisfaction in the organization.

![Figure 4.15: Training on employee productivity](image1)

**Leadership**

The study sought to establish whether transactional leadership increased employee productivity in the organization. From the study results in Figure 4.21, 76% of the respondents stated that it provided direction to the employees, 68% indicated that it improved employee mentoring and 70% posited that it inspired employees to meet their goals. This can be deduced that transactional leadership is necessary to enhance employee creativity in the organization.

![Figure 4.21: Transactional leadership on employee productivity](image2)

**Employee Commitment**

The study sought to find out whether there was an increase of employee productivity in the organization the last five years (2011 to 2015).

**Table 4.5: Rate of change on employee productivity**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased by 30%</td>
<td>44%</td>
<td>67%</td>
<td>58%</td>
<td>57%</td>
<td>54%</td>
</tr>
</tbody>
</table>
Increased by more than 30%  65%  33%  45%  76%  55%
Increased by less than 30%  55%  38%  77%  66%  67%
Decreased by 30%  55%  68%  55%  70%  66%
Decreased by more than 30%  56%  82%  54%  56%  70%
Decreased by less than 30%  86%  68%  64%  44%  64%

**Multiple Regression Analysis**
According to Green & Salkind (2003) regression analysis is a statistics process of estimating the relationship between variables. Regression analysis helps in generating equation that describes the statistics relationship between one or more predictor variables and the response variable. The results are shown in Table 4.8. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the Table 4.13, it is notable that there exists strong positive relationship between the study variables as shown by R value (0.894).

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.894*</td>
<td>.799</td>
<td>.222</td>
<td>.012</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Employee benefits, leadership style, work environment and career enhancement

**Analysis of Variance (ANOVA)**
From the Table 4.9, the study established the regression model had a significance of 0.0330 which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 0.05. The calculated value was greater than the critical value (118.364 > 3.440) an indication that employee benefits, leadership style, work environment and career enhancement all influence employee commitment in the organization.
Table 4.9: Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>65.098</td>
<td>4</td>
<td>16.275</td>
<td>118.364</td>
<td>.033</td>
</tr>
<tr>
<td>Residual</td>
<td>12.234</td>
<td>89</td>
<td>.1375</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>87.332</td>
<td>93</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee commitment
b. Predictors: (Constant), employee benefits, leadership style, work environment and career enhancement
c. Critical value = 3.440

Regression Coefficients

Table 4.17: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>86.345</td>
<td>2.065</td>
<td></td>
<td>2.309</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>.765</td>
<td>.585</td>
<td>.567</td>
<td>5.455</td>
</tr>
<tr>
<td>Leadership style</td>
<td>.593</td>
<td>.556</td>
<td>.432</td>
<td>2.266</td>
</tr>
<tr>
<td>Work environment</td>
<td>.693</td>
<td>.487</td>
<td>.475</td>
<td>4.011</td>
</tr>
<tr>
<td>Career enhancement</td>
<td>.633</td>
<td>.356</td>
<td>.456</td>
<td>3.069</td>
</tr>
</tbody>
</table>

DISCUSSIONS

Research Question 1: How do employee benefits influence employee commitment in the public hospitals in Kenya?
The study sought to find out if the employee benefits influence employee commitment in the organization. The study established that from the descriptive statistics employee benefits did influence employee commitment in the organization to a great extent. It was also found out that the employer did not offer offside, inside child care, elder care programmes, and elder care referral services that could motivate employees’ commitment to the organization. This infers that
an employee elderly care programmes in the organization was not available thus affecting employee commitment. The study also established that there were no effective allowances and salary increment for employees thus employee commitment was low in the organization.

Additionally, the study revealed that the variable statistically, strongly and significantly yielded a Pearson’s correlation coefficient (.765) and a p-value (0.016<0.05) influence on employee commitment at 5% level of significance. This implies that the more employee benefits become the more the employee commitment in the organization. Therefore, from these descriptive and qualitative results show that the research which sought to establish the influence of employee benefits on employee commitment was achieved because it established that employee benefits influences employee commitment. It was also established through qualitative data that child care programmes, elder care programmes, allowances and salary increment positively influenced employee commitment in the organization.

Research Question 2: How does leadership style influence employee commitment in the public hospitals in Kenya?

The study sought to find out if the leadership style influences employee commitment in the organization. The study established that from the descriptive statistics leadership style did influence employee commitment in the organization to a great extent. It was also found out that type of leadership, supervisor and top management support and quality of leadership did influence employee commitment in the organization. This infers that leadership style in the organization was not adequate thus affecting employee commitment. Further, the study revealed that the variable statistically, strongly and significantly yielded a Pearson’s correlation coefficient (.593) and a p-value (0.034<0.05) influence on employee commitment at 5% level of significance. This implies that the more leadership style become the more the employee commitment in the organization. Therefore, from these descriptive and qualitative results show that the research which sought to establish the influence of leadership style on employee commitment was achieved because it established that leadership style influences employee commitment.

Research Question 3: How does work environment influence employee commitment in the public hospitals in Kenya?

The study sought to find out whether the work environment influences employee commitment in the organization. The study established that from the qualitative and descriptive statistics work environment did influence employee commitment in the organization to a great extent. It was also found out that there was no clear application of employee occupational guidelines, work tools were not enough for employees and inadequate lighting and seating in the organization thus affecting employee commitment. Additionally, the study revealed that the variable statistically, strongly and significantly yielded a Pearson’s correlation coefficient (.693) and a p-value (0.021<0.05) influence on employee commitment at 5% level of significance. This implies that the more work environment become conducive the more the employee commitment in the organization. Therefore, from these quantitative and qualitative results show that the research which sought to establish the influence of work environment on employee commitment was
achieved because it established that work environment influences employee commitment in the organization.

**Research Question 4: How does career enhancement influence employee commitment in the public hospitals in Kenya?**

The study sought to find out whether career enhancement influences employee commitment in the organization. The study established that from the qualitative and descriptive statistics that career enhancement did influence employee commitment in the organization to a great extent. The respondents indicated that career enhancement is carried out in the organization through job posting and counseling, mentoring, self-assessment, performance appraisal, job rotation and career training which were not effective. The study also established that career enhancement was not properly facilitated by management as many employees depended on their fellow employees and not consultants to guide them. The respondents further indicated that customers’ satisfaction was the major reason to facilitate career enhancement to enhance employee commitment in the organization.

Additionally, the study revealed that the variable statistically, strongly and significantly yielded a Pearson’s correlation coefficient (.633) and a p-value (0.28<0.05) influence on employee commitment at 5% level of significance. This implies that the more career enhancement become conducive the more the employee commitment in the organization. Therefore, from these quantitative and qualitative results show that the research which sought to establish the influence of career enhancement on employee commitment was achieved because it established that career enhancement influences employee commitment in the organization.

**CONCLUSIONS**

The study revealed that the employer did not offer offside, inside child care, elder care programmes and elder care referral services that could motivate employees’ commitment to the organization. The elderly care programmes in the organization was not available thus affecting employee commitment. The study also established that there was no effective allowances and salary increment for employees thus employee commitment was low in the organization.

Additionally, leadership style did influence employee commitment in the organization to a great extent. It was also found out that type of leadership, supervisor and top management support and quality of leadership did influence employee commitment in the organization. The study also established that work environment influences employee commitment in the organization to a great extent. It was also found out that there was no clear application of employee occupational guidelines, work tools were not enough for employees and inadequate lighting and seating in the organization thus affecting employee commitment.

Finally, career enhancement did influence employee commitment in the organization to a great extent. The respondents indicated that career enhancement is carried out in the organization through job posting and counseling, mentoring, self-assessment, performance appraisal, job rotation and career training which were not effective. The study also established that career enhancement was not properly facilitated by management as many employees depended on their fellow employees and not consultants to guide them.

**ACKNOWLEDGEMENT**
I thank God who has brought me this far by providing strength, knowledge and vitality that has helped me to make this research project a reality. I wish to thank my family for moral support, financial support and encouragement and their understanding when I was not there for them during the period I was working to come up with this research Project; I wouldn’t have made it this far without them.

I would like to express my sincere gratitude to my supervisor Dr. Ngugi Karanja for his continuous support during my research proposal, for his patience, motivation, and guidance on how to go about my research project. I have learnt a lot and hope to continue learning more, may God bless him abundantly.

Special thanks go out to the Jomo Kenyatta University Library staff for availing to me current books and reference material throughout the period of study. I’m also thankful to Jomo Kenyatta University of Agriculture and Technology lecturers whose encouragement, guidance and support from the initial to the final level enabled me to develop an understanding of the research study.

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