

**NON FINANCIAL REWARDS, JOB SATISFACTION AND EMPLOYEE
COMMITMENT IN PUBLIC SUGAR COMPANIES IN
NYANZA REGION, KENYA**

BY

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DECLARATION

Declaration by the Student

I hereby declare that; this thesis is my original work and has never been presented in any other award. As such, no part of this work may be reproduced or submitted without the prior permission of the author /or Moi University, Eldoret.

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DEDICATION

This work is dedicated to Almighty God, my parents, brothers, husband and children who encouraged and motivated me to soldier on regardless of the challenging situations involved.

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ABSTRACT

Rewards are expected to increase employee commitment at work place. However, research indicates that commitment level of employees at sugar companies in Kenya is still wanting. This study therefore, sought to find out the effect of Job Satisfaction on Non-financial rewards and Employee Commitment in Public Sugar Companies in Nyanza region, Kenya. The specific objectives were to assess the effect of recognition; promotion; sense of personal achievement and growth on employee commitment. Further, another objective was on the moderating effect of job satisfaction on the relationship between recognition, promotion, sense of personal achievement and growth on employee commitment. The study was guided by the Herzberg Two factor theory and models of commitment. Positivism research philosophy and explanatory research design were adopted. Stratified and simple random sampling techniques were employed in collecting data from a target population of 2200 where Sony had 1121 and Muhoroni 1079. A sample size of 327 was drawn from a target population in public sugar companies in Nyanza region. Closed questionnaire was used in data collection and the content validity index was used to test the validity of the research instrument. The research instrument was also tested for reliability by computing cronbach alpha statistical test. Both descriptive (mean, standard deviation) and inferential statistics (correlation and hierarchical multiple regression models) at $p < .05$ were used to analyze data obtained and to test the hypotheses. The study found that; recognition ($\beta = .37, p = .00$), promotion ($\beta = .30, p = .00$) and growth ($\beta = .22, p = .00$) significantly affect employee commitment except sense of personal achievement ($\beta = .95, p = .09$) which was not significant. Additionally, job satisfaction moderated the link between; recognition and employee commitment ($\beta = -.13, p = .01$) and the link between promotion and employee commitment ($\beta = -.09, p = .00$) and the link between growth and employee commitment ($\beta = -.17, p = .04$). Lastly, sense of personal achievement even after being moderated did not have a link with employee commitment ($\beta = -.060, p = .43$). The study concludes that, employee commitment was predicted by recognition, promotion and growth. It also concludes that job satisfaction strengthens recognition, promotion and growth. The study recommends that for an organization to ensure employee commitment, they should recognize and award great efforts made by employees in accomplishing tasks assigned to them. Organizations should also have proper guidelines on promotion. Finally, organizations should provide employees growth through providing opportunities for employees' development. Again, future research to investigate the effect of sense of personal achievement on employee commitment since it did not have a relationship with employee commitment.

TABLE OF CONTENT

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
TABLE OF CONTENT	vi
LIST OF TABLES	xii
LIST OF FIGURES	xiii
OPERATIONAL DEFINITION OF TERMS	xiv
ABBREVIATIONS	xvi
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Overview	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	10
1.3 Objectives of the Study	13
1.3.1 Specific objectives	13
1.4 Research Hypothesis	14
1.5 Scope of the Study	15
1.6 Significance of the Study	15
CHAPTER TWO	17
LITERATURE REVIEW	17
2.0 Overview	17
2.1 The Concept of Employee Commitment	17
2.1.1 Affective Commitment	22
2.1.2 Continuance Commitment	24
2.1.2.1 Relationship between Personal variables and Employee Commitment.....	25
2.1.2.2 HR practices and Employee Commitment.....	26
2.1.2.3 Recognition practices and employee commitment	26
2.1.2.4 Practices of Competence Development and Employee Commitment	27
2.1.3 Normative commitment	28
2.2 Concept of Non-Financial Rewards.....	33
2.2.1 Promotion.....	36

2.2.2 Recognition.....	53
2.3 Sense of Personal Achievement.....	63
2.4 Growth.....	69
2.5 Job Satisfaction.....	72
2.5.1 Determinants of job satisfaction.....	73
2.5.1.1 Work Environment.....	73
2.5.1.2 Inter- Personal Relationship.....	74
2.5.1.3 Work Itself.....	74
2.6 Control Variables.....	78
2.6.1 Age.....	78
2.6.2 Gender.....	80
2.6.3 Education Background.....	81
2.7 Research Gaps.....	81
2.7.1 Summary of Literature and Research Gaps.....	83
2.8 Theoretical Framework.....	87
2.8.1 Dimension Models of Commitment.....	87
2.8.2 Two-factor theory.....	89
2.8.2.1 Hygiene factors.....	91
2.8.2.2 Motivational factors.....	92
2.9 Empirical Review.....	93
2.9.1 Recognition and Employee Commitment.....	93
2.9.2 Promotion and Employee Commitment.....	96
2.9.3 Sense of Personal Achievement and Employee commitment.....	100
2.9.4 Growth and Employee Commitment.....	104
2.10 Job Satisfaction and Employee commitment.....	107
2.11 Conceptual Framework.....	111
CHAPTER THREE.....	113
RESEARCH METHODOLOGY.....	113
3.0 Overview.....	113
3.1 Research Philosophy.....	113
3.2 Research Design.....	115
3.3 Area of Study.....	116
3.4 Target Population.....	117

3.5 Sample Procedure and Sample size	118
3.5.1 Sample Size.....	118
3.5.2 Sampling Design and Procedure	119
3.6 Data Collection Instruments and Procedures.	120
3.6.1 Sources of Data	120
3.6.2 Questionnaires.....	120
3.6.3 Construction of Questionnaire	120
3.6.4 Pilot Study.....	121
3.7 Measurements of the Instrument.....	122
3.7.1 Dependent Variable- Employee Commitment.....	123
3.7.2 Independent Variable-Non financial rewards	123
3.7.3 Moderating Variable-Job satisfaction	123
3.7.4 Control Variables	123
3.8 Validity and Reliability of Instruments.....	124
3.8.1 Validity of the Instrument	124
3.8.2 Reliability of Instruments	125
3.9 Data Analysis	125
3.9.1 Data Processing.....	125
3.9.2 Data Screening and Cleaning.....	126
3.9.3 Descriptive Statistics.....	126
3.10 Assumptions of Regression Model	127
3.10.1 Linearity	127
3.10.2 Homoscedasticity	128
3.10.3 Collinearity	128
3.10.4 Normality	129
3.10.5 Conditions for regression	130
3.11 Correlation Analysis	130
3.12 Hypothesis Testing.....	131
3.12.1 Regression analysis	131
3.12.2 Analytical Model	131
3.13 Limitations of the Study.....	133
3.14 Ethical Considerations	133

CHAPTER FOUR.....	136
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS.....	136
4.0 Overview.....	136
4.1 Response Rate.....	136
4.2 Data Preparation and Screening.....	137
4.2.1 Missing Values Analysis.....	137
4.2.2 Assessment of Outliers.....	137
4.3 Demographic Characteristics of Respondents.....	138
4.4 Descriptive Statistics Results for the dependent Variables.....	140
4.4.1 Affective Commitment.....	140
4.4.2 Continuance Commitment.....	141
4.4.3 Normative Commitment.....	142
4.5 Descriptive statistics for Moderating Variable (for Job Satisfaction).....	143
4.5.1 Work Environment.....	143
4.5.2 Interpersonal Relationship.....	145
4.5.3 Work Itself.....	146
4.6 Non-Financial Rewards.....	148
4.6.1 Recognition.....	148
4.6.2 Promotion.....	149
4.6.3 Sense of Personal Achievement.....	152
4.6.4 Growth.....	154
4.7 Cross Tabulation of Employee Demographic Characteristics against Employee Commitment.....	157
4.8 Reliability.....	159
4.9 Factor Analysis.....	160
4.9.1 Factor Analysis for employee commitment.....	161
4.9.2 Factor Analysis for recognition.....	162
4.9.3 Factor Analysis for promotion.....	163
4.9.4 Factor Analysis for Sense of Personal Achievement.....	165
4.9.5 Factor Analysis for Growth.....	166
4.9.6 Factor Analysis for Job Satisfaction.....	167
4.10 Data Transformation.....	168

4.11 Testing Assumptions of Regression.....	169
4.11.1 Linearity Assumption.....	169
4.11.2 Normality Test for the Variables	170
4.11.3 Multi-Collinearity Test for the Variables	171
4.11.4 Homoscedasticity Test for the Variables	172
4.10.5 Data Independence.....	173
4.12 Correlation Analysis for the Variables	174
4.13 Hypotheses Testing.....	175
4.13.1 Testing for the Effect of Control variable on Employee Commitment	175
4.13.2 Testing Direct Effect Hypotheses	175
4.13.3 Moderating Effects of Job satisfaction on the Relationship between non- financial rewards and employee commitment.....	178
4.14 Discussion for the Research Findings.....	184
4.14.1 Effect of Recognition on Employee Commitment.....	184
4.14.2 Effect of Promotion on Employee Commitment	186
4.14.3 Effect of Sense of Personal Achievement on Employee Commitment	187
4.14.4 Effect of Growth on Employee Commitment.....	188
4.14.5 Job Satisfaction Influences Employee Commitment	189
4.14.6 Job satisfaction Moderating Effect on the Relationship between non-financial rewards and commitment	190
CHAPTER FIVE	193
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	193
5.0 Introduction.....	193
5.1 Summary of the Findings.....	193
5.2 Conclusion of the Study.....	197
5.3 Theoretical Implication.....	198
5.4 Recommendations.....	199
5.4.1 Managerial practice.....	199
5.4.2 Policy Makers	200
5.5 Recommendations for Further Research.....	200
REFERENCES	201
APPENDICES	234

Appendix I: Letter of Transmittal	234
Appendix II: Questionnaire for Employees in Muhoroni and Sony Sugar Companies	235
Appendix III: Pilot Study Reliability and Construct Validity SPSS Output	240
Appendix IV: Morgan and Krejcie Sample Size Table	242
Appendix V: Random Number Table	243
Appendix VI: Letters of Authority to Collect Data	244
Appendix VII: Anti-plagiarism Similarity Index.....	248

LIST OF TABLES

Table 2.1: Summary of Empirical Review and Gaps in Knowledge Identified	84
Table 3.1: Target population in Sugar Companies	118
Table 3.2: Sample Size	119
Table 3.3: Statistical Tools for Hypotheses Testing	135
Table 4.1: Mahalanobis Distance.....	138
Table 4.2: Employee Demographic Characteristics.....	140
Table 4.3: Descriptive Results of Affective Commitment.....	141
Table 4.4: Descriptive results of Continuance Commitment.....	142
Table 4.5: Descriptive Results of Normative Commitment.....	143
Table 4.6: Descriptive Results of work environment	144
Table 4.7: Descriptive Results of interpersonal relationship	146
Table 4.8: Descriptive Results of work itself.....	147
Table 4.9: Descriptive Results of recognition.....	149
Table 4.10: Descriptive Results of promotion	151
Table 4.11: Descriptive Results of sense of personal achievement.....	154
Table 4.12: Descriptive Results of growth	157
Table 4.13: Cross Tabulation of Employee Demographic Characteristics on employee commitment.....	159
Table 4.14: Reliability	160
Table 4.15: Factor analysis for employee commitment.....	162
Table 4.16: Factor Analysis for recognition	163
Table 4.17: Factor Analysis for promotion.....	164
Table 4.18: Factor Analysis for sense of personal achievement.....	165
Table 4.19: Factor Analysis for Growth	166
Table 4.20: Factor Analysis for Job Satisfaction.....	168
Table 4.21: Transformed Variables after Factor Analysis Descriptive Statistics	169
Table 4.22: Linearity Test.....	170
Table 4.23: Multi-collinearity of the Variables	172
Table 4.24: Autocorrelation /independence of errors	174
Table 4.25: Correlation Statistics for the Variables.....	174
Table 4.26: Summary of Hierarchical regression analysis results.....	178

LIST OF FIGURES

Figure 2.1: Attitudinal and behavioral perspectives on employee commitment	30
Figure 2.2: Models of commitment	89
Figure 2.3: Hygiene and Motivation Factors	93
Figure 2.4: Conceptual framework	112
Figure 4.1: Histogram Plot for Normality Tests	171
Figure 4.2: Homoscedasticity Plot	173
Figure 4.3: Moderating Effect of Job satisfaction on Recognition and Employee Commitment	180
Figure 4.4: Moderating Effect of Job satisfaction on Promotion and Employee Commitment	181
Figure 4.5: Moderating effect of Job Satisfaction on Personal Growth and Employee commitment	183

OPERATIONAL DEFINITION OF TERMS

- Employee-** A person in a certain occupation, working for another person, or a business firm (Appelbaum, 2000).
- Employees commitment -** Is the degree to which an employee identifies with the organization and wants to continue actively participating in it Newstrom and Davies (2002).
- Growth -** Is reaching a top position at a particular company. It could mean gaining experience in multiple professional fields in order to create a unique and versatile role for oneself (Kathure, 2014)
- Job satisfaction -** Is the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).
- Non-financial reward -** Is a way to reward someone without giving money, whose goal is to motivate, retain, and attract high-quality people to your workplace (Ballentine, McKenzie, Wipocki & Kepner, 2007).
- Promotion –** is the act of moving an employee up the organization hierarchy, usually leading to an increase in responsibility and status Heery & Noon (2010)
- Recognition-** is appreciation of performance by the organization of an act done by the team or team member. Work recognition basically refers to giving a positive feedback about the

employees for their contribution and efforts while working (Rani & Srivastava, 2015).

Sense of personal achievement – These are the development opportunities provided to Employees to widen their knowledge and abilities to enhance employee's current job performance and also help employees to achieve individual development (Laakso, 2012).

Sugar Companies: These are firms that manufacture and produce sugar on large scale; they include Chemelil, South Nyanza Sugar Company and Muhoroni (Wachira, 2015).

ABBREVIATIONS

KMO	Kaiser- Meyer-Olkin
KNA	Kenya National Assembly
NACOSTI	National Commission for Science, Technology, and Innovation
OLC	Organization Learning Culture
SONY	South Nyanza Sugar Company
SPSS	Statistical Package for the Social Sciences
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter entails the background of the study, statement of the problem, the study objectives, research hypothesis, scope and significance of the study all forming the basis of the study.

1.1 Background of the Study

Employee commitment is crucial in the success of an organization particularly in the now dynamic and competitive business environment. Edmonds (2010) defined employee commitment as ‘to be how she or he perceives his emotions to a company: looking into the employees’ conviction on the missions and goals of the company, willingness to put effort in their achievements and how they intend to keep working there. Short term employees are usually more committed than those who have experienced personal success in the company and those working with a committed employee group Rhoades, *et al.*, (2011). A perception which reflects an employee’s strength to a company is commitment. An employee commitment policy can help gain their support and in turn maximize the company’s benefits from what they receive from their employees with a higher yield and individual performance also increasing to roughly the same size. It is usually the degree of strength of involvement of an employee with a certain company.

Employee commitment is the employees’ state of being committed to assist in the achievement of the organization’s goals, and involves the employees’ levels of identification, involvement, and loyalty (Caught & Shadur, 2000).

Commitment among employees as stated by Irefin and Mechanic, (2014) is valued by companies that make profits because it is thought to reduce withdrawal behaviour like lateness, absenteeism, turnover etc. Those employees willing to form and keep a lasting relationship with their employers are said to be committed. Key rewards have been deemed as helpful in recognizing employee efforts and are held as a form of motivation for the employees and their commitment. Companies with employees feeling satisfied with how they are treated will in turn get the same determination from the employees towards their work. According to Rhoades, *et al.*, (2011) if employees are for example treated accordingly, they will tend to become more committed and involved in their work and the opposite will tend to happen to companies that ill-treat their employees.

Martin *et al* (2017) conceives commitment as a state of being in which an individual becomes bound by his actions and it is these actions that sustain his activities and involvement. From this definition, it can be inferred that three features of behaviour are important in binding individuals to act: visibility of acts, the extent to which the outcomes are irrevocable; and the degree to which the person undertakes the action voluntarily. To the author, therefore, commitment can be increased and harnessed to obtain support for the organizational ends and interests through such things as participation in decision-making.

Meyer and Allen (1991) described affective commitment as employee emotional attachment to, identification with, and involvement in the organization. Continuance commitment refers to commitment based on the costs that the employee associates with leaving the organization. Finally, normative commitment refers to the employee feelings of obligation to stay with the organization. Rational commitment is a relationship based on employee financial interests or interests related with possibilities

to improve professional skills and make a career. They view employee commitment as the individual psychological attachment to the organization, whereas commitment represents something beyond loyalty to an organization and involves an active relationship with the organization such that individuals are willing to give something of them in order to contribute to the organization well-being.

Non-financial rewards play a significant role in the perception of the employee regarding the reward climate in the workplace (Khan Shahid, Nawab, & Wali, 2013). When organizations pay attention to Non-financial tools such as opportunity of increasing holiday and family benefits, the employee may perceive the organization as a supporting and caring organization. Rewards are important factors that explain certain job aspects that contribute significantly to the organization such as job satisfaction. Rewards, therefore, involve all economic benefits that are being supplied by the organization-pay, promotion, verbal recognition and responsibilities (Deperi, Tortia & Capita, 2010).

Non-financial compensation is used to motivate employees to be more productive. It is viewed as a non-cash award given in recognition of a high level of accomplishment or performance such as customer care or support to colleagues, which is not dependent on achievement of a predetermined target (Wycliffe & Hezron, 2013). Non-financial compensation is regarded as cost effective ways to compensate employees, thereby, attracting, motivating and retaining employees. They remain part of the wellness of job environment regardless of the economic situation. The importance of non-financial incentives and employee job satisfaction in improving job performance among employees cannot be underestimated. In view of the relevance of non-financial incentives and employee job satisfaction in enhancing employee job performance, the

paper conceptually discusses the existing relationships between employee recognition, flexible work schedules, employee independence and career development and employee job satisfaction.

Globally, business environment has become very competitive and organizations are faced with different challenges which include getting the right workforce and sustaining it. Hafiza (2011) opined that due to the fact that organizations are forced to improve their performance and become competitive, they need to maximize the resources at their disposal. Human resources is regarded as the most important resource in any organization. According to Hezron and Wycliffe (2013), human resource is an essential input for gaining a competitive edge over other organizations. This is echoed by Bennet (2012) who indicates that employees are essential to the development and success of any organization. Human resource can be utilized and maintained by motivating them in diverse ways amongst which reward is of significant importance. But human resources are not similar entities. Therefore, they all have various kinds of needs and also different perceptions of what constitutes appropriate rewards for effective motivation. Hence, motivating employees requires an in-depth understanding of the human nature (Pitts, 2010).

In addition, Christopher (2016) argued that people do not just come to work or work hard in an organization; they need the motivation to share and realize the organization's vision. According to Serena, Muhammad and Emran (2012), employees tend to give their best when they have a feeling of trust that their hard work will be rewarded by management. Motivation that comes with rewards is of crucial importance. Lawler (2014) stated that the way people in an organization are treated determines whether an

organization will survive or not. Non-financial or non-cash incentives do not involve direct payment of cash and they can be tangible or intangible.

Some examples of these kind of incentives include: providing them with autonomy in their job; allowing them participation in decision making; assigning them with challenging roles; and recognizing them for good work done through gifts, letters of appreciation, plaques and tickets to restaurants among others (Ryan & Deci, 2010).

Recognition is the most common and powerful tool that is being used in the organization to drive employee engagement (Sun, 2013). Sun (2013) further identifies three conditions that are necessary for the effective use of recognition tool. First, recognition should be used frequently; recognition needs to be provided every one week to employees so that they can feel valued. Second, recognition should be specific, and identifying what is recognized makes it meaningful and critical. Third, rewards should be timely, that is, it should take place shortly after the employee action that deserves recognition occurs.

Employees take recognition as part of their feelings of value and appreciation and as a result it increases employees' morale, which eventually increases efficiency of organizations. It is for that reason, Danish *et. al.*, (2010) affirm that when rewards and recognition are properly implemented, a good working atmosphere is provided that motivates employees to achieve high performance. Alam, Shaheed, Sahabuddin & Akter (2013) investigated the impact of employee recognition as a factor that predicts their contribution. The result shows a correlation between monetary rewards and employee contribution. However, Murphy (2007) used an online survey to study the effects of monetary and Non-financial incentives on labor turnover. The results of the study revealed that no significant difference was found in labor turnover. Zaman *et. al.*,

(2011) examined the relationship between extrinsic rewards, intrinsic rewards and motivation among employees of three nonprofit organizations in Pakistan. The study used 127 samples and the results show that extrinsic rewards correlate directly with employee motivation while intrinsic reward does not make any significant impact on employee motivation.

In Kenya, Non-financial rewards have been offered in various ways in organizations in order to cause motivation of employees, especially in the public sector. Some of them include recognition, promotion, growth, sense of personal achievement, performance appraisals, security assurance via signing of contracts etc. Rewarding good employee performance in Kenya seems to be a challenging task, yet it is one which is necessary to inspire performance through the strategic management initiative (Wright & Cropanzano, 2014). The use of rewards is normally aimed at aligning workers with the strategy of an organization and a necessary vehicle towards effective realization of organizational vision and mission over time. To achieve desired goals, reward systems should be closely aligned to organization strategy.

Though most organizations in Kenya have continued to offer rewards to employees, most of them believe in monetary rewards like pay increase, bonuses and money valued ventures as opposed to rewards like recognition and opportunities to contribute in decision making (Aktar, Sachu & Ali, 2012). Most employees have been trained and thus accustomed to operate on a hierarchical platform, where managers make decisions and impose on them. This is due to lack of understanding by managements that teamwork and other types of non-financial rewards can boost employee performance as a result of employee satisfaction. More so, most organizations do not embrace flexible working hours for employees and so every employee is generally required at

the workplace early in the morning and leave in the evening. This means that employee's family issues and other duties outside workplace are never put into consideration thereby working against employee satisfaction. Further, most organizations still apply the traditional rewards systems that mainly entail monetary because there is lack of enough knowledge regarding how non-financial rewards may impact on employee performance as well as organizational competitive advantage (Dzuaranin, 2012).

According to Muhammad, et al., (2014), employee commitment is a link, association, or bond of the employee with the institution, a psychosomatic state that distinguishes the individual's association with the institution with the proposition for the decision to carry on attachment to the organization. An employee, who according to Kreitner & Kinicki (1998:265), derives pleasure from the task itself is said to be intrinsically motivated. They are highly subjective in that they represent how the individual perceives and feel about work and its value. The following are intrinsic rewards: healthy membership where employees develop a sense of membership with fellow employees at the workplace; employees are encouraged to develop skills that enable them to perform according to standards set by employer; and where employees are encouraged to express their views and participate in the decision making policies of the institution

Employee recognition is a communication tool that reinforces and rewards the most important outcomes people create for one's business. When an employer recognizes people/employees effectively, they reinforce with a chosen means of recognition, the actions and behaviors an employer most want to see people repeat, holding up as role models those employees who best epitomize them. The employees are provided with development and career opportunities for their advancement and growth and to develop

their personality at the same time, increasing the contents of their jobs or the deliberate upgrading of responsibility scope and challenge in work. It emphasizes the need for challenging and interesting work.

Work-life balance is the proper prioritizing between “work” (career and ambition) on one hand and life (pleasure, leisure, family and spiritual development) on the other. Work-life policies improve the employer’s bottom line by increasing retention rates, decreasing absenteeism and improving productivity and morale. Workplace environment is used to describe the surrounding conditions in which an employee operates. An efficient and cohesive workplace is all about building the morale and productivity of employees and minimizing complaints, disruptions and legal wrangles so everyone can get on with their work. The Work place environment is very crucial as it determines the level of job satisfaction.

Robbins (2003) determines four main primary factors that determine job satisfaction. The first one is reward, refer to as pay and promotion which is considered most related to job satisfaction because when employees feels that they are rewarding fairly, their experience towards satisfaction is increased. Job satisfaction is defined as “a function of the range of specific satisfactions and dissatisfactions that he/she experiences with respect to the various dimensions of work”. Many companies used different techniques like survey to find out what are the employees expectations and perceptions about their jobs (Kinicki & Kreitner, 2003). Job satisfaction is the positive attitude of an individual towards his job. Factors such as work rewards, relationship with coworkers and job security have substantial influence on job satisfaction. The importance of non-financial incentives and employee job satisfaction in improving job performance among employees cannot be underestimated. In view of the relevance of nonfinancial

incentives and employee job satisfaction in enhancing employee job performance, the paper conceptually discusses the existing relationships between employee recognition, flexible work schedules, employee independence and career development and employee job satisfaction.

The study included both the management and employees of Muhoroni and Sony sugar companies based in Nyanza Kenya. Muhoroni Sugar Company Limited is a Sugar Manufacturing firm engaged in sugarcane growing, processing and marketing of sugar. It was set up in the early 1960s by the Mehta Group, after an invitation by the Kenya government. It was commissioned in 1966 as East Africa Sugar Industries (EASI) Limited and later named Muhoroni Sugar Company in 1990 when the Government took over the operations. Since inception the company has achieved remarkable growth despite the challenges brought about by liberation of the sugar industry and ageing machinery. These challenges led to it being placed under protective receivership in the year 2001. The receivership has led to a turnaround in the fortunes of the company. The company has an installed capacity of 2200 tons of cane crushed per day. The company has strived to improve its management system and ensure continuity through achievement and implementation of the ISO 9001:2008 quality management systems. The company's mission is to profitably produce high quality sugarcane products and the vision is to be a competitive producer of high quality sugarcane products. The company is guided by leadership, commitment to excellence, teamwork, integrity and innovation as the core values.

Sugar companies in Kenya play a key role in the economic growth, creating jobs and generating revenues through exports and investment which allow national growth. Despite this, it's unfortunate that the workers over the last decade mostly attributed to

poor reward system (Agoi, 2017). According to Kenya National Assembly (2015), the sugar industries in Kenya supports six million Kenyans directly and indirectly.

1.2 Statement of the Problem

No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team player. Getting competent and committed employees who are ready to give their best in the pursuit of the objectives and goals of an organization is a problem facing public sugar factories in Kenya (Agoi, 2017). Employees want to be part of a successful organization which provides adequate compensation, non-financial rewards and opportunity for development. Organizations on the other hand are faced with ever increasing competition and new challenges posed by changing times. One of the key components of their survival is maintaining and upgrading their ability to use human resources effectively and efficiently. Non-financial rewards are therefore critical in ensuring that experienced employees remain loyal, committed and perform their duties as required. Employee commitment may fluctuate over an employee's lifetime. This is because employee's expectations during their working life change as circumstances in their life's change over time (Morrow, 2013). Employee commitment is influenced by a number of factors. The management is better placed to enhance the level of commitment among staff if it knows these factors and how they influence commitment.

Accordingly, while extrinsic rewards such as money are important in the short term, intrinsic or nonfinancial rewards tend to sustain motivation for performance in the long-term (Lawler, 2016). This shows that Money can only motivate to a certain extent, what matters is the impact the reward has on the individual as a whole. Unfortunately, in most Ministries, the major focus has been on financial rewards, which sometimes are

not as high as in private firms and yet it is a known fact that financial rewards can only be utilized to a limited degree depending on the capability of the employer (Lawler, 2016). This has been illustrated in the recent strikes staged by various categories of the public servants and other workers demanding higher pay. Notable were the judicial officers in August 2017, prosecutors in October 2017 and Medical workers November 2017 (Mwesigwa & Kigonya, 2017).

This shows that government is now struggling to motivate its employees in a cash strapped economy and has to dig deeper in its coffers to sustain the employees in their jobs. Sometimes, the money is not forthcoming leading to some of the workers leaving for greener pastures in the private sector. While it has been common for many staff members to resign and move on to other organizations, it is interesting to note that some would remain with their existing employers. Reasons for this unexpected behaviour emerged in a study by Adoko (2015) that found that 90% of the respondents identified job security, career growth, learning and development; exciting work and challenge; and meaningful work, making a difference and a contribution to the organization as the top three reasons why they stayed with their employers. The reasons for resignations that emerged in the study were that 46% of the respondents felt unappreciated, 61% felt that their bosses did not place much importance on them as people and 88% did not receive acknowledgement for the work they did.

According to Ciuri (2013) while Mumias Sugar Company has been the most successful of the seven sugar factories in Kenya, its survival remains uncertain due to increased competition for both market and raw materials. The use of non-financial rewards by the agency will motivate the employees as they will view the organization as caring for their wellbeing and thus resulting in high performance and commitment. In its endeavor

to improve efficiency, the company installed a high capacity processor (diffuser), but this was met by another problem of shortage of the raw cane and workers as a good number of farmers contracted to the company uprooted their crops as they went for other substitutes which they believed offered better returns. This situation called for a scrutiny to determine factors affecting the employees' commitment to the company. Public Sugar companies have sunk deeper in the red after reporting a record of billions in pretax losses, some of them their plants were shut for nearly three months. Lack of finances meant the firm could not rehabilitate its ageing machinery to restore operations to normal in a period its lenders' confidence was at its lowest. Sugar companies blamed the performance on a number of factors, including illegal sugar imports that forced down the commodity's price as well as cane poaching by rivals, and shutdown of its plant.

Again, South Nyanza Sugar Company limited (Sony) which serves over 25,000 cane farmers. The industry has witnessed several human resource issues including; automation of labour and push for better working conditions. The company has high standards on performance and expects employees to follow the rules and regulations, work according to the standards set for them; the employees expect good working conditions, fair treatment, secure career, power and involvement in decisions (Agoi, 2017). These expectations of both parties vary from organization to organization. For the organization to address these expectations, an understanding of employees' rewards is required. This research draws its relevance from these turbulent situations as solutions are sought to build a strong and highly motivated labour force that is willing and able to champion the development drive of the country. These can be further explained by Kowido (2013) study on cross-sectional survey on perceived factors contributing to employee commitment in small medium furniture companies along

Mombasa road, Nairobi County. The findings of the study were that training and development, promotion factors, working conditions, employee benefits and job security contribute to employee commitment.

This study therefore, attempted to address this knowledge gap by investigating whether non-financial rewards are being utilized as a competitive advantage in motivating its staff hence employee commitment noting that organizations are now struggling to motivate its employees in a cash strapped economy.

1.3 Objectives of the Study

The general objective of this study was to examine the effect of job satisfaction on non-financial rewards and employee commitment in public sugar companies in Nyanza region.

1.3.1 Specific objectives

- i) To assess the effect of recognition on employee commitment in public sugar companies in Nyanza region
- ii) To determine the effect of promotion on employee commitment in public sugar companies in Nyanza region
- iii) To evaluate the effect of sense of personal achievement on employee commitment in public sugar companies in Nyanza region.
- iv) To analyze the effect of growth on employee commitment in public sugar companies in Nyanza region.
- v) To establish the moderating effect of job satisfaction on the relationship between:
 - a. Recognition and employee commitment in public sugar companies in Nyanza region

- b. Promotion and employee commitment in public sugar companies in Nyanza region
- c. Sense of personal achievement and employee commitment in public sugar companies in Nyanza region
- d. Growth and employee commitment in public sugar companies in Nyanza region

1.4 Research Hypothesis

The study was guided by the following null hypotheses

H₀₁: There is no statistically significant direct effect of recognition on employee commitment

H₀₂: There is no statistically significant direct effect of promotion and employee commitment

H₀₃: There is no statistically significant of sense of personal achievement on employee commitment

H₀₄: There is no statistically significant effect of growth on employee commitment

H₀₅: Job satisfaction does not moderate the relationship between:

- a) Recognition and employee commitment in public sugar companies.
- b) Promotion and employee commitment in public companies.
- c) Sense of personal achievement and employee commitment in public sugar companies.
- d) Growth and employee commitment in public sugar companies.

1.5 Scope of the Study

The study examined the non-financial rewards (recognition, promotion, sense of personal achievement and growth), job satisfaction and employee commitment of Muhoroni and Sony Sugar companies respectively. The study covered two largest and most stable sugar companies in Kenya. Because of the companies' location Muhoroni and Sony target a large number of population that translate into a large sample size. The study adopted stratified and random sampling and the unit of analysis was employees in Muhoroni and Sony sugar companies. The study adopted positivism philosophy and explanatory design (Zikmund *et al.*, 2013). Cross-sectional approach was used to collect data as it was collected at one moment in time using questionnaires that described non-financial rewards, job satisfaction and the employee commitment to the organization. The researcher was assisted by one trained research assistant.

1.6 Significance of the Study

The study established the effects of non-financial rewards, job satisfaction on employee commitment in sugar industries in Nyanza region, Kenya. The findings of this study contribute knowledge into the existing employee commitment, non-financial rewards and job satisfaction literature and its supported by the theory of Herzberg two factor theory. The models and theory used, research methods, research approaches and the findings benefits the future researchers.

Consequently, the policy makers in the ministry of labour, manufacturing and non-manufacturing firms can use this recommendation to appreciate the usefulness of recognition, promotion and growth with job satisfaction attributes that can be used to attract competitive employees.

Finally, the results may also help the policy makers to establish fair practices regarding recognition, promotion, and growth to create job satisfaction within the organization to enhance employee commitment.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter entails the synthesise literature related to the study with the aim of determining the effect job satisfaction on non-financial rewards and employee commitment within public sugar companies in Nyanza region.

2.1 The Concept of Employee Commitment

Newstrom and Davies (2002) define employee commitment as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Like a strong magnetic force attracting one metallic object to another, it is a measure of the employees' willingness to remain with a firm in the future. It often reflects the employees' belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working there. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with a committed employee group.

Madigan, Norton and Testa (2009) posit that committed employees would work diligently, conscientiously, provide value, promote the organization's services or products and seek continuous improvement. In exchange, they expect a work environment that fosters growth and empowerment, allows for a better balance of personal and work life, provides the necessary resources to satisfy the needs of customers and provides for their education and training. Employee's commitment increases the employee's performance and reduces turnover, and thus loyalty of employees depends on the satisfaction of their wants and desires. In organizations,

committed employees have been found to be willing to build and maintain long-lasting relationships with their employer.

The importance of employee commitment lies in the multifaceted relationship between the organization, an individual and the extent to which commitment to an organization enhances other positive attitudes at work leading to improved employee performance (Meyer and Allen, 2017) as cited in Dar *et al.*, (2014). In such like a context, researchers have argued that employee commitment is a significant construct and is a result of its association with work interrelated behaviors such as absenteeism, job satisfaction, employee turnover and performance and leader subordinate relations (Ahmad (2019). Meyer *et al.*, (2012) conducted meta-analyses research, and the results were that affective commitment has the strongest positive correlations with work behaviors, which was followed by normative commitment. Also the study showed continuance commitment as not connected, or connected negatively to work behaviors. The relationship between employee commitment and its outcomes have also been investigated (Chi *et al.*, 2018).

Ahmed (2014) points out that when members of a particular organization accept and trust organizational values, they will be more than willing to achieve organizational goal under all circumstances. High employee commitment is of benefit to the organization because it shows that employees identify themselves with the organization and this will positively affect employee performance (Chen & Aryee, 2017).

Employee commitment is of benefit to employees' behavior and work outcomes and a turnover rate reducer for individuals in an organization and the aftermath of this is better performance of employee (Filipkowski & Johnson, 2008). Trusting relationship should be established by employees between them and the manager. Elevated level of trust in

organization lowers the cost of evaluation and other control mechanisms and employees will have inner motivation to work (Ajila & Abiola, 2014).

Most of the time employees who have commitment are more willing to remain in the organization (Armstrong (2016) and an important predictor of organizational effectiveness is employee commitment and it has potential effects on employee performance. It has been proved that there is a strong relationship between high levels of employee commitment and great employee performance (DeNisi & Kluger, 2000). Commitment is a comparative echelon of employee's loyalty to the organization and his participation and contribution in it (Njoroge, 2009). Therefore, commitment is employee's loyalty to the organization and it is a process that brings victory and welfare. The three dimensions of employee commitment have some connection with each other, but they are independent and can be taken into account separately.

Through employee commitment and association of employees of different backgrounds, cultures, values, norms experience and skill sets, a company will gain growth, plasticity and global marketing (Lu *et al.*, 2016). A committed worker identifies himself with the goals and values of organization will always have a stronger desire to belong to the organization. This particular employee will be willing to go over and beyond the required job duties. Benefits of employee commitment are perceived to be employee retention, attrition, extra role behavior, better product quality, better work safety, and increased employee flexibility. All these are encouraging indicators of employee performance (Yavuz, 2010).

Employee commitment is an attitude related to job satisfaction that has received much attention from researchers. Sajid and Siddiqui (2017) assert that commitment binds an individual to a particular course of action that is relevant to specific targets.

Subsequently, employee commitment is the relative strength of an employee's identification and involvement with a particular organization. Cesario and Chambel, (2017) asserts that employee commitment is a critical success factor for organizations seeking higher performance. Organizational commitment forms a substantial part of an individual's psychological state since employees with higher employee commitment tend to engage in activities and behaviours that promote better employee commitment. Moreover, such employees engage in citizenship activities in the workplace.

Employee commitment can aid in predicting objectives and goals, help in enhancing productivity and further bring down the level of absenteeism (Sajid and Siddiqui, 2017). Sajid and Siddiqui (2017), conducted a study to investigate the impact of employees' commitment and job satisfaction amongst bank employees. The study concluded that employee commitment has significant positive correlation with job satisfaction among the respondents. This implies that having committed employees in the workforce helps boost the performance and productivity in the organization. Consequently, job satisfaction and commitment are fundamental qualities for employees as they heighten organization performance.

Imran *et al.* (2017) assert that employee commitment is vital for organizational competition and earnings within the dynamic international market. Moreover, employees who are deemed to have increased emotional attachment to the company behave in a manner consistent with the strategies and goals of the organization. Imran *et al.*, (2017) assert that cost of abandoning an organization and the benefits that long serving employees obtain exert pressure on some employees to remain in the firm. Moreover, organizations investment in an employee's career development may force the individual to remain hence bringing about normative commitment to the

organization. Wombacher and Felfe, (2017) assert that employees possessing team commitment and organizational commitment possess better benefits to the management as they are more inclined to management of conflict in the workplace. Such commitment increases the chances of integration in the workplace and reduced conflict.

Osterman (2000) posit that employees may be highly skeptical of the management initiatives and both actively and passively resist to the changes, resulting in unsuccessful change efforts, decrease in morale or productivity, and increases in turnover or subsequent organizational failures. Effective management teams need to recognize that positive employee attitudes are often vital to achieving organizational goals. When employees believe that they have the ability to participate in decisions, research suggests there will be a positive impact on the work environment (Lawler, 2008).

Mullins (2009) view employee commitment as encapsulating by giving all of one-self while at work. They also state that employee commitment entails things such as using time constructively, attention to detail, making that extra effort, accepting change, co-operation with others, self-development, respecting trust, pride in abilities, seeking improvements and giving loyal support. Employees today are increasingly self-assured of their value to employers and would consciously choose to work for those organizations that meet the above workplace expectations.

Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. It reflects the extent to which employees identify with and organization and is committed to its goals. According to Tolentino (2004) Sustained productivity improvement depends on the enterprise's human capital (the skills, knowledge, competencies and attitudes that reside in the individual employee of

the enterprise) and its social capital (trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, teamwork, etc. among these individuals. Meyer and Allen (1997) have identified three types of employee commitment: affective, continuance, and normative.

2.1.1 Affective Commitment

This occurs when individuals fully embrace the goals and values of the organization. They become emotionally involved with the organization and feel personally responsible for the organization's level of success. These individuals usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization.

It is widely accepted that a firm's innovation capability is closely linked to its ability to manage, maintain and create knowledge. However, organizations cannot create knowledge without individuals, who therefore play a critical role in knowledge creation and innovation process. According to Reiche, Stahl, Mendenhall, & Oddou (2016), knowledge creation and innovation should be understood as a process by which knowledge held by individuals is enlarged and internalized as a part of organizational knowledge. The idea underlying this statement is that the knowledge possessed by individuals must be transferred to the levels of the group and the organization as a whole, so that it can be applied, giving rise to innovation Curtis & Taylor (2018). In other words, individual knowledge provides the company with the raw material necessary for the creation of new knowledge and innovation. However, unless this knowledge is shared with other individuals and groups within the organization, it will remain in the domain of the individual and will have little or no impact on the performance or the innovation capability of the company. The literature defines

knowledge sharing as the act of placing knowledge possessed by an individual at the disposition of others within the organization, in such a way that it can be absorbed and utilized by them. The use of the term ‘sharing’ implies some conscious action on the part of the individual who possesses the knowledge, and that the sender does not relinquish ownership of the knowledge but that joint ownership results between the sender and the recipient. It is important to distinguish knowledge sharing from other concepts such as reporting or transmitting, which are frequently used as synonyms. Thus, Sihombing, Supartha, Subudi & Dewi, (2018) emphasize that knowledge sharing is a voluntary act, which distinguishes it from reporting. According to these authors, reporting implies the exchange of information on the basis of a series of routines or structured formats, whereas knowledge sharing is a conscious and voluntary act whereby an individual participates in the exchange of knowledge even though there is no compulsion to do so. For their part, state that sharing implies both giving and receiving knowledge; therefore, it covers both the transmission and the absorption, allowing the individual to build new knowledge on the basis of that possessed by others. Thus, knowledge sharing allows combining previously unconnected ideas, views, facts and information, which constitutes the basis for the creation of new knowledge and for innovation. The relevance of knowledge sharing for innovation has been theoretically argued in several studies. Consider that the interaction among individuals who possess different knowledge improves the organization’s ability to innovate. Naz, Li, Nisar, & Rafiq (2019) state that the innovation capability of the organization is the result of the interaction among individuals who possess different kinds of knowledge. Similarly, several authors argue that knowledge sharing among employees constitutes a fundamental step in the process of organizational knowledge creation, in such a way that if it is not effectively performed, it can constitute a serious barrier to the

development of this process, and as a consequence, to innovation effectiveness. Recent empirical studies also support the relationship between knowledge sharing and innovation. Thus, find that those organizations that promote knowledge sharing processes are more successful in innovation. , in their study of the factors that affect innovation in the biomedicine sector find a positive relationship between knowledge sharing and innovation projects. Finally, Hassan & Al-Hakim (2011) conclude that when the necessary factors for motivating individuals to share and transfer knowledge are present, innovation improves. All these arguments are evidence that knowledge sharing among individuals and groups within the organization is a critical process for the creation of new knowledge and for innovation.

2.1.2 Continuance Commitment

Occurs when individuals base their relationship with the organization on what they are receiving in return for their efforts and what would be lost if they were to leave (i.e., pay, benefits, associations). These individuals put forth their best effort only when the rewards match their expectations.

The concept of employee commitment has been subject to numerous studies. These studies have shown that employee commitment predicts important variables; such as competence, recognition, information sharing and fair reward. Previous research also has supported the positive relationship between employee commitment and selected HR practice.

Employees who depict continuance commitment don't give their all to the organization more than what is expected to have in their jobs. Continuance commitment did not affect significantly the expectation of concern for quality, sacrificing and willingness to share knowledge. High continuance commitment employees stay in the organization

because they feel that they have few chances outside (Tolentino, 2013). Employees are likely to stay with the organization because of the costs associated with leaving that particular organization is simply too high and not emotional attachment. According to Docket, Johan and Melinde (2006), all things being equal, there is no reason to expect that such employees will have a strong desire to contribute to the organization.

2.1.2.1 Relationship between Personal variables and Employee Commitment

Results from some previous studies show that male employees are more committed than their female counterparts (Martins, Faria, Prearo, & Arruda, 2017). On the contrary, other studies found no significant link between the gender and commitment. With regard to the education level, some research showed a negative relationship with normative and continuance commitment (Gamble, & Tian 2015), others showed no obvious relationship. Many scholars in the field considered age as an important factor to predict commitment. Nassar, (2018) and Meyer, Allen & Smith (1993) revealed a significant positive correlation and mean, 0.2 and 0.36, between commitment and age, indicating that current job attractiveness increases as the employee ages due to fewer other employment options. , on the other hand, found an insignificant statistical correlation ($r = -.004$) between age and affective commitment for a sample of 396 high school principals. In another study by Mayer et. al., (2007) it was found that the new and the senior-tenured employees are more committed than the middle-tenured ones. In addition, Jaros, Jermier, Koehler, & Sincich, (2017) concluded that affective commitment has a negative relationship with tenured employees and continuance commitment had no correlation at all.

2.1.2.2 HR practices and Employee Commitment

Human resource management practices are some, but not all, of the factors that are related to an employee's commitment. Although many research studies empirically tried to show the development of a causal relationship; the mechanism of how these practices affect commitment is still not well or clearly uncovered. Muthukumaran (2017) indicated that the interpretation of the HRM practices by the employees would affect their commitment. Employee commitment can be interpreted as the employee's long-term relationship and intention to stay in the workplace along with an unshakable belief in the goals and objectives of his/her organization, followed by a devoted effort to reach these goals (Employee commitment comprises three types: affective (the psychological feeling and attachment of an employee to stay in the workplace socially and organizationally), continuance (the cost-benefit evaluation of whether to stay or leave), and normative (the feeling of being obliged to stay in the organization because of moral factors) .

2.1.2.3 Recognition practices and employee commitment

Monetary compensation is important, but not sufficient, to keep employees. Non-financial- recognition (Praise, appreciation, and positive feedback from managers and peers) for a job well done is imperative to generate job satisfaction and commitment. Recognition is needed in the social and organizational environment as a motivational tool to bring about a good work outcome. In high professional jobs, recognition is considered as a main objective to maintaining the feeling of high involvement and being an important element of the organization (Agarwal & Sajid, 2017). Coffie, Boateng, & Coffie (2018) confirmed that recognition is positively related to continuance and affective commitment in their study which targeted 2,398 "Quebec members of the Canadian Information Processing Society (CIPS)". H1a: Recognition is positively

related to Affective Commitment H1b: Recognition is positively related to Continuance Commitment H1c: Recognition is positively related to Normative Commitment

2.1.2.4 Practices of Competence Development and Employee Commitment

Investment by the organization in employee training is intended to send a commitment message to its employees that individual development is a valued goal of the organization Al Zefeiti., & Mohamad (2017). The employee's commitment might be influenced more by the message HRM practices convey to the employee than by the practices themselves. Training is used to enhance specific skills and correct performance issues to empower employees with the skills needed for the current and future job requirement. Weidmann & Konishi (2017) found that workers' commitment is related directly to their faith in the intention of the organization's HRM practices to keep skilled employees and treat them fairly. The employee's skill, training, and personal development practices, including job redesign/enrichment, have shown positive results in building the employee's confidence level, a sense of control, and identification of their work, therefore, a result of affective commitment. Building employees' skills to perform their job would establish a higher level of confidence as well as the employees' perception that the organization values their presence, therefore establishing employees' long-term commitment. In addition to the positive link between commitment and profit sharing, bonuses, indicated that organizational commitment is enhanced by offering employees "advancement opportunities" within the organization. Employee commitment also showed a positive link with the practices of profit sharing, bonuses, and pay. H2a: Competence development is positively related to Affective Commitment H2b: Competence development is positively related to Continuance Commitment H2c: Competence development is positively related to Normative Commitment

2.1.3 Normative commitment

It occurs when individuals remain with an organization based on expected standards of behavior or social norms. These individuals value obedience, cautiousness, and formality. Research suggests that they tend to display the same attitudes and behaviors as those who have affective commitment.

Normative commitment develops based on earlier experiences influenced by, for example, family-based experiences or cultural experiences which can increase through beliefs that the employees have an employer who provide more than they can give (Allen & Meyer, 2016). According to Marsh and Mannari (1997) cited by Varsha & Monika, (2012) the normative aspect develops as individuals' perception of their moral obligation to remain with a specific organization despite of how status enhancement or fulfillment the organization gives the individual over the years. It can therefore be noted that normative commitment comes about due to benefits that an employee gets and taking the terms and conditions of a psychological contract. Employee loyalty and fulfillment is engendered with this kind of commitment in regard to tasks and not a kind of behavior that will warrant the organization a competitive advantage (Newstrom, 2017).

Normative commitment is associated only to the forecast of sacrifice orientation. Allen and Meyer (2016) in their study gives an argument that such like feelings motivate persons to behave properly and work towards achieving organizational goals (Dockel *et al.*, 2006). Normative commitment to the organization is expected to positively affect employment behaviors in terms of employee performance (Dockel *et al.*, 2006). Normative commitment results from employees' unavoidable feelings to the management and that employees stick around because they think it is an obligation to

do so (Ahmadi & Avajian, 2011). Higher level of work performance is connected to employee commitment and loyalty as the employees are a vital resource in any organization and society (Newstrom, 2017). Organizations should treat their employees fairly for the purpose of attracting their attention and support (Newstrom, 2017). In view of these, organizations should strive to bring about high levels of employee commitment to boost employee performance. Available literature confirms that committed employees remain faithful and do their work better without expressing forms of deviant behavior (Chi *et al.*, 2018).

Zangaro (2001) suggests that an additional type, alienative commitment may also exist. He writes that this occurs when individuals feel they have little or no control or impact and would like to leave their jobs. These employees usually demonstrate low levels of performance.

In 1991, Meyer and Allen recommended that employee commitment be studied from both the attitudinal and behavioral perspectives. The attitudinal perspective focuses on identifying the events that contribute to the development of commitment. The behavioral perspective focuses on identifying the conditions where behavior, once exhibited, tends to be repeated, along with its effects on changes in attitudes. Figure 2 highlights the differences between these two perspectives.

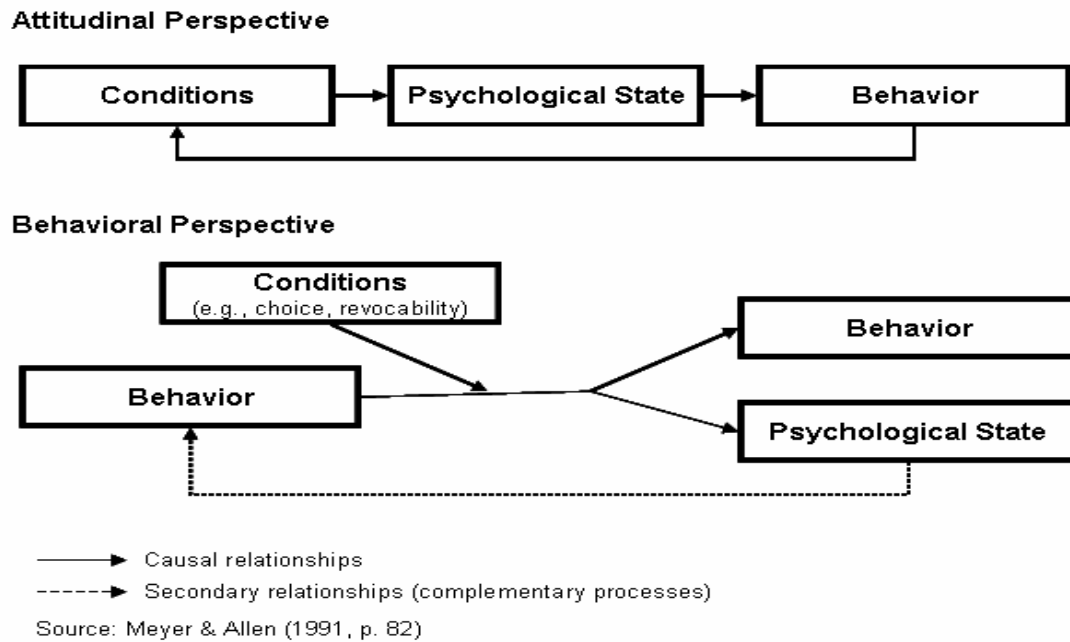


Figure 2.1: Attitudinal and behavioral perspectives on employee commitment

The notion “learning as an important organizational process” was introduced by Taba (2018); however, the philosophy of “organizational learning” was created back in the 1930s. Later, Torlak, Kuzey & Ragom (2018) introduced the idea of a learning organization in his famous book “The Fifth Discipline” and since then both terms have become the topic of choice for researchers. For a long time, researches have used the term organizational learning and learning organization interchangeably despite their different meanings. For instance, organizational learning is the individual’s collaborative learning process, while a learning organization is an organization which promotes continuous learning among individuals (Aktar, & Pangil (2018); Xiong, Lin, Li, & Wang, (2016). Emphasized the study of learning organizations in a cultural context and named it Organizational Learning Culture. OLC is an organizational culture that integrates learning organization.

According to Al-Hawary., & Alajmi, (2017), learning organization enhances and supports the acquisition, distribution and sharing of learning. In addition, it not only

supports continuous learning but also applies it for organizational improvement. Guest (2017) commented that the importance of learning culture is vital for organizations as it not only clarifies the ways to accomplish an organization's stated outcomes, but also operates its business activities. Therefore, learning culture enhances an employee's positive job-related outcomes. A number of researchers in the past have identified organizational learning cultures role in enhancing an employee's positive job-related outcomes, i.e. job satisfaction, organizational citizenship behavior and organizational commitment, organizational commitment is an employee's feelings for his/her organization. Nassar (2018). Therefore, understanding an employee's commitment is more important now than ever before, as it is now presently recognized that commitment is both less thematic and a constant measureable parameter compared to satisfaction in knowledge-based economy. Introduced affective, normative and continuance commitment as dimensions of employee commitment and suggest the construct should be studied dimensionally as each of its dimensions has different association with variables. Based on this information Fesharaki & Sehhat (2017), conducted a study to examine OLC and psychological empowerment as antecedents of employees job-related attitudes on 412 Malay-Chinese Malaysian banking employees and found that OLC enhance employees' level of affective commitment (emotional attachment), filling the gap of the service sector as was suggested by, but how OLC enhances employees' normative commitment is still in need of examination.

Normative commitment is an employee's moral obligation to be with the organization. According to social exchange theory, when employees feel that their organization is giving something of value they consider it their obligation to respond to the organization positively Aktar & Pangil (2018). Similarly, when employees understand learning culture, they reciprocate their obligation to remain with the organization. Thus,

when organization supports its employees with the provision of continuous learning opportunities, they exhibit more commitment with their organization: H1. OLC will be positively associated with normative commitment. Considerable attention has been paid by researchers in examining the impact of OLC on a firm's financial position in the field of marketing, management, strategy and accounting. Ahmad & Riaz (2016) noted the following seven dimensions of OLC: (1) continuous learning; (2) strategic management; (3) inquiry and dialogue; (4) embedded system; (5) team learning; (6) connection to environment; and (7) empowerment positively impacting both the objective and perpetual measures of an organization's performance.

In a similar way, Yang (2013) commented that these seven dimensions of OLC significantly and positively influence organizational outcomes. Moreover, the performance of learning organization was found to be much stronger as compared to its rivals in the financial markets. However, hardly a single study has been conducted in the past to examine the impact of OLC on customer satisfaction. According to Ahmad & Riaz (2016), OLC supports an employee's development and provides continuous learning resulting in a positive response by the employees leading towards the needs of customers. This long-term superior performance directly influences customer satisfaction: H2. OLC will be positively associated with customer satisfaction. It is believed that "A happy employee is a happy guest". Therefore, employers and managers prefer more satisfied and committed employees. Recent studies have identified that job satisfaction enhances an employee's level of organizational commitment and committed employees respond esthetically towards their customers regarding service quality (Kim, Kim, Woo, Park, Jo, Park, S., & Lim (2017)).

Highly committed employees are more likely to deliver high-quality service. However, hardly a single study has identified the influence of normative commitment on the customers' satisfaction. The study believes that an employee's feeling of moral obligation consequently creates better service quality (i.e. customer satisfaction): H3. Normative commitment will be positively associated with customer satisfaction. In addition, the study also aimed towards examining the indirect effect of OLC on customer satisfaction through normative commitment. In a similar vein, noted that job satisfaction performed the role of mediation between 395 Organizational learning culture OLC and customer satisfaction. In contrast, if OLC, normative commitment and customers' satisfaction are correlated then it might be assumed that: H4. OLC indirectly influences customer satisfaction through normative commitment.

2.2 Concept of Non-Financial Rewards

A reward is defined as all of the monetary, non-monetary, and psychological payments that an organization provides for its employees (Bartol and Locke, 2006). A reward is presented after the occurrence of an action with the intent to cause the behaviour to occur again. This is done by associating positive meaning to the behaviour and it represents what the individuals want to obtain from work or what they perceive. A job reward has been found to be a strong determinant of job satisfaction and also rewards are significantly related to professionalism. Non-financial rewards are the non-monetary gains that influence people through non-material rewards like; giving more responsibility, promotion, praise and recognition in public (Musaazi, 2012). Maicibi (2007) in his definition of the same includes indirect financial rewards arising from work itself, such as achievement and autonomy.

Torrington, (2010) defines reward as any payments linked to the working of an individual or working group with prior arrangements. They are programs that an employer uses to supplement employees' compensation, such as paid time off, medical insurance, company car, and more for job well done, or good employee performance. Reward can either be financial Reward or Non-financial based.

Non-financial rewards do not involve direct payment of cash and they can be tangible or intangible. They are seen as intrinsic motivators of employees. In psychology, it is widely acknowledged that individuals are both extrinsically and intrinsically motivated to work. Non-financial awards motivate individuals through their intrinsic value because such awards demonstrate an accomplishment, which promotes pride in one's work (Bruno, 2007). The expected benefits of implementing a nonfinancial awards program to an organization include the potential increase in productivity and innovation in exchange for a minor outlay of resources, the creation of loyalty to the institution, and the signaling of talent within an organization, thereby creating role models for others (Watkins and Beschel, 2010).

Non -financial rewards are non-financial rewards that are given by management to employees to satisfy employees' needs to have recognition, achievement responsibility, autonomy, influence and personal growth at the workplace. They incorporate the notion of relational rewards, which are intangible rewards concerned with the work environment such as quality of work life, the work itself as well as work life balance.

Greenberg, (2006) holds the view that non-financial rewards increase intrinsic motivation within employees; in other words, these types of rewards increase employees' motivation to work by raising their self-esteem. While financial rewards encourage workers' externally, nonfinancial rewards can satisfy employees just as well

by making them feel like a valued part of an organization and showing them that they are appreciated. People look at these things more in terms of information about their worth to the company and their ability to achieve and succeed with their goals. Examples of non-financial rewards include job security, personal development programs, praise or recognition and well as employee recognition programs. Nonfinancial reward can be extrinsic such as praise or recognition or intrinsic associated with job challenge or interest.

Jeffery (2002), in his study, investigated non-financial incentives and their ability to control the various psychological needs and that's why non-financial incentives have a deeper and long-term effect than monetary incentives on motivation. The study explained that non-financial incentives are highly visible and have greater value as a trophy. Non-financial incentives bring a higher utility level. Jeffery (2002) also calculated the trophy value index of non-financial incentives to check argument. In his study, results showed that employees enjoyed the gifts, pride, respect and recognition for long term period. Employees enjoy telling their family and friends about their respect and gifts. Results showed a significantly higher trophy value of non-financial gift.

By analyzing the motivational strategies, Jeffery (2002), states that cash incentives don't match the level of satisfaction which is gained by non-financial incentives (Trophy value). By explaining in detail in his work, he describes that cash incentives' benefit is short-term, while the non-financial incentives have long-term benefits. In his study, monetary rewards are mentioned as compensation, while non-financial rewards represent the respect and recognition.

Kube *et al.* (2008) credited more output in non-financial gift as compared to monetary gifts. Non-financial gifts contribute a great deal to employee satisfaction and this satisfaction shows long-term results. Kube *et al.* (2008) also carries the social exchange phenomenon. According to Herzberg two factor theory, non-financial rewards had the motivators' factors which include: status, responsibility, challenging work, recognition, promotion, sense of personal achievement and growth. The study adopted recognition, promotion, sense of personal of personal achievement and growth.

2.2.1 Promotion

Heery & Noon (2001) define promotion as “the act of moving an employee up the organization hierarchy, usually leading to an increase in responsibility and status and a better remuneration package. Promotion is a very important aspect in every organization because almost all the employees are promoted at one point or the other. Employees dream of early promotion and they work effectively so that their dreams come true. Promotion is a significant aspect of personnel management as it motivates employees for higher productivity resulting in higher profits dividends to shareholders (Saleemi 2009). There are two popular and extensively used methods for giving promotions to employees. There are promotions by seniority and promotions by merits or competence. In the promotions by seniority, period or length of service is taken as base for promotion. In the promotion by merits, qualifications, qualities, experience, etc., are used as base for giving promotion. It is always desirable to give attention to both aspects while framing the promotion policy. Also a promotion can be defined as a movement from one grade of work to the higher grade in the same Industry or organization with increase in duties or responsibility. There are some organizations where change from one grade of work to a higher grade is always accompanied by an increase of salaries and this motivates the employees to work harder and attain the

organizational goal in an efficient manner. The effect of promotion was indicated by some scholars who conducted the research and made a conclusion that there is a positive influence of promotion on employee performance. The promotion was considered hand in hand with the increase in salaries and the benefits (Kamau, 2013).

A promotion is the advancement of an employee within a company position or job tasks. According to Aswathappa (2015), promotion to the next grade in most organizations is through a competitive interview where employees have to show evidence of higher performance than their colleagues competing for the same promotion in order to qualify for the promotion. Hussain (2017) reiterates that grade structure provides promotion as a very strong motivation for employees to perform highly and attain the non-cash rewards such as recommendations, testimonials, certificates and other non-cash tangible awards which they accumulate to give them a better chance in promotion to the next job grade (Aswathappa, 2015).

According to Hussain (2017), the grade system is a source of non-ending rewards since employees remain motivated at all times and are out for opportunities to shine and attain a recognition which they would keep in order to attain a promotion. Job promotion may be the result of an employee's proactive pursuit of a higher ranking or as a reward by employers for good performance. Promotion can affect employee motivation. Mutahi (2015) observes that employees who are aware that they will never be promoted will degrade its performance, until they think there will be opportunities for promotion in the future. Accordingly, increasing the likelihood of promotion will increase or affect employee performance in an organization. Often, promotion is accompanied with additional benefits (Mutahi, 2015).

According to Aswathappa (2015) who is a great scholar defined promotion as the practice of placing employees from lower grades in the organization into higher grades with subsequent increase in salary and other benefits on one hand and responsibilities on the other. It can also be viewed as a reward for what an employee has contributed to the organization. Owing to the merit an employee has to the organization, promotion might be a necessity in order to retain that particular employee. However, as Casson (2014) point out, promotion should not only be considered as a means of merely rewarding employees but also should be taken as a means towards placement of employees in positions they fit. In this view, promotion touches not only the welfare of the employee but also that of an organization/employer. Consequently, promotion of employees in organizations should be carefully implemented by following specific policies and procedures. Otherwise, promotion could potentially impede optimal performance among employees (Casson 2014).

Promotion may indicate that the employee is ready for more responsibility in the company and is mature enough to play a larger role in the business. Getting higher position is not only considered as a benefit, but also requires the employee more responsibility to his/her organization. If the employee is working hard, addressing all tasks expected and performing beyond expectations, they are deserved to get promotion, and therefore the employer may give the employee a promotion as a sign of excellence. A promotion may not be the result of any positive employee performance review, as the employer may not have that option each time (Dressler, 2018).

Promotion incentive could inspire workers. It pushes employees to improve their productivity, develop their knowledge and skills which increases their contribution to the organization. As a result, this incentive benefits both employees and the

organization. More talented workers are usually more productive higher up in organizational hierarchies. Promotions assign workers to jobs better suiting their abilities and quickly move up talented workers and good performance leads to promotion. According to Savych (2015) when promotion ladders are used as deferred compensation, almost all junior workers who prove themselves are promoted. The prospect of promotion encourages the good workers to stay and invest in specific human capital. Job seekers will self-select by limiting their applications to the type of jobs where they expect to succeed and be promoted out of the less well paid port-of-entry jobs. In some cases, promotion opportunities could motivate employees better than wages/income, especially in competitive environment. The prestige of higher positions rather than higher wages stimulates employees to work hard to win the competition (Kiyoshi Takahashi, 2016). Promotion should be considered as a long-term incentive that is more effective on employees with stable jobs than those who change jobs frequently. A number of researchers are of the opinion that motivation is strongly related to opportunities for promotion (Pergamit & Veum, 1999; Sclafane, 2010). This view is supported in a study conducted by Ellickson and Logsdon (2002) with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to motivation. Kreitner and Kinicki (2010) however, state that the positive relationship between promotion and motivation is dependent on perceived equity by employees.

Promotion can be used by the management as a motivational force. It can be used for motivating employees for better performance and better contribution for achieving the objectives of the organization. Obwago (2010) in her study on the effect of career development on performance of public primary schools in Kenya found out that promotion affects the performance of employees to a great extent. When employees

work expecting that their efforts will be recognized and rewarded through not only advancement of work but also increase in salary, then they are motivated to put more effort increasing their performance. Ehidiamen (2013) in her study on the influence of motivation on journalists' productivity found out that promotion is one of the factors that influence the journalists' motivation which in turn influenced their performance. She concluded that some of the journalists are motivated by money others are motivated by a need for personal achievement and appreciation for a job well done.

Batti (2014) notes that the lack of career enhancement opportunities is one of the challenges facing local NGOs. She adds that in project – oriented organizations, there is no certainty of growing in one's career as the funding duration is normally short-term. Project funds and opportunities to support development of human resources are normally few or not available. As a result, employees feel undervalued, underutilized and poorly motivated which affects their overall output. Batti recommends that NGOs need to employ talent management processes that involve instituting initiatives to utilize and develop capacity of personnel. In addition, the organizations can develop simple human resource information database which can be used to record and store employee data to be used in tracking skills that are not utilized and those that need to be developed. Kiruja (2013) concluded that employee's performance in the public middle level technical training institutions in Kenya was influenced positively by promotion. He recommends that promotion should be based on academic merit and responsibilities and be done regularly to enable the employees move from one job group to the next. The Kenya Public Service Code of Regulations mandate the supervisors to appraise employees' performance regularly and recommend promotions based on merits.

Chacha (2013) in his study on human resource factors influencing employee performance in international NGOs in Kenya concluded that Majority of the employees (75%) had chances of being promoted based on their skills and experience and they had continued to benefit from the organizations training and development policy by acquiring necessary skills which have been instrumental in improving their performance since they joined the organization.

A promotion is a long cherished desire for the employees who are not promoted in spite of working for a long time within the organization and this may lead to frustration and disenchantment with the enterprises itself. Therefore, personnel management of any organization should have a clear cut promotional programme to motivate employees for higher performance and contribute to the profits (Saleemi, 2009). The motivational programme should consist of the promotion system and the promotion policy.

Monappa & Sayyadain (1996) asserts the following as the main objectives of promotion in organizations: recognition of a job well done by an employee, a device to retain and reward an employee for his years of service to the organization and to build loyalty, morale and a sense of belongingness in the employee and a mechanism to improve upon other employees that opportunities are also open to them if they perform well. Equally, promotion is used to increase individual and organizational effectiveness and to enable the organization to utilize expertise to the optimum level by providing adequate opportunities to those who have developed expertise. Promotions may be a reward for outstanding performance but only if there is evidence of potential competency. Otherwise persons may be promoted to a level at which they are incompetent. Given the proper encouragement in an evaluation interview, most employees return to their jobs with a new determination to improve their overall performance and eventually be

promoted (Haimann & Hilgert, 1997). Job Promotion in the view of (Robbins, 2005), upgrading is the progression of a worker's level or position in an organization's hierarchical order. Advancement in work might be an individual's motivation for a job well done. An event to promote an individual to a certain rank guarantees that individual employee is capable of handling the extra duties. Promotion chances are the degree of potential occupational mobility within an organization. Promotional chances also reduce turnover since an employee can stay on hopefully eyeing a vacancy. Promotion of staff is a motivator in the sense that an employee is satisfied even as he performs his duties. With job satisfaction turnover is highly reduced. If an organization does not have chances for promotion of their employees, they may quickly lose this resource to others. Career advancement can encompass promotion in terms of grade, income and compensations and in certain institutions the form of work accomplishment may revolve greatly. The extent of pay rise connected with advancement differs greatly among organization and business, in certain organization there might only be a moderate rise in pay for promoting and in other employment avenue an upsurge in advancement may greatly affect an individual's income.

Promotion is a very attractive reward as it comes along with increased pay. It is an acknowledgement for work well done (good performance) as well as qualification for the new position, a perhaps bigger office and more holidays. Armstrong (2006) adds that promotion pay increases should be meaningful, say 10 per cent or more. They should not normally take the promoted employee above the midpoint or reference point in the pay range for his or her new job so that there is adequate scope for performance related increases. One good reason for having reasonably wide differentials is to provide space for promotions. In any organization where there are frequent promotional moves and where promotion arrangements cause problems, it is advisable to have a

promotion policy and procedure which is known to both management and employees and this procedure should take full account of equal opportunity policies (it is often incorporated in equal opportunity policy statements) (Koontz, 1980).

The basic points that should be included in a promotion policy and procedure are: promotion vacancies should be notified to the human resources department; vacancies should be advertised internally; departmental managers should not be allowed to refuse promotions within a reasonable time unless the individual has been in the department for less than, say, one year, or the department has recently suffered heavy losses through promotions or transfers and finally promotion opportunities should be open to all, irrespective of race, creed, sex or marital status;

Recognition of employees was identified as one of the leading global engagement drivers of employee performance. In a study by Hewitt (2009), it was asserted that employees need feedback and positive reinforcement in order to consistently go above and beyond with regard to their performance. Recognition is argued to be crucial in the motivation and engagement equation. The study further noted that recognizing the extra effort of employees especially in tough business climate will pay dividends, with no additional costs to the organization concerned.

A study was conducted in USA, Arizona on the impact of recognition programmes on employee performance. In their survey on the impact of recognition programs on employee engagement among 736 respondents from around the world Scott (2010) sought to determine how total rewards programs and employee engagement are related. Their surveys also aided in determining whether total recognition programs are associated with organization's performance or not. Their study established that the extent to which organizations employed methods to specifically engage employees

varied considerably. This was exemplified by 44 per cent of the firms indicating that they explicitly included employee engagement in their organization strategy; while on the other hand, 31 per cent said they did not. 60 per cent of the respondents indicated that they employed variable pay to reward employee engagement which was argued to be high. The study findings further revealed that 42 per cent of the respondents were of the view that their organization's total recognition strategies had a positive effect on employee engagement, whereas 24 per cent held contrary opinion. Almost a quarter of the respondents believed that the efforts to engage employees through total recognition programs had reduced employee complaints about pay fairness and equity, and reduced general employee problems.

Many employees are of the opinion that they work harder if they were recognized more. A study of employee engagement in South Africa argued that an intrinsically rewarding job among other factors should be emphasized with the object of increasing employee engagement (Sebastiaan, & Sebastiaan, 2010) This is however contrary to the observations of a study on the psychological conditions of meaningfulness, safety and availability and the engagement of human spirit at work. In their study Sebastiaan, & Sebastiaan, (2010) noted that rewarding interpersonal interaction with co-workers was not statistically significantly related to psychological meaningfulness.

In her study in the Kenyan context, Mutunga (2009) advises that a firm should essentially have a proper pay system in order to motivate the employees to work in the organization. Moreover, it is opined that with the object of enhancing employee engagement levels, they (employees) ought to be provided with certain benefits and compensations. It is needless to say, rather obvious that an appropriate reward and recognition program for employees is likely to minimize employee exodus from their

current organization. It is averred that firms that offer the most attractive reward packages, on average, have lower attrition rates than those who pay poorly. However, studies indicate that though better pay is vital in satisfying employees, it is bound to be inconsequential to retaining employees, if and when there other factors persuading the employees to quit the organization (Mutunga and Ndanu, 2009) therefore, recommends that in spite of the fact that her study findings indicated that salary and benefits were the largest contributors of employee engagement, remuneration should be complemented by other factors in order to improve employee engagement.

The advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title, and, often, more and higher level job responsibilities, is called a promotion. Getting higher and higher promotion is the ultimate desire of each person working in any sort of organizations (Bilal, Jamil, Naintara, Sarfaraz & Raja, 2011). These were described as the chances for advancement to higher hierarchy in an organization. Teseema and Soeters (2016) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park *et al.*, 2018). Poisat (2016) agrees that employees generally value the need for autonomy and authority, and that they prefer a job that would require increased responsibility and risk. Nzuve (2017) sees promotions as providing an employee with an increase in pay and improved status.

Sometimes a promotion results in an employee taking on responsibility for managing or overseeing the work of other employees. Decision-making authority tends to rise with a promotion as well. Heathfield (2015) viewed promotion as desirable by

employees because of the impact it has on pay, authority, responsibility, and the ability to influence broader organizational decision making. By getting to higher positions they could have more chances to express and develop their capability which will, in turn, give them more motivation to perform better. Promotions can be used as one kind of compensations to motivate employees.

Armstrong (2016) contends that promotion opportunities are positions within the organization hierarchy that require to be filled whenever possible by qualified candidates not from outside the organization workforce. When promotions opportunities exist in an organization, then first priority should be given to internal employees otherwise there will be little motivation for them to do a better job if better and higher paying jobs are reserved for outsiders. Most employees are motivated if they feel that they can move upwards in the organization. Haimann *et al.*, (2012) states that in carrying out promotions companies can either choose to promote from within or from outside the company. The latter is usually used in promotions based on open competition and it is the policy of filling positions or making promotions from the most qualified people available whether from outside or inside a given organization.

The prestige of higher positions rather than higher wages stimulates employees to work hard to win the competition (Kiyoshi Takahashi, 2016). Promotion should be considered as a long-term incentive that is more effective on employees with stable jobs than those who change jobs frequently. According to Savych (2015) when promotion ladders are used as deferred compensation, almost all junior workers who prove themselves are promoted. The prospect of promotion encourages the good workers to stay and invest in specific human capital. Job seekers will self-select by limiting their

applications to the type of jobs where they expect to succeed and be promoted out of the less well paid port-of-entry jobs.

Dang and Nguyen (2012) concluded that Promotion opportunities have a positive impact on employees' performance which leads to high organizational performance. Wan, Sulaiman, and Omar (2012) argue that employees that perceived promotion decisions as fair are more likely to be committed to the organization, experience career satisfaction, perform better and subsequently have a lower intention to leave the organization.

James (2010) asserts that most organizations have policies for promoting their employees into better and more promising positions. This policy is widely practiced and is often of considerable significance both to the organization and the employee. For the organization it is a good source of trained people for better positions whereas for the employees it provides a powerful incentive to perform better. According to him if employees have worked for an organization for a period of time, more is known about them and the various attributes they bring to a job than even the best selection processes and interviews could reveal about outside applicants. Haimann *et al.* (2012) advanced that on the other hand new blood discourages current employees from becoming conformists and becomes necessary in some instances such as the company's inability to train staff internally especially for long, expensive and specialized programmes. Typically, there are more employees available who are interested in a promotion than there are openings within an organization. Since promotions should serve as an incentive for employees to perform better supervisors believe that promotions should be given to those who have the best records of quality, productivity and skill.

However, in many situations it is difficult to measure these aspects of employees' performance objectively, despite a continuous effort by supervisors in the form of merit rating or performance appraisal systems (Armstrong, 2016). Given such advantages, why has external recruitment continued to grow so strongly at the comparative expense of internal promotion. This is because there is no conclusive proof that internal appointments are actually more successful; employees may be promoted because they do their job so well but find the new job beyond them. This is known as the Peter Principle- employees are always promoted one step above their competence. Some employees also find it difficult to achieve the necessary respect when they started a few years back as internal staff. On the other hand, external recruitment allows prediction of future competent performance in the advertised position. Currently many organizations are striving to recognize good performers based on careful appraisals and sound selection and promote them for their effort. This has resulted in performance evaluation systems being introduced, modified and reviewed carefully to ensure promotion of the right employees and to aid in meeting efficiency objectives.

Mullins (2010) argued that there are many factors influencing employee promotion in organizations. He added that in the majority of cases, managers clearly stated merit or ability as the overt belief. However, the "if your face fits" syndrome also can be an apparent covert reason for promotion. Koontz (1980) cites length of service as a factor influencing employee promotion in organizations. Many supervisors are comfortable with the concept of length of service as a basis for promotion. Some supervisors feel that an employee's loyalty as expressed by length of service deserves the reward of promotion. According to Rosenberg & Billikopf (2013) an employee would enter the organization at the lowest possible level and advance to a higher position as vacancies occur. Mathis *et al.* (2016) asserts that a job specification is a list that includes the

knowledge, skills, and abilities an individual need to perform a job satisfactorily. Knowledge, skills, and abilities include education, experience, work skill requirements, personal abilities, mental and physical requirements. The job specification therefore becomes a major point of reference during promotion to ensure that the employees being promoted meet the job qualifications requirements.

Qualification as a factor influencing employee promotion is directed towards contributing to the accomplishment of mission goals by staffing positions with high-quality employees capable of performing the relevant duties. Merit as a factor is adopted by many organizations as a way of motivating their employees to perform better. Merit is seen as a fair method of rewarding those whose performance is considered exemplary and in the process encourages everyone to strive to perform better. A salary increase obtained as a result of one's promotion has a greater value than a salary increase that is given to everyone. This is supported by Thorndike's law of effect which states that behaviours that are rewarded are more likely to be repeated than those that are punished (Bums, 2012). Merit systems rest on the principle that only deserving employees are promoted after a thorough assessment of their abilities for the next job of higher responsibility and status (Monappa *et al.*, 2016; Rosenberg, *et al.*, 2013).

Currently, many organizations motivate their employees by linking rewards like promotions to excellent performance at work and achievement of the relevant qualifications for the position at hand. Here the use of performance appraisal basically entails trying to reward employees for their best work, by promoting them while hoping that this incentive will encourage other employees also to strive to work harder in future (Benowitz, 2011). Many organizations have developed performance evaluation

instruments that tie promotion to performance which in essence links an individual career progression to his or her level of performance or to a rating of competence. This is supported by findings of behavioural research which consistently demonstrates that performance levels are highest when rewards are contingent on performance.

Several studies (James, 2010; Taniguchi, 2016; Woodhams & Lupton, 2016; Moshe, *et al.*, 2012) contend that other perceived factors influencing employee promotion in organizations, include; work experience, multi-disciplinary professional knowledge, gender, age, marital status, tribalism or ethnicity, educational similarities, similarities between employers and employees, success in projects, organizational politics- social relations with the “right” people, constant pressure by worker on the supervisor (including presenting letters of recognition, certificates of excellence) and luck (or "being the right person at the right time"). According to Bonnie and Carolyn (2015) educational similarities (i.e. level of education, educational institution attended, and type of certification) are also factors considered by supervisors when making a decision regarding the promotion of employees. This notion is not unfamiliar to the Israeli organizational culture, for instance, where upper level managers who were formerly senior military commanders, ensure the addition of newly-retired high ranking military commanders to their organizations (Tzafrir & Meshoulam, 2017). Although this is not a case of educational similarities, the similar background creates empathy and may be a factor which should be taken into consideration when making promotion related decisions (Bonnie, *et al.*, 2015; Tzafrir, *et al.*, 2017).

Another interesting finding reported in the literature (James, 2010) is the correlation between personal similarities between employers and employees and promotion opportunities. The way, in which these similarities may be expressed between workers

at the same level, or between a worker and a supervisor, is through sharing the same perspective, responding in similar ways, interpersonal trust, and personal commitment. The greater the number or degree of similarities, the more "bonus points" (social capital) are credited to the worker. Thus, a particular worker becomes a natural candidate for promotion. This is typical of organizational politics and emphasizes the importance of personal connections in achieving promotions. Organizational political games are one of the tactics workers use to pursue personal interests, including pay and promotions (Vigoda & Drory, 2016). Similarly, Singh *et al.* (2012) assume that workers, by not using political tactics or "impression games" are limiting themselves from achieving personal goals such as promotion. In order to survive and advance in an organization, workers must use political tools such as being familiar with the organizational culture, identifying the sources of power, nurturing relations with superiors, cooperating with colleagues and other figures of power and building a positive well-liked image.

According to several studies on employee promotion in Israel (Tzaffir *et al.*, 2017) it was evident that although women were 48.4 per cent of the workforce in 2012, most of them were employed in traditional feminine occupations characterized by low wages, such as teaching, secretarial work, sales. Data from the Statistical Abstracts of Israel 2012 shows that although the percentage of women managers had doubled over the past 20 years, the percentage of male chief executive officers was almost 4 times higher than female chief executive officers. As for managers in the high-tech industry, there has been some progress. While in 1978, only 9 per cent of managerial positions were filled by women, by 2000, 22 per cent of all managers were women, even though women comprise only 34 per cent of the high-tech workforce (Wertzberger, 2011). Baldwin (2019) advanced that males have higher promotion rates than females in the Army and

Navy, while females have higher promotion rates than males in the Air Force. However, male and female promotion rates are similar in the combined services, and male promotion-rate advantages generally have diminished or disappeared in recent years.

Pekkarinen and Vartiainen (2004) studied gender differences in the metallurgical industry in Finland and the findings were that women usually take more time to get a promotion than men with similar jobs, even though women are consistently more productive than men. They thus conclude that women must exceed a much higher level of productivity to obtain a promotion than men. Vigoda *et al.* (2016) assert that private organizations operating in a competitive environment strive to maximize human potential to survive the business competition; therefore, promotion according to whom you know is more prominent in public organizations where there is little or no competition. Lack of promotion opportunities, flawed promotion processes or a perception of unfairness in the promotion decisions, are related to a low level of performance, a low level of loyalty and commitment (Bonnie *et al.*, 2015; McKay, 2004; Williams & O'Reilly, 1998) and high turnover and absenteeism (Chun-Hsien, Mu-Lan & Nai-Hwa, 2016; Eby, Allen & Brinley, 2005; Fairris, 2004). Furthermore, it negatively affects employees' wellbeing and performance (Baptiste, 2018). Promotions are a sensitive, emotionally loaded subject and the use of non-rational decisions regarding promotions can cause wide negative outcomes to organizations.

Tuwei *et al.* (2013) on their study on Promotion Opportunity on Employee Career Change Decision, The Case of a Selected Learning Institution in Kenya; Thus, the study examined the effect of promotion opportunity on non-teaching staff career change intention in Moi University Eldoret Municipality Kenya. Herzberg's two factor theory guided the study. The research design was a survey. Individual elements were selected

using stratified systematic random sampling techniques and the sample size determination was based on Nassiuma method. Data was analyzed using both descriptive and inferential statistics. The specific analysis methods in the study included frequencies, percentages, spearman correlation, phi and ordinal regression. The findings indicated that; promotion opportunity had a significant relationship with non-teaching staff career change intention. The findings indicated that non-teaching staff considered promotion opportunity as the critical indicator of their perception of job satisfaction.

2.2.2 Recognition

Recognition can be defined as appreciation with a show of gratitude. The principle of positive reinforcement is founded on the principle that the actions and activities that attract rewards are likely to recur. Hence, employees who are appreciated feel inspired to better their performance (Sutherland, 2004). Within an organization, status system is a vital tool for motivation. For this reason, recognition schemes should be founded on competence, skills and talents of employees in organizations (Wambugu & Ombui, 2013).

Recognition is the demonstration of appreciation for a level of performance, an achievement or a contribution to an objective. It can be confidential or public, casual or formal. It is always in addition to pay (Pitts, 2005). Employees also need recognition because it is a strong non-financial motivator. Some employees are just moved by the fact that their boss will always appreciate they do well and also encourage them when they face some challenges. Individuals also like to share their achievements with others and have it recognized and celebrated. When this need is satisfied, it works as an excellent motivator. If employers rely on a financial incentive alone to recognize

contribution and achievement, it is most possible that the employee's objective will become modified to secure the pay and nothing more and this in turn will lead to a degraded culture of the organization. When used correctly recognition is a cost-effective way of enhancing achievements and enable people to feel involved in the company culture (Pitts, 2005). Recognition and celebration do not work as an alternative to a base pay, they are only adders, not replacements for pay. However, together with a solid pay approach, recognition and celebration is an effective way to make rewards communicate effectively. Used properly, these two factors give the company opportunity to communicate the role that employees should play in making the organization a success. When traditional pay solutions fail to acknowledge issues such as business opportunities, organization design and competency, recognition can be a great tool to address them (Zingheim and Schuster, 2000). According to (Shapiro and Shore, 2005), employees who are able to experience and receive recognition for their work are also able to have a better perception of their work, their workplace and the people they work for. Thus, there is a need for the employer to really make an effort in showing the employee that his/her wellbeing is of concern to the organization and the management that the contribution of the employee towards the organization is highly valued.

Employees are organizations largest assets. Employees don't only want a good salary and benefit package, they also want to be valued and appreciated for their work. Employees believe in fair treatment, and respect (Ali & Ahmed, 2009). They want the opportunity for advancement and involvement in the organization. A recognition program can help employers meet their organizational goals by helping attract and retain high- 25 performing employees. In 2003 National Association for Employee Recognition, World at Work-study (Daniel & Metcalf, 2015) it was reported that

companies are aligning their employee recognition programs directly to the strategies of the organization. The impact of ongoing recognition is that when you recognize someone right away, it is fresh in his or her mind (Daniel & Metcalf, 2015).

As a form of reward, recognition is defined as Communication between management and employees which rewards them for reaching specific goals or producing high-quality results in the workplace (Avalos, 2017). This is probably the most important category and is sometimes called the "thank-you" category. Recognition for a job well done or full appreciation for work done is often among the top motivators of employee performance. The need to feel appreciated is deeply ingrained in all employees.

According to the Carrot Principle by Gostick and Elton (2019), the most successful managers provide their employees with frequent and effective recognition. You get people to do more by rewarding their good work than by punishing their bad behavior, and employees who feel appreciated are less likely to be disloyal or to leave the organization. Further to this, it is important to provide a forum for this recognition so the employees can receive the honor in front of their peers. This will help motivate others to strive to achieve high results so they too can be rewarded for quality work. Therefore, employers should show appreciation and give employees credit for their work.

Various studies have shown that recognition motivates employees to perform their work better. According to Trent, Tyson, and Jacob (2013), performance recognition is a strong driver of employee engagement and a key objective of high-performing companies around the world. They further stated that as a result, performance recognition improves relationships between managers and employees, increases levels of individual and company-wide innovation, and encourages employees to maximize

their output and productivity. They further argued that performance recognition when provided appropriately; it goes a long way toward encouraging employees to increase innovation and customer service. Similarly, Christiane, Bradler, Robert, and Susanne (2013) also found out that provision of public recognition to employees causes a statistically and economically significant increase in performance.

Flynn (2018) argued that recognition programs keep high spirits among employees, boosts up their morale and create a linkage between performance and motivation of the employees. The basic purpose of recognition and reward program is to define a system to pay and communicate it to the employees so that they can link their reward to their performance which ultimately leads to employee's job satisfaction. Where job satisfaction, as defined by (Gruenberg, 2019), is a pleasurable positive emotional state that is as a result of work appraisal from one's job experiences. The rewards include the financial rewards, pay and benefits, promotions and incentives that satisfy employees to some extent but for committed employees, recognition must be given to keep them motivated, appreciated and committed (Flynn, 2018).

Baron (2013) argued that when we recognize and acknowledge the employees in terms of their identification, their working capacity and performance is very high. Recognition today is highest need according to most of the experts whereas a reward which includes all the monetary and compensative benefits cannot be the sole motivator for employees' motivation program (Latham, 2007). Employees are motivated fully when their needs are met. The level of motivation of employees increases when employees get an unexpected increase in recognition, praise and pay. Employees' relation with employees and with supervisor is a key ingredient of the inner strength of the organization. The ability of supervisors to provide strong leadership has an effect

on job satisfaction of employees (Morris, 2014). The study relates how the impact of incentives, rewards and recognition programs drives employee job performance.

Employee recognition may entail tangible and non-tangible items. It is usually characterized by appreciation programs (oral and non-oral), allowing staff to participate in decision making, delegation of authority, cash rewards, recognition certificates, recognition ceremonies, and others (Wambugu & Ombui, 2013).

Managers who appreciate that performing employees are harder to keep usually use recognition and reward program to steer their organizations to great success. Reward schemes can either be official or unofficial (Uddin, Das & Rahman, 2008). Formal reward programs offer material incentives to employees, while informal programs provide positive feedback by way of verbal praise.

Although some employers may dismiss reward programs as expensive, Wairimu and Ndeto (2019) observes that motivation tool of rewards raise employee morale, lowers their stress and absenteeism; and further reduces employee turnover. As such, much as employees benefit from reward programs, the employer too benefits from increased employee productivity and minimized costs related to turnover rates.

According to Poulston (2018), different employees have preferences in so far as recognition is concerned. As such, employers should customize recognition and avoid the error recognizing the wrong person. It is also crucial that recognition be made commensurate to the degree of achievement observing that there is low employee turnover in institutions where employees included in decision making.

According to Daniel and Metcalf (2019), recognition is a return on an employee's effort and dedication at work, as well as his or her results. An employee recognition program

can be a great morale-building tool for any organization, whether large or small. An effective recognition program can lead to innovation, higher productivity and greater job satisfaction for the workers (Beer and Walton, 2014). Employee recognition programs could include several levels of recognition, from a simple Certificate of Appreciation to Employee of the Month to awards given on the division and companywide level, recognition should be provided to those who exceed expectations and earn the award (Steers and Porter, 2011). Recognition is one of the strong motivation factors; employees feel comfortable when they are praised and recognized (Armstrong, 2017).

The only way employees will fulfill the employers dream is to share in their dream (Kotelnikov, 2010). When employees are rewarded, they get work done. Employers get more of the behaviour they recognize, not what they assume they will automatically get from employees. Thus when employees surpass their target or exceed their standard they should be rewarded immediately as a way of motivating them. By doing this, employees directly connect the recognition with behaviour and higher performance they have attained. Effective recognition systems should always focus on the positive reinforcement. Positive reinforcement encourages the desired behaviour in organizations. This encourages employees to take positive actions leading to rewards. Reward programs should be properly designed in the organization so as to reinforce positive behaviour which leads to performance (Torrington & Hall, 2016).

Recognition as a motivational factor is an act of notice, praise or blame for outcomes and achievement. Vroom (2016) observed that recognition was either positive or negative but it must be deserved before it positively had motivational effect. Motivating and recognizing good performance for individuals and units are key success factors in

effective strategy implementation. According to Cummings and Worley (2015), organizational rewards were powerful incentives for improving employee and work group performance. Types of recognition are many and various. There is no standard approach to recognition; however, schemes vary with the size and sector of the employer, and other objectives of the approach. The most influential factor determining the nature of scheme is organizational culture. This dictates which form of recognition will be most appropriate to the organization concerned. Among the most widely used recognition schemes are praise, voucher and nomination based schemes.

Successful organizations often attribute much of their success to a corporate culture that focuses on employee recognition, and openly recognize that “you get what you reward” (Clarke, 2011). In an age where retaining talent is crucial to their prosperity, companies realize that they need to do a better job at letting employees know that their work matters, by stepping up employee recognition. Fortunately, there also appears to be acknowledgement of the fact that people are inspired in dramatically different ways, and that employee motivation should never take a one-size-fits-all approach (Terez, 2011). An organization for global manufacturer of brand-name products for consumers needed to improve levels of employee motivation fast in order to improve performance. Managers focused on „recognition“ as the key to raising employee morale. Every employee could nominate anyone they considered worthy of recognition. Successful employees got certificates and they really felt appreciated. In the experience of a “recognized employee” to be recognized formally gave me extra motivation and made me wonder what I could do to keep the momentum going” (Gyurcik & Brawley, 2010). Findings from a study by Batti (2014) revealed that many staff in local NGOs felt that the organizations did not reward or recognize them for good or exemplary performance

and sanctions against poor performance was something that many of the organizations failed to address or ignored. Some employees felt that as long as another employee linked or perceived to be “loyal” to management, could perform poorly and remain in service for long without action being taken. This caused tension among employees who felt they worked extra hard to contribute to achievement of organization objectives yet they were not recognized for their efforts. It was also noted that the criteria for allocation of benefits was not clear and was mostly associated with “loyalty” to management rather than performance. Such situations demoralize staff and should be arrested by putting in place clear reward policy which should be applied fairly across all staff members. A culture of performance based reward should also be cultivated.

A study of what motivates senior managers by Analoui (2010) revealed discontent with the managerial style and traditional attitudes of top management who took things for granted. Good work and high quality performance were not often recognized. The old style and culture of passive interaction still persisted especially in ministries and other government organizations where some top management was referred to as —old guards‡ who had not really changed. Lack of recognition is not always a direct consequence of the presence of old values and traditional managerial styles.

It is human nature to feel good when efforts are recognized; this gives an individual the urge and need to work harder with the expectation that they will be rewarded in much better way than the first time. Employees have different needs and different forms of recognition will apply to individuals. Jennifer Ehidiamen (2013) identified public recognition and appreciation for a job well done as factors that influence journalist’s performance. Other employees will be motivated by commendation letters, a lunch treat by the office or even having the employee of the month tag. Mike, Charles & Elijah

(2014) concluded that recognition motivates tea factory employees in Kenya to perform. They recommended that for equity in the administration of rewards to ensure effectiveness of the recognition system. This was supported by Aacha (2010) who found out that teachers in Uganda were intrinsically motivated by recognition.

Recognition plays a vital role in determining the significant performance in job and it is positively associated with the process of motivation. Lawler (2013) argued that there are two factors which determine how much a reward is attractive, first is the amount of reward which is given and the second is the weightage an individual gives to a certain reward. Deeprouse (1994) is of the view that good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible. Fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. Bull (2015) posits a view that when employees experience success in mentally challenging occupations which allows them to exercise their skills and abilities, they experience greater levels of job satisfaction. Robbins (2011) asserts that promotions create the opportunity for personal growth, increased levels of responsibility and an increase on social standing. Similarly, the recognition which is a central point towards employee motivation adores an employee through appreciation and assigns a status at individual level in addition to being an employee of the organization. Barton (2012) argued that the factor in Fortune best companies which discriminates companies from the others is recognition that is the most important factor of their reward system. Wilson (2014), stated that the conditional recognition is that type of recognition which one has to earn by his own efforts and which is gained by some sense of achievement of an action or result.

An organization should categorize behavior and recognition schemes to ensure uniformity in recognition. Empirical research suggests that recognition schemes usually fall into four categories; delivering excellent customer service, actions above and beyond the call of duty, generating ideas for performance improvements and innovations and exceptional contributions and teamwork. Chacha (2013) found out that a clear employee rewards policy enhances employee performance and cultivates a motivated work force.

It is important that management identifies and recognizes their employees for their exemplary performance. Wang (2014) argues that recognition is an intrinsic motivation that is essential in driving employees to feel valued. Hafiza and Adam, (2011), in a study conducted in Singapore found the existence of a direct relationship between employee recognition and employee performance. The study was conducted on 400 employees, and it indicated that in cases where managers gave employees recognition for work well done in a timely manner, there was a significant increase in performance. Employees were asked to indicate the reasons as to why there was an increase in their performance due to recognition by their managers. Majority of the respondents (72%) indicated that they felt valued by their managers, and felt their work mattered. Hafiza and Adam, (2011) concluded that managers should constantly affirm and recognize their employees as a way of enhancing their commitment.

Some of the ways in which organizations can offer recognition to their employees' include acknowledging the employee performance publicly, providing employees with a day off, and providing them with good office working space (Njambi, 2014). Tremblay *et al.*, (2010) who studied the motivational needs of employees and performance found that recognition from managers to employees was a significant

driver of performance in South Africa. Recognition therefore is a significant motivator to performance since it not only enhances employee's impetus to good performance, but also enhances employee management relationship (Hafiza and Adam, 2011).

Tumwet (2011) in her study on effects of employees' incentive on performance in Private Universities in Kenya focusing on Kabarak University found that the use of social recognition such as compliments results in enhanced employee commitment. This is even more effective if done consistently and equitably.

2.3 Sense of Personal Achievement

The workplace is a significant stage for social interaction for individuals in their life and serves as a major source of fulfillment in the modern world (Hodson, 2014). Sense of personal achievement of employees is integral in employee commitment in the workplace. Sense of personal achievement refers to something an employee does, such as reaching a goal or completing a project, using her skills, effort and persistence. Herzberg emphasizes the need for achievement which results in psychological growth and can be gained at the work places through job content. It is the job enrichment which results motivation and brings the effective utilization of personnel to use in companies (Laakso, 2012).

The research conducted by Hodson (2014) established that social life in the workplace serves as a positive attraction to individuals as it provides a level of meaning and fulfillment to their personal lives. Moreover, the study concluded that the highest paid employees hold stronger networks while the poorly remunerated employees have limited social life while at work. Sense of personal achievement by employees tends to correlate with the benefits they receive in their jobs, compensation levels and having pride in their jobs.

Employees need to find work as being meaningful if they are to be significantly committed in their jobs (Kenneth, & Lomas, 2015). Davenport (2015) assert that stress levels are intertwined with the fabric of organization working environment and this impacts negatively on the employees as their personal achievement and fulfillment is limited. Workplace stressors limit the level of personal achievement experienced by an individual and this affects negatively the level of productivity. In fact, workplace stress contributes over 120,000 deaths every year and is associated with healthcare costs totaling at least \$ 190 billion in the United States (Davenport, 2015). Managers and supervisors are in charge of introducing stress-buffering conditions in the work environment (Davenport, 2015). Managers can act as mentors for employees with a view of heightening work engagement. Personal achievement in the workplace is derived from self-determination and self-reflection. This can be heightened when managers act as mentors for employees (Kenneth, & Lomas, 2015). Managers should shape the organizational culture in a manner that reduces the level of stress in the workplace.

Mandhanya (2015) assert that employees in an organization expect to perform their duties in a favourable environment, one that helps them actualize their abilities and also satisfy their personal needs hence improving their personal achievement. Subsequently, workspace design has a profound effect on employees and can contribute to employees abandoning the job if they are not satisfied. Furthermore, employees prefer working in an organization where the environment provided is favourable. Many organizations provide favourable work arrangement and flexible schedules with the objective of helping employees manage their work life and personal life.

Sense of personal achievement is a critical human resource management function in organizations. Sense of personal achievement has been a recurrent subject of debate among scholars and academics. According to Alnaqbi (2011) personal achievement is not simply is often deemed to be representative of an employer's commitment to their work force. However, it is important to point out that HR practices work to develop individual knowledge and skills, as well as employee attitude and behaviours. If these effects are prevalent enough in the employee population, then the collective changes in human capital, attitudes, behaviours and associated organizational climate should be strong enough to influence organizational performance.

Gill and Kustron (2011) expressed that personal achievement is a continuous process of discovery in which an individual develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system. To be viable, on short-term, or to maintain competitive advantage, in the long term, organizations must match employees with appropriate skills in the right positions. Personal achievement process involves both the organization and the individual responsibility. Thus, the individuals must identify their aspirations and abilities, and through assessment and counseling to understand their needs of training and development; in terms of the technical skills and education advancement needed.

Lockwood (2017) defines coaching as a primarily personal development for a short-term intervention aimed at employee commitment or developing a particular competence. This personal development practice involves the process that enables supervisors providing learning and development to occur on the job as job training which enhance performance and improvement of the employee. Coaching as a career development practice is a popular capacity-building tool, especially in the area of

leadership development. It is often mentioned in projects and reviews as a key element of good capacity-building career development practice. Yet despite its current status, many people are unclear what coaching really involves, and where and when it works. In order to be able to understand this practice, it is important to understand what a coach actually does; the origin of the concept; when it is appropriate or not appropriate to use coaching (CIPD, 2014).

According to research it has been suggested that careers counseling is a career development practice that consist of a greater number of transitions as a result of the changing nature of work organizations (Jackson *et al.*, (2012). One implication of this change is that careers counseling which is a career development practice will be needed at a greater number of points during the course of an adult career as people encounter more frequent employer and job changes. It is also suggested that, since employers will increasingly withdraw structured career management programs, people need to be more reliant on their own career self-management (Lockwood, 2017).

Training is an integral part of every company's agenda. Because of the implications of training, it is important to have training that is effective. Studies have proven that costlier but effective training can save money that is wasted on cheap but inefficient training (Xu & Thomas, 2011). Training provides staff with knowledge and expertise relevant to their areas of operation and translates into increased output. It also enhances the quality of the human resources by keeping staff abreast with the state-of-the-art development in their areas of operation. Staff training and development aims at improving the productive capacity of the human resources. It also enables staff members realize their full potential and enhances their professional development and work environment. Appraising how staff development process is being undertaken in

the university is an important aspect of an ambitious university and a starting point for a feedback (Salancik, 2017).

Hanaysha (2016) carried out a study that looked into the manner in which organizational commitment is impacted by personal achievement, training and teamwork. His study focused on the Malaysian education sector and its objective was to figure out how employee empowerment, team work and employee training affect employee commitment. The administrative and the academic staff within the public universities were the researcher's target population. This study revealed that organizational commitment is positively impacted by the empowerment of employees. Empowering employees makes them feel valued by the organization which in turn leads to employees being more committed to the organization and also improves the performance of the employees.

Ramos and Ales (2014) also carried out a study investigating how job satisfaction is affected by employee sense of personal achievement among university employees. The sample was drawn from a Spanish University and it was made up of 226 university teachers. The study analyzed various facets of empowerment like opportunity, formal power given to the employee, access to resources by the employee, access to information and intrinsic satisfaction. These findings were congruent with Kanter's theory of achievement (Kanter, 1993). The study revealed that structural achievement and the levels of job satisfaction are interconnected. Also, according to the study it was revealed that the satisfaction with one's job and employee commitment are interlinked. The study suggested that access to opportunity and the feeling of autonomy among employees leads to increased levels of intrinsic job satisfaction.

Another study was carried out by Maina (2017) who was a PhD student at Jomo Kenyatta University. Her study was on how employee personal achievement has influenced employee commitment among workers in the Kenya Civil Service. She found that employee commitment was significantly impacted by the achievement provided by the organization. The dimensions of psychological empowerment, which are cognition, competitive cognition and self-determination, exhibited a positive relationship with organizational commitment. The study went on to show that employees will exhibit employee commitment to a large extent if the organization have autonomy of work, if they find deep set meaning in their work and if they have confidence in their own skills and capabilities.

Mutiso (2017) also investigated the job satisfaction levels at Machakos level five Hospital in Kenya and how employee personal achievement has influenced these levels. He used both structured and unstructured questionnaires to collect his data. The findings of his study was that empowering employees through various means like using training, through the provision of proper tools and equipment, and also involving this employee's indecision making that affects them was very crucial in increasing the levels of performance and job satisfaction. In this hospital there was little to no achievement with regards to the measurement factors that he used to determine achievement and he recommended ways in which the hospital could empowerment could be carried out so as to improve motivation and employee satisfaction.

Bakari (2018) also decided to execute an empirical study on how employee personal achievement and employee commitment are interrelated at the City Council of Nairobi. He analysed his data and several conclusions came from his findings. Tsala measured whether the respondents have mastered the skills that are necessary for their

jobs, whether the respondents had any kind of control over the aspects of the job that they are accountable and whether their work gave them the ability add on to the organization's success. He also measured whether the employees had significant opportunity for freedom and independence in doing their jobs and whether they get sufficient resources to do their jobs. The study concluded that the performance of the employees at the city council improved when employees felt a sense of personal achievement. Thus employee commitment and employee personal achievement are strongly correlated according to this study.

Moreover, Chinomona and Imuezerua (2016), two South Africa Based scholars carried out a similar empirical study as well. They targeted organizations within the province of Guateng to gather their information from. His study actually utilized secondary data to gather information on how employee satisfaction is influenced by employee personal achievement, among other variables that his study targeted. The conclusions of this study were as expected and were just like the conclusions of most of the other empirical studies. The study revealed that employee satisfaction increased significantly when the employees in these registered companies had attained personal achievement by their employers.

2.4 Growth

Opportunities for growth accomplishments are geared towards solidifying occupational flexibility which gives rise to added flexible and easy-going worker character that are essential for the modern organization and for the person who should ultimately think of career adjustment. Lack of opportunity for advancement can cause a high turnover rate for any organization. If the job is basically a dead-end proposition, this should be explained before hiring the employee so as not to mislead her/him. The job should be

described precisely, without raising false hopes for growth and advancement in the position. Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their work. Even the most seasoned employee needs to be told what he or she is doing is right once in a while (Palmer, 2012). Lack of opportunity for advancement through seniority or otherwise may result in dissatisfaction that simmers in an employee's mind until he or she finally quits.

Employee commitment can be defined as employees' interest inner connection to an organization Meyer and Allen, as cited in (Manjunath & Rajesh, 2012), have suggested a three factor conceptualization of employee commitment that is affective commitment, normative commitment and continuance commitment.

Employees with affective commitment stay to give service to the organization because they really want to do that. Porter and Mowday as cited in Ashkan & Arnifa, (2012), termed affective method as the eagerness of identification the involvement of an employee to a specific organization. They noted further that employees that are affectively committed or emotionally committed to the organization, trust in the values and goals of that organization, ensures an organization attains its goals and, have purposed to stay with that organization (Varsha & Monika, 2012). A good number of previous researchers like Meyer, Stanley, Herscovitch, and Topolnytsk (2012) found a positive significant relationship between affective commitment and employee growth thus employees who have affective commitment are always prepared to go an extra mile in their performance in order to grow (Katono *et al.*, 2012). Research by Randall, Fedor and Longenecker (1990) found out that affective commitment significantly contributes to quality, sacrificing and willingness to share knowledge. Coetzee and Schreuder (2010) go further to state that affective commitment is one determinant of

how employees generally describe their jobs. Also Coetzee and Schreuder (2010) say that affective commitment modifies the way by which employees describe the scope of their duties. Organizational policies that promote a positive relationship at work will lead to affective commitment.

According to Camilleri (2012) affective commitment is a key dimension of employee commitment. Camilleri (2012) agrees that it is tough to attain affective commitment as equated to continuance and normative commitment. This is because it is linked to values such as high motivation and great levels of job satisfaction towards achievement of organizational goals

According to McGee and Ford as cited in (Muhammad, 2012). Continuance commitment guarantees that an employee's will stay behind the organization due to costs to be involved in leaving the organization e.g. pension plans, seniority benefits, and family concerns. Researchers in the Past examined the positive effect of continuance commitment on employee's performance. Suliman and Iles (2000) carried out a research on permanent employees working in industries in Jordan he discovered that continuance commitment has a positive significant relationship with employee growth. Furthermore, Khan, and Ramay (2010) in their research on employees employed in oil and gas sector of Pakistan found a positive and significant relationship between continuance commitment and employee growth.

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 to lack of commitment (Agarwal & Swati, 2012).

2.5 Job Satisfaction

Robbins (2003) determines four main primary factors that determine job satisfaction. The first one is rewards, refer to as pay and promotion which is considered most related to job satisfaction because when employees feels that they are rewarding fairly, their experience towards satisfaction is increased. The second determinant is supportive work environment, next determinant is mentally challenging work, and the last one determinant is supportive colleagues. Job satisfaction define as “a function of the range of specific satisfactions and dissatisfactions that he/she experiences with respect to the various dimensions of work” It includes what Individuals expect from job and what they receive (Locke 1976). Different employees are different level of expectation with respect to pay and rewards in work situations (Porter & Steers, 1973). Many companies used different techniques like survey to find out what are the employee’s expectations and perceptions about their jobs (Kinicki &Kreitner, 2003). Job satisfaction is the positive attitude of an individual towards his job. Factors such as work rewards, pay, relationship with coworkers and job security which has substantial influence on job satisfaction.

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. 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 commitment.

The existence of employment opportunities can have an effect on employee 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 organization is always based on continuance commitment, where employees continuously calculate the risks of remaining and leaving (Paulien, 2011).

2.5.1 Determinants of job satisfaction

2.5.1.1 Work Environment

The term “work environment” covers many different aspects such as physical work environment, management’s attitude towards employees, relationship with colleagues, and working conditions. A motivating workplace environment need going over and beyond the call of duty and providing for the needs of the employee (Smith, 2010). An environment is anything that helps and supports employees to be or to perform in a certain way.

Moreover, a motivating work environment must be the one in which employees feel like they are treated fairly. No matter what level of input a particular employee has in relation to the business processes as a whole, it is necessary for a manager to offer each employee a sense of playing a self-motivated, integral role in something much larger. In fact, engendering loyalty is a key element of motivating employees and thereby increasing the overall productivity of operations (Chandrasekar, 2011).

Naturally, employees prefer working conditions that they view as safe and comfortable to develop more sense of satisfaction from their work (Price, 2011). Research on South African doctors' job satisfaction (Emerald, 2008) found that overall, doctors were

dissatisfied with their work. Among the variables measured, the study cited that doctors are highly dissatisfied with practice environmental pressures and work setting. The study suggests that opportunities for enhancing doctors job satisfaction exists so long as management works in collaboration with doctors to provide the specific working conditions that health professional desire. Additionally, most employees prefer working relatively close to home, in clean and relatively modern facilities and with appropriate tools and equipment.

2.5.1.2 Inter- Personal Relationship

From employees' perspective to have friendly co-workers and supportive supervisor means increased job satisfaction. Indeed, employees evaluate themselves by comparison with others, probably similar others based on their own ability, normalcy, uniqueness, sanity, sense of fairness in rewards and punishments, level of sacrifice or privilege and so on (Suls & Wheeler 2000). Studies by Chi *et al.* (2018) on Chinese Army, attributes job satisfaction to the mutual relationships cultivated between the junior military- officers and soldiers as they spend more time together, work and live together. The status ambiguity of non-core employees can also foster unease among full-time employees, as well tension as tension between full-time employees and non-core employees (Nelson, 1995).

2.5.1.3 Work Itself

Role overload is a state in which too many expectations and demands are placed on the job holder. Driven by cost cutting and downsizing reforms, work overload seems to be an increasing prevalent problem in today's organizations. Inadequate staffing in organizations leads to overloading of existing capacity of workers (Price, 2011). A 2001 survey as cited by Noe and Wright (2007) indicates that 46 percent of American

workers felt they were working too many hours. Extreme congestion in individual workload remains a significant cause of job frustrations, stress and burnout. Numerous researchers view job roles as playing a significant role in the reduction of job and environmental stressors among employees. Following the French Government's reduction of national work week from 40-35, a leading French economist applauded the move thus: "work itself is the enemy, and the less you do the better".

Employee interactions even short-term connections, particularly high-quality connections (where employees experience mutual trust, positive regard, and vitality), can be highly consequential. Maitlis, *et al.*, (2008) view high quality connections between people are associated with more adaptability in jobs and careers increased job commitment and more positive work attitudes, better physiological functioning and recovery from pain and suffering, as well as relationships with others on the job provide key inputs to how employees make sense of the meaning of their work, the job, and themselves and thus create meaningful work.

Job satisfaction is represented a key concept in employee commitment and has been related to the number of affirmative variables like job motivation, job performance, organizational citizenship behavior, and life satisfaction. Job satisfaction entails how people feel about the job they engage in and its different aspects. Hancer & George, (2003) contends that job satisfaction explains the extent to which people like (satisfaction) or dislike (dissatisfaction) the job they do. Jung & Suh, (2019) indicated that if an employee enjoys a high level of job satisfaction, his or her tendency to look for another job and that of leaving an organization decrease. It is likely that the increases in the job satisfaction of an employee experience became the factor for rise the positive attitude toward the jobs and commitment to the organization (Sarwar and Abugre,

2013). Mentioned (Hulin & Judge, 2003) that job satisfaction contains multidimensional rational responses to one's job that has responses components in the cognitive (evaluative), affective (or emotional), and behavioral dimensions. According to (Celik, 2011) in the classical job satisfaction model, employee consciousness of the job that one attracts in was the main focus. However, satisfaction and dissatisfaction are not bounded to the quality of the job that one does but also depends on the perceptions, attitude, and expectations towards the job. The wise managers give priority to employee job satisfaction due to the relevance (Yang & Kassekert, 2010). The importance of employees cannot be underestimated as they remain planners, designers, and implementers of organizational progress towards achieving its objectives (Senyucel, 2009, Lee & Dahinten, 2020)

According to the study carried out, the sample consisted of 113 perioperative nurses working in acute-care hospitals argued that one possible strategy is to hold regular staff meetings where nurses feel safe to raise their concerns and make suggestions to improve patient care or the working environment. Patterson (2010) argues that what gives satisfaction differs from one employee to another; some employees may receive a high degree of satisfaction in their jobs than from the work itself, some might receive the greatest level of satisfaction from their jobs from relationships with supervisors and coworkers while pay package might retain some employees in their jobs though they considered the jobless meaningful and receive meager satisfaction from the job facets (Alam *et al.*, 2013). Furthermore, the relationship between job satisfaction and employee engagement has been documented in the literature. Indeed, job satisfaction and engagement are essential ingredients for organizational sustainability

Job satisfaction is an important factor about employee's commitment and the predictors of work behavior. The benefits of job satisfaction for an organization are to reduce complaints and grievance regarding workers, better turnover and absenteeism and reducing cost of training as termination of employees and also improved punctuality and work morale of the workers Aftab (2012). The most important dependent variable in industrial and organizational psychology is job commitment. One of the major concerns of manufacturing companies has focused on improving worker productivity, which is one of the job performance measures (Borman et al., 2014).

According to Frye (2012), when you expect the best from your employees they will give you their best. On the other hand, when you expect little from employees they will give you low performance in return. Many people feel that they are not recognized or appreciated by their employers for their hard work and in turn they feel dissatisfied. Lack of communication and feedback from employers cause employees to feel overlooked and inhibits them from performing to the best of their ability. Employee satisfaction is one of the strategies managers employ to enhance effective job commitment among workers in the work place.

For effective work performance to thrive in the work place, job satisfaction has to be managers' top priority. With this global push, it was not surprising that soon after launching the ERS in 2014, in the same year the Government introduced Results Based Management (RBM) in the Public Service as a deliberate policy in order to improve performance, service delivery and governance (GOK, 2014). Result Based Management (RBM) is a participatory and team based management approach designed to achieve defined results by improving planning, programming, management efficiency, effectiveness, accountability and transparency (CIDA, 2010). The

introduction and institutionalization of RBM concept in the public service was aimed at refocusing the public servant's mind-set on results in service delivery to citizens.

2.6 Control Variables

Employee commitment of an employee can also be affected by the employee's personal characteristics such as their age, gender and education background. Also another personal characteristic that may affect employee commitment is associated with the gender.

2.6.1 Age

According to Cohen (2010), job commitment refers to the belief about a job and is a product of employees' job satisfaction. Cohen (2005) argues that demographic factors such as age and gender may affect work commitment. 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 organization than other younger age group. Past research suggests that public sector employees, including police officers tend to have lower job commitment. Their job commitment is largely based on identification with and involvement in the organization (Liou and Nyhan 1994, Matcalfe and Dick, 2010) and prior to the late 1990s, it was widely accepted that employee commitment was predominantly affected by three factors. They were: a belief in the goals and values of an organization, a willingness to undertake activities that benefited the organization and a desire to remain with the organization (Matcalfe and Dick, 2000). More recent debates have focused on examining commitment from a number of perspectives since earlier assumptions about life time tenure are no longer applicable (Baruch, 2018).

Similarly, the role of individual variables affecting job satisfaction and commitment of employees has received past research attention. For example, according to Kim (2012), there exists a positive relationship between employees' job satisfaction and commitment and a participative management style used by superiors. A study of public sector employees suggested that there is a positive relationship between commitment to both their organization and their career and job satisfaction and empowerment (Carson *et al.*, 2019). However, the issue of employee commitment amongst public officers has received only limited research attention (Metcalf and Dick, 2002; Beck and Wilson, 1997). Many workers join public service out of a desire to serve the public as opposed to the profit-orientated work in the private sector. To have their performance measured often seems like a criticism of what they do and of their commitment to the service (Swart, 2005). The variables discussed include age, gender, and education background on employee commitment.

Across the world, age is a key determinant of one's perspective on work. Some evidence demonstrates a relationship between employee age and job satisfaction. However, the nature of this relationship remains unsettled. Perhaps the results obtained from empirical investigations are, in part, a function of the occupational group examined and the methodological approach adopted. The youngest age groups (18-24s) display particularly distinctive characteristics which appear to be a combination of their relative lack of experience in the work place, interspersed with a technology-centric orientation. Labor market trends indicate that older workers may come to play an increasingly important role in the workforce (Euchar *et al.*, 1991).

Consequently, the work orientation of this group of employees is of both theoretical and practical interest. A number of studies also suggest that the importance of job

attributes is age-related. For example, younger workers attach greater importance to advancement opportunities than older workers as such opportunities decline with age in most organizations (Wright and Hamilton, 1978). Older workers tend to value jobs with meaningful content (Aldag and Brief, 1975) and also suggest that cohort differences may play a part in the age-job relationship, in particular, the tendency of older workers to have less formal education than young adults.

2.6.2 Gender

Most, if not all organizations attach great importance to dedication among their workers since it is generally believed to minimize disengaged attitudes, including, turnover, tardiness, burnout and absenteeism from work. It is clear that these withdrawal behaviours seem to have serious ramifications on organizational performance such as reduced productivity and profitability and need to be curbed by eliciting more organizational commitment among employees. However, it is argued that gender commitment levels differ due to the different duties and responsibilities assigned (Stephen *et al.* 2009).

West and Zimmerman (1987), looked at gender not as a personal trait but rather, an evolving characteristic of social situations: that is as both the foundation for and result of a number of group engagements as well as a way of giving legitimacy to the basic and important societal division existing. Gender as a term was traditionally used as a way of differentiating between biological sex and accepted features of masculinity and femininity. In addition, gender was believed to be attained and pretty much constant after it is determined in early childhood. Sex on the other hand, deals with the biological differences that exist between males and females, which are universally accepted and established when children are born (UNESCO, 2003).

Gender roles according to the World Health Organization (2015) are described as socially constructed activities and behaviours that a given society deems suitable and fitting for women and men. Often, we relate to each gender group based on what we eat, how we dress, how we talk and what we talk about. Behaviours and attributes that women are said to possess include being subservient, reserved, passive, emotional and nice while, men are seen to be acceptably aggressive, strong, active, rational, and straight forward based on gender stereotypes.

2.6.3 Education Background

Education is a significant determinant of employee commitment and plays a good role in job involvement (Lodahl & Kejner, 1965). Other researchers Lawler (1992) and Pfeffer (1994) also argued that through employees with higher education, job design, job involvement could be increased. Employees with high education are considered and recognized by their job outcome and job play an important role in their routine lives (Sonnentag & Krueger, 2006) i.e. job is more important for their lives from anything else.

2.7 Research Gaps

Among the areas researched on the effects non-financial rewards on employee commitment. Among the researchers are: Wambugu & Ombui (2013), Daniel & Metcalf, (2015), Uddin, Das & Rahman (2018), Hafiza and Adam, 2011), Tumwet (2011), Aswathappa, (2015), Tuwei *et al.* (2013), Mohammed and Danmaitaba (2015), Alnaqbi (2011), Hanasha (2016), Mutiso (2017), Dar *et al.*, (2014) and Meyer *et al.*, (2012). The significant literature gap is most of the studies dealt with effects non-financial rewards on employee performance, also most of the studies were related to rewards. This study therefore sought to bridge this gap by finding out the effect of job satisfaction on non-financial rewards and employee commitment.

Ahmed (2014) points out that when members of a particular organization accept and trust organizational values, they will be more than willing to achieve organizational goal under all circumstances. High employee commitment is of benefit to the organization because it shows that employees identify themselves with the organization and this will positively affect employee performance (Chen & Aryee, 2017). Employee commitment is of benefit to employees' behavior and work outcomes and a turnover rate reducer for individuals in an organization and the aftermath of this is better performance of employee (Filipkowski & Johnson, 2008). Trusting relationship should be established by employees between them and the manager. Elevated level of trust in organization lowers the cost of evaluation and other control mechanisms and employees will have inner motivation to work (Ajila & Abiola, 2014).

Aftab (2012) on his findings points out that Job satisfaction is an important factor about employee's commitment and the predictors of work behavior. The benefits of job satisfaction for an organization are to reduce complaints and grievance regarding workers, better turnover and absenteeism and reducing cost of training as termination of employees and also improved punctuality and work morale of the workers. The most important dependent variable in industrial and organizational psychology is job commitment. One of the major concerns of manufacturing companies has focused on improving worker productivity, which is one of the job performance measures (Borman et al., 2014).

According to Savych (2015) when promotion ladders are used as deferred compensation, almost all junior workers who prove themselves are promoted. The prospect of promotion encourages the good workers to stay and invest in specific human capital. Job seekers will self-select by limiting their applications to the type of jobs

where they expect to succeed and be promoted out of the less well paid port-of-entry jobs. In some cases, promotion opportunities could motivate employees better than wages/income, especially in competitive environment. Promotion should be considered as a long-term incentive that is more effective on employees with stable jobs than those who change jobs frequently.

2.7.1 Summary of Literature and Research Gaps

After reviewing related literature on non-financial rewards, job satisfaction and employee commitment in sugar industries, several research gaps were identified as indicated in **Table 2.1**

Table 2. 1: Summary of Empirical Review and Gaps in Knowledge Identified

Author	Title	Methodology	Finding	Gap
Rainey, H., (2011)	Impact of Financial and non-Financial Rewards on Employee Motivation in Pakistan	Motivation factors may be differing from industry to industry and class to class of employees such as high level and low level labor. <i>Design/methodology/procedure:</i> Qualitative as well as quantitative research methodology has been adopted in this paper	The researchers have found from the survey that there are different factors that affect the motivation of employees which can be classified into two categories; financial and non-financial rewards. Although financial rewards are important for employee motivation in third world countries like Pakistan, where the inflation rate is so high that people are struggling hard to retain their social status but the importance of non-financial rewards cannot even be discriminated. <i>Contribution/ value addition:</i>	The study provides a basis to fill the gap of understand the issues of employee motivation in organizations. It is a good contributor to the knowledge world of human resource management which explores the factors that affect motivation of employees and provide a solution to the problems faced by employees at their jobs. The paper will also compel the management of studied organizations to pay attention to the problems of employee motivation for the overall benefits of organizations
Kathure D. (2014)	The influence of non-financial rewards on employee commitment at Kenya Tea Development Agency.	The research design adopted was descriptive survey design	The study also concludes that employees of KTDA place great value on different rewards given to them and this promoted their level of commitment. It is therefore concluded that workers place great value on the different non- financial rewards given to them by their employers. The results of this investigation could be of benefit to managers and policy makers	The study has explored the influence of non-financial rewards on employee commitment at Kenya Tea Development Agency to offer an understanding on the importance of maintaining an effective reward system that will provide the desired results and competitive advantage in the present day competitive business environment. The development agency in Kenya however is comprised of various other sectors located in other parts of Kenya which differ in their way of management and have different settings all together. This warrants the need for another study which would ensure generalization of the study findings for all the sectors in Kenya and hence pave way for new policies. The study therefore recommends another

				study be done with an aim to investigate the effects of non-financial rewards on employee commitment in in Kenya
Pangil, F. (2018).	Influence Of Financial and Non-Financial Incentives on Employee's Job Performance At Equity Bank Limited, Mount Kenya Region, Kenya	The study adopted the descriptive research design. The target population will comprise of 447 Equity bank employees in Mt. Kenya region.	Based on the findings of the study it was concluded that the employee job performance was affected by the compensations that were provided. Allowances such as salaries allowances and commissions were important monetary incentives in increasing employees' job performance. The study also concluded that lack of non-monetary incentives such as favorable insurance cover, medical cover, bonus at the end of the year did not increase employees' job performance. The findings showed that respondents were in agreement that favorable insurance medical cover, bonus at the end of the year were important in increasing employees' job performance	Researcher suggested that since the study was carried out in one bank, a similar study could be carried out in another commercial bank to establish the factors that influence job performance in the banks. Since the study concentrated on only four variables namely compensation, incentives, working conditions and recognition, another study could be carried out on other variable to establish whether there are other variables that could influence employee's job.
Kipleting, N. (2015).	Non-Monetary Motivation And Employee Performance: A Case Of Eldoret Polytechnic, Uasin-Gishu County, Kenya	The researcher chose descriptive case design as it would help him to collect material, review, presents data and deduce it for clarification without making alterations to the findings but rather reporting on them as they are.	Results indicated that team building was important in determining employee performance. This was supported by majority of the respondents who agreed that team building activities at the institution had enhanced open communication increasing overall performance, idea sharing had been enhanced as a result of team building efforts at Eldoret Polytechnic, team building activities had led to increased team trust and hence cohesiveness among employees and creating a good internal	Various have found that non-monetary motivation has a direct relationship to employee performance. Various studies (Nyauchi, 2014; Onyango, 2014; Ahmed & Ali, 2008; Oyegbanju, 2009; Zia, 2011; Anyim, Chidi and Badejo, 2012; Gitari, 2012) have found that non-monetary motivation has a direct relationship on employee performance. Though there have been positive results and improved performance in various institutions as a result of motivation, challenges in the same still remain in some key areas. Although the

			environment, cooperation among the employees had increased as a result of team building activities and that there had been improved morale in the employees as a result of bonding and teamwork efforts.	studies have made important contributions on various aspects on their countries and organizations, they were conducted in different geographical contexts as they did not cover on how non-monetary motivation influenced employees' performance in Eldoret Polytechnic creating a paucity of literature in the area. This is study gap the research wishes to address by studying effect of nonmonetary motivation and employee performance in Eldoret Polytechnic.
Agarwal, M. (2014)	Effects of rewards on employee performance in the hospitality industry: a case of Nairobi Serena hotel	The Researcher used a stratified sampling technique, which yielded a response rate of 65%. Descriptive statistics were analyzed for frequencies and the mean, while inferential statistics were analyzed for correlations, and regressions. Data from the study findings is presented using tables and figures	The study concludes that employees' ability, managers' trust in employees, recognition, and employees' view of achievement significantly enhances employees' performance. This is because intrinsic rewards address employees at the core of their needs, and as a result, form sufficient base that influences and motivates the employees to higher standards of performance.	Literature on effects of intrinsic rewards on employee performance is presented first, followed by literature review on extrinsic rewards that influence employee performance, and finally literature on the extent to which other factors influence employee performance.

2.8 Theoretical Framework

This section presents an employee commitment model which captured employee commitment and Herzberg two factor theory which captures non-financial rewards and job satisfaction which are relevant to the study.

2.8.1 Dimension Models of Commitment

The three-component model of commitment developed by Meyer and Allen (1997) arguably dominates employee commitment research (Meyer *et al.*, 2002). This model proposes that employee commitment is experienced by the employee as three simultaneous mindsets encompassing affective, normative, and continuance commitment. This model of commitment has been used by researchers to predict important employee outcomes, including turnover and citizenship behaviors, job performance, absenteeism, and tardiness (Meyer *et al.*, 2002). Meyer and Allen (1997) provide a comprehensive overview of the theoretical lineage of this model of Commitment. Employee commitment appears to be behavioural (Staw, 2007), normative (Allen & Meyer, 1990), calculative (Becker, 1999; Ritzer & Trice, 2010) and attitudinal (Porter, Steers, Mowday and Boulian, 1974; Mowday, Porter & Steers, 2013). Porter *et al.* (2016) attitudinal concept has been widely accepted to measure the employee's commitment, measuring through attitudes and feeling toward his/her employing organization.

Commitment of employees as stated by Akintayo (2010) is the extent to which the worker feels devoted to their company while Ongori (2007) characterizes it as the level of attachment or devotion employees feel towards the organizations they work for. Most, if not all organizations attach great importance to dedication among their workers since it is generally believed to minimize disengaged attitudes, including, turnover,

tardiness, burnout and absenteeism from work. It is clear that these withdrawal behaviours seem to have serious ramifications on organizational performance such as reduced productivity and profitability and need to be curbed by eliciting more organizational commitment among employees, Stephen *et al.* (2009).

The study is founded on the Three-Component Model. This is a model or concept that is classified into three dimensions namely: the continuance, affective and normative dimensions. This three component model is the improvement from the preceding approaches of organizational dedication namely the side bet approach and the psychological attachment theory. The side bet approach proposed by Howard Becker (1960), asserts that employees will remain loyal to an organization as long as they get to maintain their positions in the organization regardless of how difficult and stressful the conditions they work in. If, however, the same employees are presented with a better or more lucrative option, they would be willing to leave the organization.

Three-Component Model Allen and Meyer (1990), Meyer and Allen (1991, 1997), Meyer and Herscovitch (2001) developed the three-component model of employee commitment. The three dimensions of employee commitment identified are affective, continuance and normative as shown in figure 2.2.

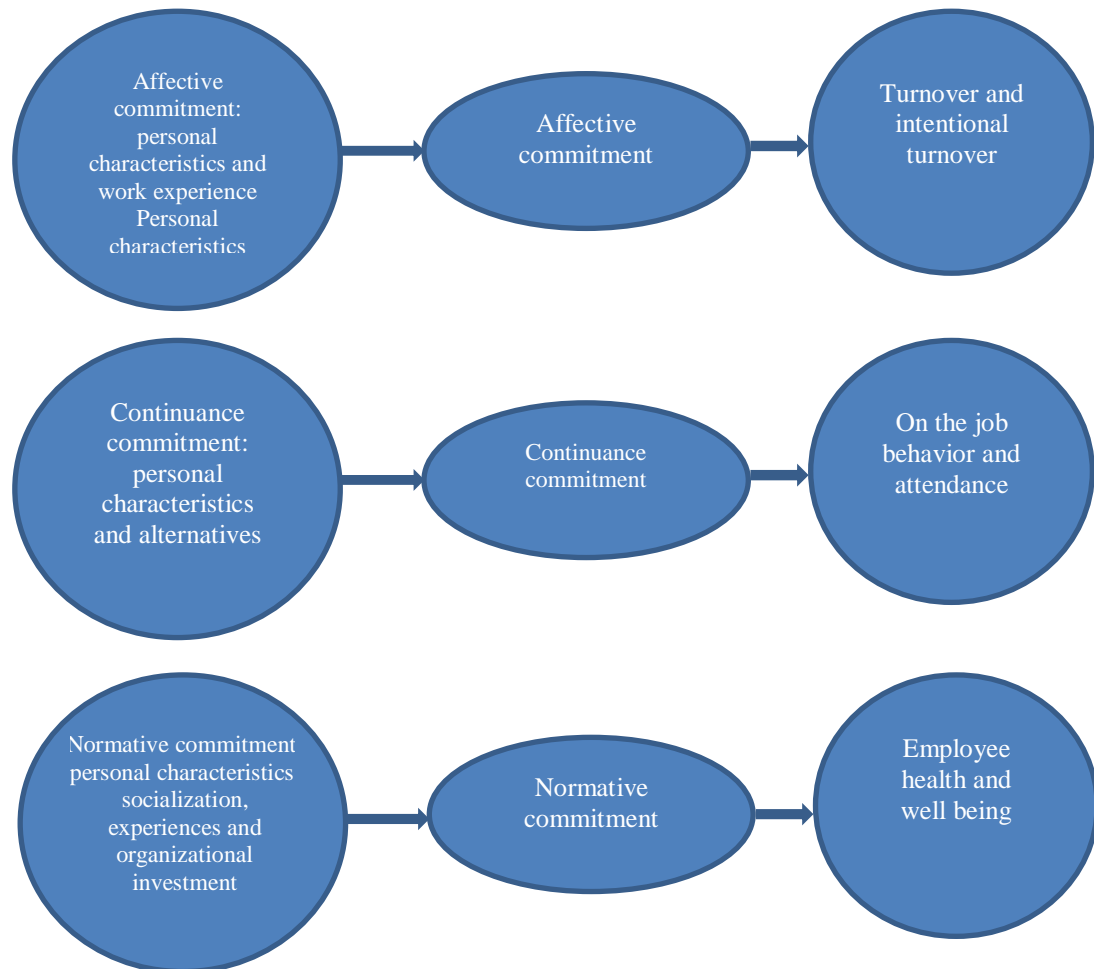


Figure 2.2-Models of commitment

Source: Naarazian & Khalip (2016)

The model of the study only captured the dependent variable (employee commitment). And so, a theory was introduced to capture the independent and moderator variables which were not captured by the model as discussed below.

2.8.2 Two-factor theory

The theory was developed by Frederick Herzberg (1959; 1982; 1991) and Ghazi *et. al.*, (2013). Herzberg (1959, Khan *et al*, 2013) divided the factors into two dimensions; hygiene factors and motivators whereby hygiene factors refer to presence or the absence of job dissatisfies. Hygiene factors are the maintenance factors that are necessary to avoid job dissatisfaction and include working conditions, salary, status, security,

supervision, company policies, etc. Therefore, when hygiene factors are reduced, work becomes dissatisfying. For instance, unsafe working conditions may cause employees to be dissatisfied at work but again, their removal will not lead to high level of motivation or satisfaction, Alderfer (1972, Cole, 2002). Herzberg points out that some of the factors that motivate employees intrinsically include offering challenging tasks, job achievement, employee recognition, availability of growth opportunities, and employees' responsibility. Herzberg argued that for an individual to be fully motivated, his/her job has to be enriched with opportunities for achievement and advancement. According to Herzberg, man lives at two levels: the physical level and the psychological level (Cole, 2002).

Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent or if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as dissatisfies or maintenance factors as they are required to avoid dissatisfaction (Lyria, Namusonge, & Karanja, 2014).

These factors describe the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include Pay - The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain. Company Policies and administrative policies - The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours,

dress code, breaks, vacation. Fringe benefits - The employees should be offered health care plans (Mediclaime), benefits for the family members, employee help programmes, etc.

2.8.2.1 Hygiene factors

Physical Working conditions - The working conditions should be safe, clean and hygienic. The work equipment's should be updated and well-maintained.

Interpersonal relationships: Relating well with peers, managers and subordinates encourages job dissatisfaction. Part of the satisfaction in employment contract is the social contact it brings to employees. Reasonable time should be given for socializing. This will help to develop a sense of teamwork and at the same time cracking down on rudeness, difficult behaviour and offensive comments. People should be encouraged to live in harmony irrespective of cultural and other diversities. The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.

Security: Security in this case refers to job security - freedom from threats of layoffs, frequent queries, harassment, discrimination, bullying and so on. When there is no job security, an employee's needs for higher growth will be blocked. If he works hard but security does not return, he will seek to fulfill his needs elsewhere or burn out. While motivators are part of the job content and relate to what people actually do in their work hygiene or dissatisfies are often associated with job context: associated more to the work setting than the nature of work itself. The organization must provide job security to the employees.

2.8.2.2 Motivational factors

According to Herzberg, the hygiene factors cannot be regarded as motivators (Stello, 2011). The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include Recognition. The employees should be praised and recognized for their accomplishments by the managers. Sense of personal achievement - the employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job. Growth and promotional opportunities - there must be growth and advancement opportunities in an organization to motivate the employees to perform well. Responsibility - the employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability. Meaningfulness of the work - the work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated. (Kibui *et al.*, 2015). Status- this is a person's social rank in a group, which often is determined by a person's characteristics, in addition to the person's formal position. When status differ, it may be difficult to communicate effectively in the organization. To reduce dissatisfaction, managers should use both verbal and nonverbal forms of communications to pass messages to employees with the highest level of probability that the information circulated will be intact. The employees' status within the organization should be familiar and retained. The issue of status should also be diluted to avoid a situation whereby those with higher status will not influence members having lower status. Individual status should not be a yard stick for motivation.

Based on the arguments of the theory, adequate hygiene factors should be provided to meet the basic needs of employees and to prevent dissatisfaction with the job. In addition to this, motivators that are intrinsic to the work itself should be integrated to the process to meet higher-level needs and drive employees towards greater achievement and satisfaction. This theory is relevant to Muhoroni and Sony Sugar Company since every employee has his/she dissatisfies and motivating factors. The institution needs to eliminate the dissatisfies and increase the motivators factors such as employee recognition, promotion, encouraging career development by giving employees' growth opportunities among others as shown in **figure 2.3**.

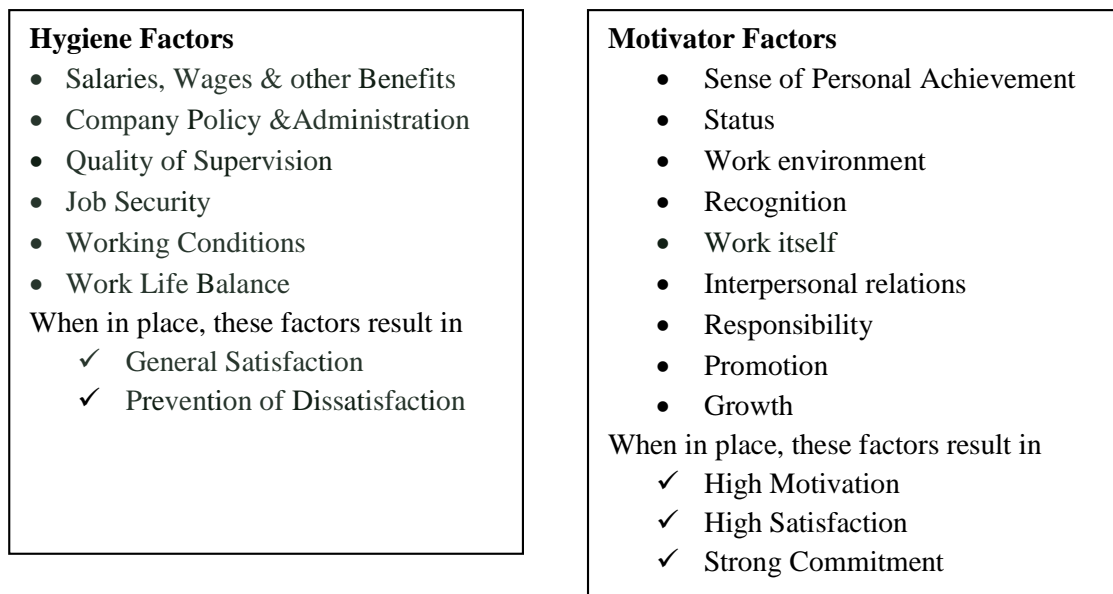


Figure 2. 3: Hygiene and Motivation Factors

Source: Mathis & Jackson, (2016).

2.9 Empirical Review

2.9.1 Recognition and Employee Commitment

Danish *et. al.*, (2010) in a study to determine the impact of reward and recognition on job satisfaction and motivation of employees from both private and public sectors organizations in Pakistan found that rewards and recognition were positively related

with motivation. They concluded that effective rewards management leads to increased employee motivation and commitment. These findings are similar to the findings of Ghorbani and Ladoni (2013), who conducted a study of 84 production managers, marketing managers and senior managers from home appliances companies in Iran to establish the effect of reward systems mechanisms on new product development. The results of their study indicated that there was a positive and a statistically significant relationship between rewards management and new product development. They concluded that managers could influence new product development by collectively developing, implementing and designing effective reward systems. Although the study by Danish *et. al.*, (2010) sought to determine the impact of reward and recognition on job satisfaction and motivation of employees from both private and public sectors organizations in Pakistan, the current study seeks to explore the effect of non-financial rewards on employee commitment in sugar industry in Kenya.

A study by Harunavamwe & Kanengoni (2013) in South Africa found that non-financial rewards attract persons with a high need for affiliation through verbal recognition and high achievers through challenging jobs. There was no significant effect of monetary rewards on employee motivation. Employee recognition emerged as the best motivation for lower-level employees. Theorists therefore outline that the value of employee recognition, challenging jobs, cohesive work teams, and other non-financial factors as stimulants to motivation and therefore should never be left out when addressing the subject of employee motivation.

Dalvi and Ebrahimi (2013) studied the effects of reward on the cooperation in sales and marketing department among 180 managers from Isfahan food industries in Iran. The results of their study showed that organizational rewards had a weak effect on

employees' motivation in the sales and marketing department. They concluded that organizations should design their rewards systems based on an employee's expertise, efforts, and performance in order to reduce conflicts in organizations. Additionally, they suggested that rewards systems should be designed according to the needs of employees. The study by Dalvi and Ebrahimi (2013) did not show the relationship non-financial rewards on employee commitment which the current study seeks to establish.

Roberts (2005) in a study of the relationship between rewards, recognition, and motivation of 1373 employees of an insurance company in the Western Cape found out that there was a positive relationship between rewards, recognition and motivation. He concluded that organizations should review their current reward strategies in order to ensure higher employee motivation and increased job performance. The above study was carried in Western Cape in an insurance company and the current study will be conducted in Western Kenya in sugar industry. Also, the study by Roberts (2006) which studies the relationship between rewards, recognition and motivation.

Accordingly, Roberts (2006), states that recognizing and praising workers are efficient ways of enhancing motivation, the behavior of employees in a business because of them being well thought-out as the most significant organizational compensations. In his study, Roberts (2010) asserted that letting employees to exercise their work freedom contribute positively to employee satisfaction, in turn boosting performance. Herzberg's (2014) in his two-factor theory also postulated that achievement; work itself recognition, responsibility, advancement and growth are among factors leading to employee satisfaction hence improved employee performance. According to Burns and McKinnon (1993), flexible work schedules have a positive impact on employee performance. Most importantly, Dewhurst *et al.* (2010) concludes that there are other

means of compensating employees that do not just focus on non-financial. For instance, career guidance, the opportunity to take on important projects or tasks, and even leadership trainings and attention.

In a study carried out by Shore & Shore (2001) on Nigerian workers found out that, employees who are able to experience and receive recognition for their work are also able to have a better perception of their work, their workplace and the people they work for. Thus, there is a need for the employers to really make an effort in showing the employees that their wellbeing is of concern to the organization and the management and that the contribution of the employees towards the organization is highly valued. The current study will seek to determine how recognition affects employee commitment in the sugar industry in Western Kenya.

Janja *et al.*, (2013) in a study of 84 employees of Kenya Power and Lighting Company in Nakuru examined the effect of reward on employee performance. The results of the study indicated that financial rewards had no significant effect on employee performance. The study concluded that organizations should seek to understand their employees' needs so that they can employ the right motivational strategies. Whereas Janja *et al.*, (2013) study sought to determine the effect of reward on employee performance at Kenya Power and Lighting Company, the current study seeks to determine the relationship between non-financial rewards and employee commitment in the sugar industry.

2.9.2 Promotion and Employee Commitment

Gohari *et al.*, (2013) in a study of 100 employees who were randomly selected from two tourist companies in Malaysia examined the relationship between rewards and employee performance. The results of their study indicated that there was a positive

relationship between rewards and employee's performance. The study concluded that managers should consider employees' preferences of rewards before designing any reward management strategy so as to increase their motivation hence ensure that their organizations meet their objectives. Gohari *et al.* (2013) study was carried out in tourist companies in Malaysia whereas the current study is carried out in sugar industry in Kenya. Further their study was concerned with rewards and employee performance whereas the current study is seeking to determine the effect of non-financial rewards on employee commitment.

Similarly, Joo (2010) in a study of 1000 employees from different industries in Korea investigated the impact of perceived organizational learning culture on organizational commitment. The study results indicated that organizational learning culture has a strong impact on organizational commitment. He concluded that managers and human resource professionals can enhance employees' organizational commitment by developing, improving and delivering the relevant human resource practices. The study did not link non-financial rewards and employee commitment which the current study seeks to explore.

Studies involving non-financial incentives and job satisfaction show positive relationships. Hayati and Caniago (2012) investigated the relationship between intrinsic motivation and job satisfaction and a positive relationship. This means that employees that are intrinsically motivated are more satisfied. Rastand Tourani (2012) studied the factors (job characteristics) that have a significant impact on job satisfaction among three private airlines' employees. The findings show that supervision, relationships, pay, nature of the job and promotion opportunities relate moderately to job satisfaction. Tymon, Stumpf and Doh, (2010) found that intrinsic rewards and job satisfaction are

positively correlated. Intrinsic and hygiene factors contribute greatly to satisfaction with organizations among employees.

Tausif (2012) investigated the relationship between non-financial rewards and job satisfaction among teachers in public schools in Pakistan. The study used 200 samples that were randomly selected. The findings show that non-financial rewards are the most powerful predictors of job satisfaction.

A study by Tausif (2012) explored the relationship between the non-financial rewards (promotion, job enrichment and job autonomy) and job satisfaction for the educational sector of Pakistan. Data collected from 200 full time employees from public sector schools showed that there is a strong relationship of non-financial rewards with job satisfaction. And also, the satisfaction increases with the age. The older employees are more satisfied with non-financial rewards than younger employees.

Dambisya (2007) carried out a study that investigated that the use of non-financial incentives for health worker leads to satisfaction of employees. This study was conducted in health sector and found that non-financial rewards affect the performance of an individual. Group, (2011) conducted a study in online staff in business sector that are more satisfy with non-financial rewards rather than financial rewards. He concluded that non-financial rewards effects on performance and also effects to increase the productivity and profitable growth of organization.

Sammer, (2011) conducted as nonfinancial rewards can create perceptions of the overall fairness of a rewards program. A study of more than 500 professionals conducted by World at Work found that reward fairness focus on nonfinancial aspects of the total reward offering, including (career development opportunities, nonfinancial

recognition, and employee development and training). A study by Dzuaranin (2012) suggested from the results that companies that only have cash incentives must also introduce noncash rewards to their performance incentive systems to increase the motivation level of employees.

Nsour, (2012) investigated the incentives approach and the level of performance in Jordanian Universities. Descriptive analysis was used to analyze the data and five Universities were selected for this study. The results showed the significance relationship between moral incentives and learning and growth in Jordanian Universities and also there is a high level of Organizational Performance. Internal business process is ranked in the second place followed by learning and growth. A study carried out by Erbasi (2012) examined the effect of financial and non-financial incentives on job satisfaction. The results revealed a significant relationship between financial and non-financial incentives and the job satisfaction of employees. Attitude towards financial incentives have stronger effect on job satisfaction than attitude towards non-financial incentives.

According to Sial *et al.* (2011) and Gathungu *et al.* (2015), promotion enhances employee performance, thus increasing employees' commitment in an organization and hence concluded that promotion was positively related to continuance and effective commitment of employees. In addition to Gathungu *et al.* (2015) research findings, it was noted that promotion practices in the banking sector tend to have a weak correlation and hence affirmed that employee promotion practices do not have a strong influence on the commitment of banking sector employees.

2.9.3 Sense of Personal Achievement and Employee commitment

Employee training provides opportunities to employees to widen their knowledge and abilities for more efficient teamwork and achieve individual development (Jun *et al.*, 2006). When workers receive self-development training, the level of their job satisfaction is higher than those without such training. According to Kerka (1998) career development is an organized approach used to achieve employee goals with the business needs of the agency workforce development initiatives. According to the author, the purpose of career development is to; enhance each employee's current job performance, enable individuals to take advantage of future job opportunities and fulfill agencies' goals for a dynamic and effective workforce.

According to Cole (2005), the benefits of employee development to an organization include: increasing the employees' morale since training will improve the employees' confidence and motivation; lowering cost of production through better and economical use of material and equipment thereby reducing and avoiding waste. In addition, he observed that training of employees leads to a low turnover that comes as result of improved security in the workplace. Training helps improve change management by increasing the understanding and involvement of employees in change management process.

In South Africa, Adams's (2013) study to measure work motivation amongst employees in a government department in the Western Cape Provincial Government highlighted those motivated and satisfied employees are more productive. Consequently, there are improvements in service delivery. A biographical questionnaire and the organizational motivation questionnaire (OMQ) were administered to respondents to elicit responses on how the aspects of their work, compensation, advancement, and recognition,

working conditions, work benefits, interpersonal relations and supervision, influence work motivation. According to Adams (2013), factors that are said to have influenced employee motivation included: achievement, recognition, work itself, responsibility, advancement, growth, and being treated with respect. The current study was however carried out in sugar companies whose findings may differ.

A meta-analysis by Denisi and Kluger, (2000) of 131 empirical studies that had tested how well feedback interventions worked indicated a modest but positive effect of feedback on performance overall. Recognition can be provided by positive and immediate feedback from managers and colleagues that acknowledge individual contributions and by managers who listen to and act upon the suggestions of their team members. Other actions that provide more recognition include allocation to a high-profile project and enrichment of the job to provide scope for more interesting and rewarding work. The study however did not link recognition and employee commitment which the current study seeks to find out.

In the study carried out by Andrew and Kent (2007), on employee satisfaction and commitment stated that rewards and recognition enhance the loyalty and commitment of all employees. Recognition has significant impact on an employee's decision to stay or leave her organization. Recognition can increase motivation, and employee loyalty. The effective reward package enhances the productivity of the employees such as recognition and appreciation from the boss, which leads to the employees' job satisfaction. Recognition is one of the powerful motivators according to early researches. These researchers however failed to link recognition to employee commitment. This research therefore found out if recognition enhances employee commitment.

Muhammad *et al.*, (2014) investigated factors that affect the employee commitment among bank officers in Pakistan and tested the effect of rewards; support received from supervisors; provision of opportunities for the development of careers; organizational support for family and favorable job conditions on employee commitment. The approach followed required administration of questionnaires to 147 officers working in different bank branches in Lahore, Pakistan. Data collected was thereafter analyzed with SPSS version 20. The study by Muhammad *et al.*, (2014) revealed a higher correlation between different supporting factors and employee commitment of bank officers and regression showed that all the factors: rewards; support received from supervisors; provision of opportunities for the development of careers; organizational support for family and favorable job conditions significantly predict organizational commitment.

Lumley *et al.*, (2011) explored the relationship between job satisfaction and organizational commitment of employees in the information technology environment. The objective of the study was to measure the effect of nine facets of job satisfaction, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work and communication on employee commitment.

Using a cross sectional survey of 86 employees at four information technology companies in South Africa, the study by Lumley *et al.* (2011) revealed, on analysis of data with Pearson-product moment correlations and stepwise multiple regression analysis, that pay, promotion, supervision, fringe benefits, contingent rewards, co-workers, nature of work and communication, in that order, positively predict total organizational commitment. Subsequently the findings suggest significant relationship between job satisfaction and employee commitment.

According to Burns and McKinnon (1993) and Roberts (2010), there lacks any in-depth assessment of the various types of non-financial compensation and the specific influence that each of the types of compensation has on employee job satisfaction, with a close look at public and private organizations.

A study by Chandraseker (2011) confirmed that unhealthy and unsafe workplace environment in terms of excessive noise, poor ventilation; poor lighting among others affects staff productivity. Also, a survey of 31 banks by Hameed & Amjad (2009) established that relaxed office design motivates staff and increase their performance. This agrees with a study by Brill (1984) who suggested that improvements in office physical design motivates and increase productivity with 5-10% hence better performance.

A study conducted by Strong (2007) observed that social, physical and organizational context serves as impetus for activities and tasks considerably influence staff performance. A study by Behling (2018) established that safe and healthy working conditions determines performance of employees, the influence of working environment which is composed of social, physical and psychological factors has been under study in the last two decades. In a number of studies job satisfaction, job performance, employee motivation and health have been found to be influenced by psycho-social working environment of the organization (Bent & Freathy, 2007).

Studies by Naharuddin and Sadegi (2013), Chandrasekarr (2011) and Vischer (2008), all indicated that performance would increase if the right working environments both physical and psychosocial are both provided. Khan *et. al.*, (2011) did a study on the impact of workplace environment and infrastructure on employee performance. He sampled 150 respondents in Pakistan education sector and concluded that workplace

incentives have a positive impact on employee performance while infrastructure had no significance impact on employees.

Other studies that have examined the impact of working environment factors such as furniture, size of the workstation, work storage affects teamwork. The working environment includes work activities and organization of work, health, skills, well-being and safety, work life balance, training, pay is considered important aspects of working conditions.

Empirical research has widely been conducted in relation to employee relations and job satisfaction. Zhang, Lam and Baum (2001) on how job satisfaction and their associated demographic characteristics relate in Asian Pacific found that 16266 employees who work in more than 800 institutions, their happiness at work was influenced by the demographic characteristics. The outcome indicated that salary levels affected the level of job satisfaction to a lesser extent. When the researchers investigated the position of the employee in the company, they found a great link with satisfaction with the job and come to conclusion that, ranks in jobs boosted happiness greatly as opposed to high salaries. He further explained the relationship and indicated that ranks in jobs affect the feelings of employees towards their official achievements.

2.9.4 Growth and Employee Commitment

Lack of opportunity for advancement can cause a high turnover rate for any organization. If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position. Since employees generally want to do a good job, it follows that they also want to be

appreciated and recognized for their work. Even the most seasoned employee needs to be told what he or she is doing is right once in a while (Shamsuzzoha and Rezaul 2007).

Lack of opportunity for advancement through seniority or otherwise may result in dissatisfaction that simmers in an employee's mind until he or she finally quits. In the case of jobs having no real future, applicants should receive a full explanation before they are hired. If an organization does not have chances for promotion of their employees, they may quickly lose this resource to others. Promotion chances are the degree of potential occupational mobility within an organization. Promotional chances reduce turnover since an employee can stay on hopefully eyeing a vacancy. Promotion of staff is a motivator in the sense that an employee is satisfied even as he performs his duties. With job satisfaction turnover is highly reduced (Cascio, 2002).

Commitment to the organization is degraded if there is a perception of under handed methods in promotion activities (Mosadeghrad *et al.*,2008) Al-Ahmadi (2002) established that employees demonstrate greater levels of satisfaction and commitment if they are given ample opportunity for personal as well as professional growth in their organization. According to Friday and Friday (2003), satisfaction with promotion determines employees' attitudes toward the organization's promotion policies and practices. Promotion provides employees with opportunities for personal growth, more responsibilities and increased social status. Research indicates that employees who observe that promotion decisions are made in a fair and just manner is the most likely to experience job satisfaction.

Growth and development are an integral part of every individual's career. If employees cannot foresee their path of career development in their current organization, there are chances that they will leave the organization as soon as they get an opportunity (Bratton

and Gold, 2017). The important factors in employee growth that an employee looks for himself are work profile, personal growth and dreams, and training and development. Career development is vital for both the employees and employers. Career development is mutual beneficial process because it gives imperative outcomes to employer and employees. To gain and maintain competitive advantage organizations required talented and productive employees and these employees need career development to enhance and cultivate their competencies (Prince, 2005).

In Zambia, Narsee (2015) did a study in which he compared the impact of monetary and nonfinancial reward programmes on both employee and organization motivation. The results of the survey indicated that both organizations and employees regarded financial benefits as being the most important reward category. However, employees expressed more preference to career development, coaching/mentoring and work life balance than did by the organizations. It can be concluded from the results that organizations are utilizing a combination of both monetary and non-financial rewards, as a share of the reward package to meet the varying needs of the labour force.

Thumbran (2010) in his study to determine whether Ghanaian organizations were utilizing non-financial rewards as a competitive advantage in attracting and retaining employees, found that non-financial rewards are indeed positioned as part of the holistic total reward approach. However, organizations and individuals place primary emphasis on financial rewards. It was found that organizations utilize monetary means as the main reward component to attract employees whilst performance, recognition and career management were highlighted as the main reward components for retaining employees. Thumbran's (2010) findings did show demographic variances in terms of preferences by individuals. Thumbran, in his study, found that males had a higher

inclination towards a quality work environment. He found that executive management had a higher preference for variable pay and that employees with 0 to 5 years of service in an organization had a higher inclination towards work/home integration.

In Nigeria, Berberian (2014) in his qualitative study to consider the impact of non-financial rewards on employee job satisfaction at a Fortune 500 institution, indicated that 42% of the participants had a positive response to non-financial rewards, 33% had a positive response to both non-financial and monetary rewards and that 25% had a positive response to monetary rewards. Berberian (2014) observed that the majority of the employees had positive reactions to both monetary and non-financial forms of compensation. Berberian concluded his research by stating that organizations should not seek to substitute monetary with nonfinancial rewards, instead a combination of both forms of rewards would be ideal. According to Berberian (2014), organizations should note the five prevailing themes that appeared from the research: (a) non-financial rewards, (b) monetary and non-financial forms of rewards, (c) work-life balance, (d) recognition, and (e) morale. The implications of this research are that these themes indicate an organizational environment that encourages obligation for both monetary and Non-financial types of rewards.

2.10 Job Satisfaction and Employee commitment

There are numerous investigations that have studied the relationship between employee commitment and job satisfaction (Curri van, 1999). The nature of the causal relationship between job satisfaction and employee commitment is an issue that has not been resolved. The predominant view is that job satisfaction is an antecedent to employee commitment (Griffeth et. al., 2000) .There is also some support for the reverse causal

ordering, employee commitment as an antecedent to job satisfaction (Vandenberg & Lance, 1992).

Commitment is a more global response to an organization and job satisfaction is more of a response to a specific job or facets of the job. When discussed on these terms, commitment should be more consistent than job satisfaction over time. "Although day to day events in the work place may affect an employee's level of job satisfaction, such transitory events should not cause an employee to reevaluate seriously his/her attachment to the overall organization" (Currivan, 1999).

Employee commitment is a critical subject in human resource management because it indicates the connection between employees and their employers. It examines absenteeism, inefficiency, irresponsibility, job discontent, low performance, the risk of leaving, and a variety of other organizational behaviors by concentrating on employees internal behaviors (Yeshanew & Kaur, 2018). Employee commitment is classified in to three forms, according to Avan et al. (2016) and Yeshanew & Kaur (2018): emotional, continuous, and normative. Yeshanew and Kaur (2018) define affective commitment as the desire to remain a member of an organization. People are compelled to keep working for the corporation because they profit financially from it. They stay because leaving would be costly (Joarder et al., 2011).

Employees are obligated to stay with the organization in terms of normative commitment. The organizational benefits such as incentives, promotions, suitable working conditions, acceptable disciplinary procedures, and social pressure may keep people working for a company regardless of their feelings about it. As a result, employees with strong normative commitment want to please their bosses (Yeshanew & Kaur, 2018). As a result, affective commitment outperforms the other two categories.

The degree of employee commitment varies based on the company nature, size, and working conditions. They are more productive, harmonious, dedicated to their duties, and happier at work. People with high employee commitment are also more likely to be fulfilled and want to make major contributions. Loyal employees are less likely to leave or quit, happier, and have better intrinsic motivation.

In today competitive economic world, many firms make tremendous sacrifices to ensure employee loyalty and work satisfaction. In addition to increasing sentiments of belonging, job stability, career advancement, greater compensation and intrinsic pleasures, organizational commitment is often considered as beneficial to both parties.

Employee commitment implies an individual psychological, emotional, and willingness to remain in an organization (Hung et al., 2018). It is also described as an unrestricted or willing action which is not formally part of the reward arrangement of an organization.

However, according to Ammari et al. (2017), this expression of willingness by individuals in organizations are related to goals, values equivalence, organizational culture, investments in the development of employees, and the zeal to stay in organizations. Moreover, sustaining employee commitment and satisfaction amongst employees, especially a diverse group, is increasingly a challenge for organizations (Wagner & Hollenbeck, 2020). Notwithstanding, minority employees such as women and workers of color have their satisfaction and commitment levels hampered due to perceived discrimination (Buttner & Lowe, 2017). Therefore, for managers to improve employee cohesion, steps must be taken to provide equal platforms and opportunities among diverse employees (Cletus et al., 2018).

Job satisfaction is a positive sense of work that obtained from consideration of its broad features (Robbins & Judge, 2018). Serious job satisfaction can generate employee commitment through serious intervening variables, the results of this study are supported by Ari Deva Nanda, Taofik Hidajat (2020) explains that job satisfaction has positive impact on employee performance through significant employee commitment, then the implementation of job satisfaction can produce the best employee commitment and employee commitment results in a better work performance. Most people often talk about job satisfaction because job satisfaction is related to fulfillment of every people needs at work (Willis, 2016). During their work, people can create satisfaction regarding the proper and fair compensation, carry out their preference of work, obtain support from coworkers and leaders, having a safe and comfortable work environment, and use their skills to the fullest. It is different if job satisfaction is more related to individual job, employee commitment, which is the attitude of a person who is related to the organization as a whole (Ćulibrk et al., 2018).

The relationship between job satisfaction and employee commitment can be positive or negative, if an employee is satisfied with his job, usually he will have superior commitment to the place he works leading a positive correlation. In certain cases, the correlation between job satisfaction and employee commitment can be negative (Suparyadi, 2015). According to the study of Saufa and Maryati (2017) it explained that there is a positive and significant impact toward job satisfaction to improve the employee commitment. According to research of Ady and Harfa (2020), it proves that the job satisfaction variable has significant impact and positive coefficient value on employee commitment. Research by Nanda and Hidayat (2020) supports that job satisfaction directly has positive impact on employee commitment, the results found that the existence of worker employee commitment can increase the provision of job

satisfaction, because the more the job satisfaction is created by worker, the greater employee commitment. However, different research results are shown by Dhurup et al (2016) which states that continuance commitment reflects a negative association with job satisfaction. And according to Dhurup et al (2016), it can be understood that ongoing commitment reflects negative relationship on job satisfaction.

2.11 Conceptual Framework

The conceptual framework for this study has three variables: The independent was non-financial reward (employee recognition, promotion, sense of personal achievement, and growth), moderating (job satisfaction) and dependent variable was Employee commitment (normative, affective and continuance commitment).

The first relationship was direct relationship on independent variable; employee recognition, promotion, sense of personal achievement, and growth and employee commitment which formed hypothesis one to four. The second relationship was on job satisfaction and employee commitment which was hypothesis five and the third relationship was the interlink on job satisfaction and non-financial rewards on employee commitment which formed hypothesis five (a) to five (d) as shown in **figure 2.4**.

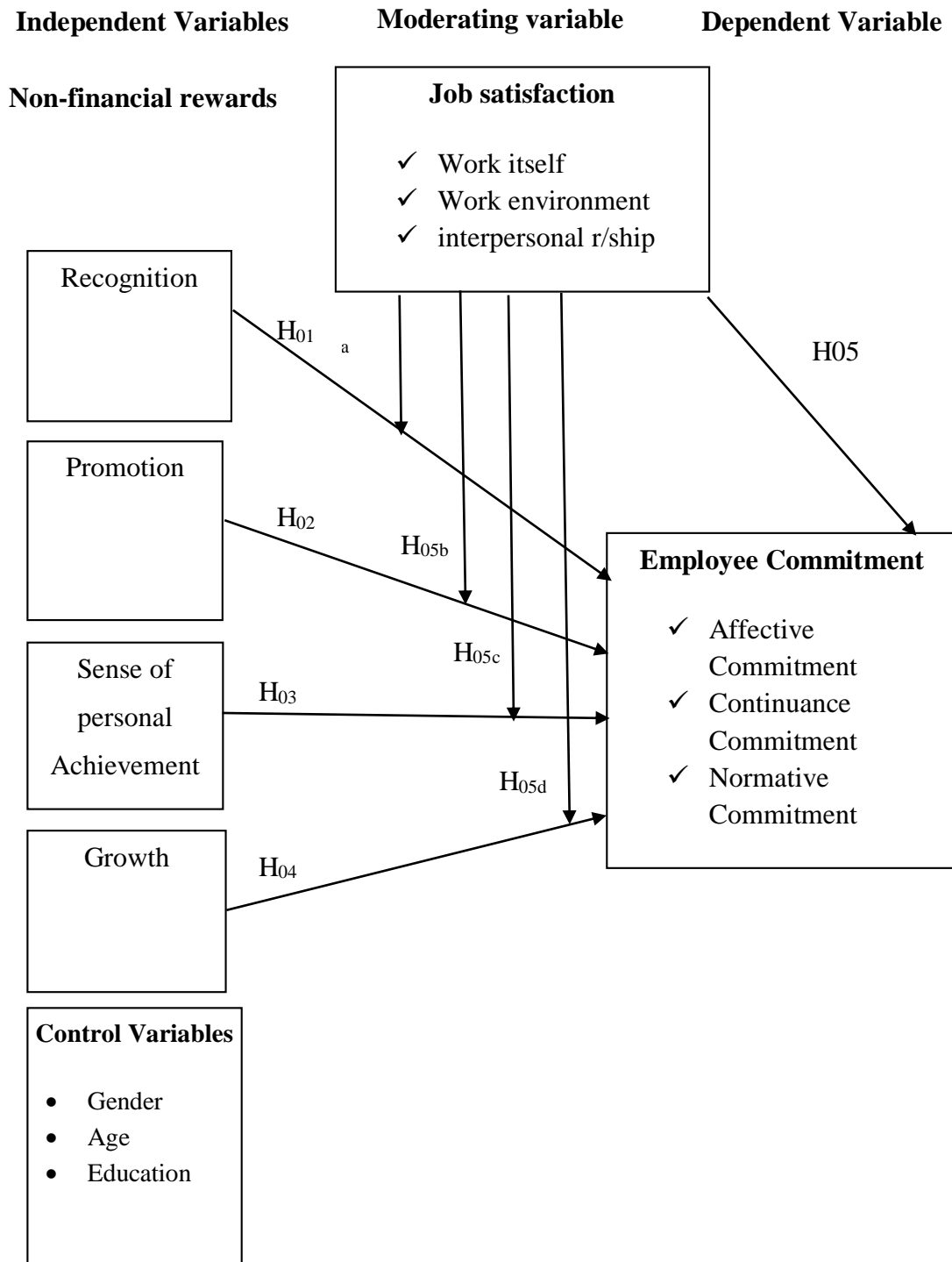


Figure 2.4: Conceptual framework

Source: Researcher (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter shows the methodology of the study. It entails the research design, research philosophy, area of study, target population, sampling design, data collection procedures and methods, research procedure, validity and reliability, measurements of variables, data processing procedure, model specification, regression assumptions, ethical considerations, and limitations of the research study.

3.1 Research Philosophy

A paradigm is a basic set of beliefs that guide action, and research philosophy is defined as the development of the research background, research knowledge and its nature (Saunders *et al.*, 2007). Philosophical concepts in research assist in specifying research design and strategy that give direction from the research questions to its conclusions (Ericksson & Kovalainen, 2015). According to Vukojević (2016) a research philosophy is a belief about the method in which data about a particular phenomenon should be gathered, analyzed and used. The two most predominant philosophies according to Rubin and Babbie (2009) in this area are positivism (researcher and reality are separate) and interpretivism (researcher and reality are inseparable). Positivism believes that research can be undertaken by using well-developed hypotheses derived from literature or existing theory and tested as well as requiring a large number of randomly selected samples (Saunders *et al.*, 2009), thus positivism focuses on quantifiable observation of phenomenon as well as generalizing about the phenomenon through statistical analysis. Positivists view the researcher as existing independently to what is being researched and will not impact upon the topic being investigated or modify reality. A positivist view of science is seen as a way to

identify truths, and if these truths can be understood we may predict outcomes (Rutter, 2013). The basic assumption underlying interpretivism research philosophy is to uncover meanings and understanding of the issues being studied (Veal, 2005). This paradigm avoids prior assumptions about theory, hypothesis or quantification. It does not develop conceptual frameworks or formulate hypothesis in advance. Interpretivism argues that these issues create bias by directing the researcher to focus on particular areas at the expense of the total picture. Thus, qualitative techniques are used when exploratory theory building, rather than theory testing, is undertaken (Benz and Frey, 2008). Since this study involved the development of hypotheses to investigate the effect of job satisfaction on the relationship of non-financial rewards and employee commitment, the underpinning philosophy that guided the study was positivism and the adopted approach was quantitative research is defined as a type of research in which phenomena are explained by the collection and analysis of numerical data using statistically based methods (Vukojević, 2016).

In the study, Employee commitment which is the dependent variable was measured in terms of the normative, continuance, and affective commitments (Mukanzi *et al.*, 2014; Meyer *et al.*, 2012). Eighteen items (6 for each of the three measures of Affective, Continuance and Normative Commitment) were used in the questionnaire. Non-financial rewards were measured by four dimensions; recognition, promotion, sense of personal achievement and growth with twenty-eight item Likert scale based on the background information of Kathure, D (2014). Job satisfaction was borrowed from Wanjiru (2014) and amended to suit the context. It was measured using three dimensions of work environment, interpersonal relationship and work itself. The variables were operationalized and the information was obtained from questionnaires

distributed to the respondents with independence and privacy on the part of the respondents maintained.

3.2 Research Design

According to Zikmund *et al.*, (2013) a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with the procedure. The study employed explanatory design. According to Saunders *et al.*, (2012) studies that establish causal relationships between variables use explanatory design. The description that the research may have used is actually a precursor to the explanation (Creswell, 2013). This design is necessary as it is concerned with describing, recording, analyzing and interpreting relationships among variables. It is also concerned with hypothesis formulation and testing the analysis of the relationship between non-manipulated variables (Blaug, 1980).

Finally, the explanatory research design is used to answer questions about the causal relationship between variables. This design looks for reasons and causes, thus providing evidence to support or refute explanations or predictions (Zikmund *et al.*, 2014). Explanatory research design was used in this study as it is appropriate in explaining the nature of certain relationships and investigating the cause effect relationship between study variables used by a researcher.

This research design enabled the researcher to determine the extent to which recognition, promotion, sense of personal achievement and growth affect employee commitment in public sugar companies in Nyanza region, Kenya.

3.3 Area of Study

The study was carried out in two public sugar industries in Nyanza region. Currently, sugar is grown mainly around Nyando, Migori, Mumias, Busia, Nandi and the coastal region. There are about 250,000 small-scale sugarcane farmers who supply most of the cane milled in Kenya. According to Kenya National Assembly [KNA] (2015), the sugar industry supports the livelihoods of about six million Kenyans directly or indirectly, contributing to rural household economies.

Sugar is among the top commercial crops in Kenya, alongside tea, coffee (Agoi, 2017). Thus, commitment among employees is valued by companies that make profit because it is thought to reduce withdrawal behavior like lateness, absenteeism and turnover (Irefin and Mechanic, 2014). There are various sugar companies in Nyanza Kenya, they include Kibos, Chemelil, Muhoroni and Sony Sugar Company. The study focused on Muhoroni and Sony sugar companies to meet the threshold for multiple regression and also to get a good sample size. The sample size for the study was 327 which is considered good according to Comfrey & Lee (1992).

The mission of Muhoroni Sugar Company is to profitably produce high quality sugarcane products. The company was set up in the early 1960s by the Mehta Group, after an invitation by the Kenya government. It was commissioned in 1966 as East Africa Sugar Industries (EASI) Limited and later named Muhoroni Sugar Company in 1990 when the Government took over the operations. Since inception the company has achieved remarkable growth despite the challenges brought about by liberation of the sugar industry and ageing machinery. These challenges led to it being placed under protective receivership in the year 2001. The receivership has led to a turnaround in the fortunes of the company. The company has an installed capacity of 2200 tons of cane

crushed per day. The company has strived to improve its management system and ensure continuity through achievement and implementation of the ISO 9001:2008 quality management systems. The company is guided by leadership, commitment to excellence, teamwork, integrity and innovation as the core values (www.muhoronisurgarcompany.com).

South Nyanza Sugar Company (Sony Sugar) is located in Awendo sub county, Migori County with a population of 103,662. It is governed by the State Corporations Act stands out as the most significant industrial investment by the Government of Kenya in South Nyanza. Located in Southwestern Kenya in Migori County, it was established in 1976 under the Companies Act Cap 486 of The Laws of Kenya and commissioned in 1979, The Company premises and sugarcane nucleus estate sits on an area covering 2,492 hectares, without-grower cane area of 15,500 hectares. SONY SUGAR serves over 25,000 cane farmers spread out within the cane growing zones of Migori, Homabay, Narok, Kisii and Nyamira counties.

3.4 Target Population

The study targeted population was 2200 employees of Muhoroni and Sony sugar companies, both public organizations in Kenya. The targeted population for Muhoroni Sugar Company was 1079 and Sony 1121 inclusive of all the employees at all levels of management. This number was arrived at using the sugar industry's records. Sampling frame was payroll's office list. Questionnaires were distributed proportionately in the two organizations.

Table 3. 1: Target population in Sugar Companies

Category of Employees	Sony	Muhoroni
	Target population	Target population
Chief Executive officer	1	1
Agriculture services	111	143
Public relations	82	86
Factory	195	153
Finance	87	95
Internal audit	54	51
Sales & marketing	108	105
Human resource	69	72
ICT	56	28
Purchasing	89	104
General administration	113	105
Production	156	136
Total	1121	1079

Source: Survey Data (2020)

3.5 Sample Procedure and Sample size

3.5.1 Sample Size

Sampling is the process of selecting several individuals for a study in such a way that they represent the entire population from which they were selected. According to Kibet (2015), the main aim of sampling is to get a representative group, which enables the researcher to gain information about an entire population when faced with constraints of time, funds and energy. The appropriate sample size of this study was estimated using a standard formula for the known population size for a cross-section research (Takai *et al.*, 2015); based on Morgan and Krejcie (1970). The sample size table is attached in **appendix iv**.

According to the suggestion by Comfrey & Lee (1992) that a sample of 50-100 is considered very poor; 100-200 poor, 300-400 good; 400-500 very good, and over 1000-excellent.

Thus, the sample size 327 of this study was drawn from the population of 2200 and was proportionately divided within the two companies as shown below.

Table 3. 2: Sample Size

Category of Employees	Sony		Muhoroni	
	Target population	Sample size	Target population	Sample size
Chief Executive officer	1	1	1	1
Agriculture services	111*0.148	17	143	21
Public relations	82 *0.148	12	86*0.148	13
Factory	195 *0.148	29	153*0.148	23
Finance	87 *0.148	13	95*0.148	14
Internal audit	54 *0.148	8	51*0.148	8
Sales & marketing	108 *0.148	16	105*0.148	16
Human resource	69 *0.148	10	72*0.148	11
ICT	56 *0.148	8	28*0.148	4
Purchasing	89*0.148	13	104*0.148	15
General administration	113 *0.148	17	105*0.148	116
Production	156 *0.148	23	136*0.148	20
Total	1121	167	1079	160

Source: Survey Data, (2020)

3.5.2 Sampling Design and Procedure

The study employed simple random stratified and sampling at different stages of the sample's selection from the targeted population. More so, Stratified sampling technique was used select employees in various department in both Sony and Muhoroni because of the uniformity of each company's products. Stratified sampling technique identifies sub-groups in a population into separate heterogeneous subsets that share similar characteristics so as to ensure equitable representation of the population sample (Zikmund *et al.*, 2013). The participants participating in the study in each company were identified through simple random sampling by use of table of random numbers. This sampling technique was deemed fit as it allowed the selection of a sample from each stratum without bias (Zikmund *et al.*, 2013). Randomization is effective in creating equivalent representative groups that an essentially the same on all relevant variables thought of by the researcher (Amina, 2018).

3.6 Data Collection Instruments and Procedures.

3.6.1 Sources of Data

Data was collected from both through structured questionnaires from the respondents. They were administered on employees and their managers/supervisors who evaluated themselves on their commitment to their respective organizations to generate quantitative data.

3.6.2 Questionnaires

For this study, questionnaires were used to collect the data. The questionnaire was structured using the Likert format with a five-point response scale. The five-point Likert scale was chosen because of its sensitivity. They were distributed to the respondents by the researcher and one research assistant. The research opted for questionnaire because of the literacy of the respondents and the big sample size. The questionnaire was divided into different sections based on the Research objectives. It was used to obtain data from respondents from the selected public organizations. It also catered for the population that was large in relation to the available time (Oso & Onen, 2005). Questionnaire on this study was designed by adapting questions from various sources and others were modified by the researcher.

3.6.3 Construction of Questionnaire

Study done by Leedy and Ormrod (2005) postulate that questions should be direct, using simple and clear language, with unwarranted assumptions. It is recommended that questions should not be misleading and should be consistent. Hence in this study, the researcher postulates that responses were coded to keep the respondents' task simple, with clear instructions giving an explanation for unclear items. Questionnaires were professionally done by addressing the needs of the researcher item by item.

Saunders, Lewis & Thornhill (2009: 362-375) states that in closed-ended questions, the respondents are instructed to select an answer from a number of alternative answers provided by the researcher. The author in this study purports that closed-ended questions provide a greater uniformity of responses and are more easily processed. These type of questions are also less time consuming for the respondent to answer.

3.6.4 Pilot Study

A pilot study was carried out in Chemelil Sugar Company to ensure reliability and validity of the research instrument. Chemelil Sugar Company was used for piloting because it shares similar conditions. All variables were tested for reliability by computing the Cronbach Alpha statistical tests, where reliability coefficients around 0.90 are considered excellent, values around 0.80 as very good and values of around 0.70 as adequate (Koul, 2005). Piloting of the questionnaire was to identify faults so as to improve its reliability.

The study randomly selected 50 respondents for pre-testing the instrument. According to Van *et al.*, (2010) it is during pre-testing of the instrument that the researcher is able to assess the clarity of the instrument and its ease of use. The study sought opinion from the supervisors and experts in the research field. Items identified as sensitive, confusing, or biased in any way were modified or omitted to increase content validity of the instrument. The results indicated that all items were reliable with Cronbach Alpha scores above .7 (SPSS results attached in **appendix III**).

According to Cooper and Schindler (2011), a pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. A pilot study was conducted in Chemelil Sugar Company (10% of sample size) within Chemelil town, Kisumu County, Kenya. According to Connelly

(2008), extant literature suggests that a pilot study sample should be 10% of the sample projected for the larger parent study. Pre-testing was done in order to test the validity and reliability of the data collecting instruments. He further explained pilot test as an activity that assists the research in determining if there are flaws, limitations, or other weaknesses within the interview design and allows the researcher to make necessary revisions prior to the implementation of the study. Again, according to Van *et al.*, (2010), pretesting also enabled the researcher to assess the clarity of the instrument and its ease of use it is during pre-testing of the instrument that the researcher is able.

During pre-testing, the respondents were encouraged to make comments and suggestions concerning the design, clarity of questions and any other observations to make relevant revisions and adjustments before the implementation of the actual study. To test for reliability of the questionnaires, the internal consistency approach was considered. This was measured using Cronbach's alpha, whose values were all > 0.7 , (Field, 2009). A reliability coefficient was worked out using Pearson's Product Moment Correlation Coefficient to determine reliability of the responses. The results indicated that all items were reliable with Cronbach Alpha scores above .7 (SPSS results attached in **Appendix III**).

3.7 Measurements of the Instrument

All the three variables were measured using 5-point Likert scales. According to Zikmund *et al.*, (2013) Likert scales with five-point or more were desirable than those that were Shorter because they offered more variance, more sensitive and had a higher degree of measurement and information.

3.7.1 Dependent Variable- Employee Commitment

Employee Commitment was measured through 11 items taken from Allen and Meyer's (1996) Employee Commitment scale (4 items each for affective commitment, continuance commitment and normative commitment were selected). The items were based on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.7.2 Independent Variable-Non financial rewards

Non-financial rewards were measured using thirteen items. The scale measured non-financial rewards using recognition, promotion, sense of personal achievement and growth. Recognition was measured with five items; promotion was having six items, sense of personal achievement measured with eight items and growth measured with nine. The items were based on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) for each item.

3.7.3 Moderating Variable-Job satisfaction

Job satisfaction was measured on a thirteen-item scale. It measured three dimensions of job satisfaction which includes; work environment with four items; inter personal relationships with five items and work itself with four items. The items were based on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) for each item.

3.7.4 Control Variables

The control variables in the study were employee gender, employee age and educational level. Employee gender was measured through the number of male and female respondents. The employee age was measured through the analysis of the four categories of ages, those below the age 30, within 31-40 years, within 41-50, and those above the age of 51. The highest education level measured was post graduate, undergraduate, diploma and certificate and below.

3.8 Validity and Reliability of Instruments

3.8.1 Validity of the Instrument

Validity refers to the extent to which a research instrument measures what it was intended to (Zikmund *et al.*, 2013). This study addressed four approaches to establishing validity: face validity, content validity, criterion validity, and construct validity. Face validity was measured by inspecting the concepts studied for their appropriateness to logically appear to reflect what it was intended to be measured. To establish content validity, the variables under study were identified from past literature on non-financial rewards and employee outcomes. Opinions and suggestions were sought from my classmates, supervisors and others who had knowledge and experience in the same field.

Criterion validity was achieved by generalizing findings to the population of the public sugar industries in which the sample was drawn from. Construct validity which demonstrates the extent to which the constructs hypothetically relate to one another to measure a concept based on the theories underlying the research (Zikmund, 2013) was measured by a thorough review of the theories that underline the major variables of this study. More so, to achieve construct validity, the study used exploratory factor analysis where all items that did not meet the criteria of .5 were excluded from the study.

Nomological validity examined the similarity in the pattern of relationships between measures chosen to represent underlying constructs and other measures based on their signs and magnitudes. The empirical aspects were used to in making judgments based on the correlation coefficient. External validity which is the extent to which findings of a study are generalizable to individual contexts and situations was done by generalizing

the findings from the study population across wide variety of settings among employees of sugar companies in Kenya.

3.8.2 Reliability of Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Samuelson, 1968). It also implies the extent in which measures are free from random error. Random error affects the reliability of a measure and the extent to which it is large indicates the extent of the unreliability. In this study the reliability of the study measures was determined by Cronbach alpha coefficient, which was used to assess the internal consistency or homogeneity among the research instrument items (Sekeran, 1992). Generally, studies with an α between 0.80 & 0.95 are considered to have very good reliability because it implies very minimal error hence the results are replicable (Zikmund *et al.*, 2013) although coefficients of 0.62 are acceptable in social science research (Hair *et al.*, 2011). A Cronbach Alpha of more than 0.70 was targeted for the reliability of the instruments in this study.

3.9 Data Analysis

3.9.1 Data Processing

Collected data checked for errors or omissions and commission by the use of statistical tools (SPSS). Inspection and editing of data for completeness was initially done. Each item in the questionnaire was coded and entered into SPSS software. Coding of data which involved assigning numerical symbols for quick data entry and to minimize errors and to facilitate further analysis was done. The data was summarized using descriptive (mean, standard deviation) the mean, which indicated the average performance of a group on some measure of a variable, and the standard deviation,

which indicated how spread out a set of scores. Multiple regression analysis was used to establish the relationship between the independent and dependent variables.

3.9.2 Data Screening and Cleaning

After administering the questionnaires, the raw data collected was screened and cleaned for missing values, normality and outliers. The missing values were replaced using mean substitution estimation (Tabachnick and Fidell, 2007). Presence of non-random missing data in the analysis seriously affects generalization of results while those that are random in nature are less serious as they may be replaced. In this study, accuracy was maintained during data coding and entry. Data of a random nature was replaced with mean of data set as explained by Tabachnick & Fidell (2007). Data was also processed by checking on outliers. These are extreme values as compared with other observations which distort results hence limiting generalizations. In order to minimize outliers, the study ensured correctness and accuracy in data entry. In line with the recommendations of Tabachnick and Fidell (2013) this study used Mahalanobis D2 measure to identify and deal with multivariate outliers that also catered for univariate outliers.

3.9.3 Descriptive Statistics

Descriptive statistics involves transformation of raw data into a form that would be easy to understand (Zikmund *et al.*, 2010). Therefore, it provided insights of the characteristics and of the samples. This study used descriptive statistics which described and compared variables numerically such as frequency distributions, mean and standard deviations. It further used measures of variability to see how spread out the scores of each variable was and other measures of variability such as standard deviation (Samuelson, 1968). The analysis was done using SPSS version 20 which was

considered appropriate because it provided several transformations and manipulation of the data set.

3.10 Assumptions of Regression Model

A regression model is a mathematical representation of what and how independent variables are related to the dependent variables. All regression models have assumptions, and violation of these assumptions can lead to unreliable results. The following assumptions that underline multiple regression model of analysis were assessed.

3.10.1 Linearity

Linearity defines the dependent variable as a linear function of the predictor (independent) variables (Darlington, 1968). Multiple regression can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). The chance of non-linear relationships is high in the social sciences, therefore it is essential to examine analyses for linearity (Osborne & Waters, 2002).

If linearity is violated all the estimates of the regression including regression coefficients, standard errors, and tests of statistical significance may be biased (Keith, 2006). If the relationship between the dependent and independent variables is not linear, the results of the regression analysis will under- or over- estimate the true relationship and increase the risk of Type I and Type II errors (Osborne & Waters, 2002). When bias occurs it is likely that it does not reproduce the true population values (Keith, 2006). Violation of this assumption threatens the meaning of the parameters estimated in the analysis (Keith, 2006).

One method of preventing non-linearity is to use theory of previous research to inform the current analysis to assist in choosing the appropriate variables (Osborne & Waters, 2002). Tests for linearity was performed using analysis of variance (ANOVA) using SPSS (Garson 2012). When using ANOVA to test the assumption of linearity, the rule of thumb is that if the p-value is less than 0.05, the relationship between independent and dependent variables is said to be linear.

3.10.2 Homoscedasticity

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that researchers assume that errors are spread out consistently between the variables (Keith, 2006). This is evident when the variance around the regression line is the same for all values of the predictor variable. When heteroscedasticity is marked it can lead to distortion of the findings and weaken the overall analysis and statistical power of the analysis, which result in an increased possibility of Type I error.

Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002). Specifically, statistical software scatterplots of residuals with independent variables are the method for examining this assumption (Keith, 2006). Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution (Osborne & Waters, 2002). Residual scatter plot have been identified in the research as flexible and powerful tests to assess homoscedasticity

3.10.3 Collinearity

Collinearity (also called multicollinearity) refers to the assumption that the independent variables are uncorrelated (Darlington, 1968; Keith, 2006). The researcher is able to

interpret regression coefficients as the effects of the independent variables on the dependent variables when collinearity is low (Keith, 2006; Poole & O'Farrell, 1971). This means that we can make inferences about the causes and effects of variables reliably. Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of other independent variables (Keith, 2006). The more variables overlap (correlate) the less able researchers can separate the effects of variables. In multiple regression, the independent variables are allowed to be correlated to some degree (Cohen, 1968; Darlington, 1968; Hoyt et al., 2006; Neale et al., 1994).

When a predictor variable has a strong linear association with other predictor variables, the associated VIF is large and is evidence of multicollinearity (Shieh, 2010). In this study, multi-Collinearity was assessed by means of Variance Inflation Factor (VIF) values. Normally, a VIF value greater than 10 reveals serious multi-Collinearity problem (Hair *et al.*, 2006; Leech *et al.*, 2010).

3.10.4 Normality

Multiple regression assumes that variables have normal distributions (Darlington, 1968; Osborne & Waters, 2002). This means that errors are normally distributed, and that a plot of the values of the residuals will approximate a normal curve (Keith, 2006). When scores on variables are skewed, correlations with other measures will be attenuated, and when the range of scores in the sample is restricted relative to the population correlations with scores on other variables will be attenuated (Hoyt et al., 2006). Non-normally distributed variables can distort relationships and significance tests (Osborne & Waters, 2002). Outliers can influence both Type I and Type II errors and the overall accuracy of results (Osborne & Waters, 2002).

The researcher tested this assumption through Histogram to identify the shape of the distribution if it's revealing a bell-shaped diagram.

3.10.5 Conditions for regression

The researcher was able to run a test to check the strength of the moderator (job satisfaction) on dependent variable (employee commitment) as required by Baron and Kenny (1986)

Moderating variables can be either qualitative or quantitative. Their function is to interact as a third variable between the exogenous variable and an endogenous outcome study variable in a statistical method in such a way that impact the strength and/or direction of the predictor-outcome relationship. (Baron & Kenny, 1986).

3.11 Correlation Analysis

Correlation analysis was done to establish whether there was an association between the variables of interest. In a correlation analysis, two sets of measurements are obtained on the same individual variables or pairs of individual variables matched in the same way. The values of the correlation coefficients vary from a value of +1.00 to a value of -1.00 which represents extremely perfect relationships. When independent variables are highly correlated, it becomes difficult to establish the effect of each independent variable on the dependent variable (Hair *et al.*, 2011). In this study Pearson Product Moment Correlation was used to test the association between the variables. The direction and strength of the relationship between the independent variables (recognition, promotion, sense of personal achievement and growth) and the dependent variable (organizational commitment) was examined using Pearson Product Moment Correlation analysis. Correlation tests were also conducted to establish the relationship

between non-financial rewards (work environment, interpersonal relationship and work itself), job satisfaction and organizational commitment.

3.12 Hypothesis Testing

3.12.1 Regression analysis

Multiple regression technique was used to show the amount of variations explained by the independent variables on the dependent variable through the coefficient of determination (R^2). Hypothesis testing was tested using hierarchical multiple regression model analysis.

3.12.2 Analytical Model

This involved the conceptualization of the multiple Hierarchical Regression model to analyze the moderating effect of job satisfaction on the relationship between Non-Financial and Employee Commitment in the sugar companies in Nyanza region, Kenya. Regression of the outcome variable, which is the employee commitment, with respect to the independent variables' recognition, promotion, sense of personal achievement and growth was conducted. This produced a model for prediction. Hence multiple regression analysis was used to analyze data for this study. R^2 , the coefficient of determination provided a measure of the predictability of the model. When the value is close to 1, the better the regression equation fit the data (Hair *et al.*, 2011). Hierarchical regression model was also used to test the moderator effects. This is a method of regression in which not all the variables are entered simultaneously but one at time and at each step the correlation of Y, the criterion variable with the current set of the predictors is calculated and evaluated. The hierarchical method was chosen because it would show how the prediction of the independent variables, a moderator, and interactions of the independent variables and a moderator improves the prediction

(Leech *et al.*, 2010). At each stage the R^2 that is calculated shows the incremental change in variance accounted for in Y with the addition of a new predictor.

Therefore, to evaluate whether Job Satisfaction had a moderating effect, the values of independent and the moderator were mean-centered by standardizing the values into Z scores (Cohen *et al.*, 2010). Standardizing the variables enabled the study variables to avoid high multicollinearity with the interaction term (Cohen *et al.*, 2010). Then the interaction terms were calculated. The variables were then entered in a series of blocks so as to enable the researcher to see if each new group of variables adds anything to the prediction by the previous blocks of variables (Cohen *et al.*, 2010).

The first block consisted of the control variables, followed by controls and the independent variables. The third model consisted of the controls, independents and the moderator while the fourth consisted of the addition of the first interaction term. The fifth, sixth and seventh models had in addition of the aforementioned variables, the addition of the second, third and fourth interaction terms respectively. Moderation was confirmed with the interaction term being significant and supported when the addition of the interaction term provided a significant increment in variance (R^2). The moderated regression equation was

$$\text{Model 1: } Y = \beta_0 + \beta_1 \text{Age} + \beta_2 \text{Gender} + \beta_3 \text{Education} + \varepsilon$$

$$\text{Model 2: } Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$\text{Model 3: } Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M + \varepsilon$$

$$\text{Model 4: } Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M + \beta_6 X_1.M + \varepsilon$$

$$\text{Model 5: } Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M + \beta_6 X_1.M + \beta_7 X_2.M + \varepsilon$$

$$\text{Model 6: } Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M + \beta_6 X_1.M + \beta_7 X_2.M + \beta_8 X_3.M + \varepsilon$$

Model 7: $Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M + \beta_6 X_1.M + \beta_7 X_2.M + \beta_8 X_3.M + \beta_9 X_4.M + \epsilon$

Where:

Y= Employee commitment

C=Controls (Gender+ Age+ Education)

B0 = Constant.

X1= recognition

X2= promotion

X3= sense of personal achievement

X4= growth

M= Job satisfaction.

ϵ = Error term.

3.13 Limitations of the Study

The researcher should understand the basics of ethical research and how this might affect the thesis. The respondents in the study might have falsified their responses. This was in consideration of Yetton & Sharma (2001) who agreed that respondents might not always be truthful in their answers to a survey. Some respondents might have deliberately withheld some vital information due to bureaucracy and secrecy upheld in many sugar companies.

3.14 Ethical Considerations

As part of Moi University requirements, the research proposal was approved from the Government of Kenya before data was collected. Ethical issues considered while undertaking this research included seeking approvals, enabling voluntary participation of the respondents, ensuring safety of the participants, guaranteeing of anonymity,

confidentiality in responses, avoiding deception, and analyzing and reporting of the findings. To obtain access to the chosen institutions, a letter seeking permission to conduct the study from the National Commission for Science, Technology and Innovation (NACOSTI) was submitted to the two companies. This letter was accompanied with an introduction letter from Moi University, a copy of questionnaire with a cover page explaining the importance of the study. Informed consent of each participant was sought by the researcher before their participation. The privacy of the participant was assured by not identifying the individual responses and keeping the questionnaires and data under lock and key accessed by the researcher alone. There was no harm to the respondents because the study was not practical in nature. To avoid deception, the researcher identified herself with the respondents by sharing her contact details in case of any queries.

Table 3.3: Statistical Tools for Hypotheses Testing

Hypothesis	Tools	Decision rule
H₀₁ : Recognition does not significantly affect employee commitment	β -coefficient, R^2 , ΔR^2 , p-value, t-value, F-statistics	Reject H_{01} if $p\text{-}v \leq .05$ or $t\text{-}v \geq \pm 1.96$
H₀₂ : Promotion does not significantly affect employee commitment	β -coefficient, R^2 , ΔR^2 , p-v, t-value, F-statistics	Reject H_{02} if $p\text{-}v \leq .05$ or $t\text{-}v \geq \pm 1.96$
H₀₃ : Sense of personal achievement does not significantly affect employee commitment	β -coefficient, R^2 , ΔR^2 , p-v, t-value, F-statistics	Reject H_{03} if $p\text{-}v \leq .05$ or $t\text{-}v \geq \pm 1.96$
H₀₄ : Growth does not significantly affect employee commitment	β -coefficient, R^2 , ΔR^2 , p-v, t-value, F-statistics	Reject H_{04} if $p\text{-}v \leq .05$ or $t\text{-}v \geq \pm 1.96$
H₀₅ : Job satisfaction does not significantly affect employee commitment	β -coefficient, R^2 , ΔR^2 , p-v, t-value, F-statistics,	Reject H_{05} if $p\text{-}v \leq .05$ or $t\text{-}v \geq \pm 1.96$
H_{05a} : Job satisfaction does not moderate the relationship between recognition and employee commitment	β -coefficient, R^2 , ΔR^2 , p-v, t-value, F-statistics,	Reject H_{06a} if $p\text{-}v \leq .05$ or $t\text{-}v \geq \pm 1.96$
H_{05b} : Job satisfaction does not moderate the relationship between promotion and employee commitment	β -coefficient, R^2 , ΔR^2 , p-v, t-v, F-v	Reject H_{06b} if $p\text{-}v \leq .05$ or $t\text{-}v \geq \pm 1.96$
H_{05c} : Job satisfaction does not moderate the relationship between sense of personal achievement and employee commitment	β -coefficient, R^2 , ΔR^2 , p-v, t-v, F-	Reject H_{06c} if $p\text{-}v \leq .05$ or $t\text{-}v \geq \pm 1.96$
H_{05a} : Job satisfaction does not moderate the relationship between growth and employee commitment	β -coefficient, R^2 , ΔR^2 , p-v, t-v, F-v	Reject H_{06d} if $p\text{-}v \leq .05$ or $t\text{-}v \geq \pm 1.96$

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND
DISCUSSION OF THE FINDINGS

4.0 Overview

This chapter provides a presentation of the research findings collected through the methodology discussed in chapter three. This chapter starts with a section on the demographic description of participants who were involved in data collection. This is followed by reporting of the descriptive analysis, reliability results, factor analysis, correlation and regression analysis

4.1 Response Rate

Muhoroni and Sony sugar companies were selected for the study. The data was collected from three hundred and twenty-one (321) questionnaires which were distributed and administered. After collection, eight (8) questionnaires were excluded from the analysis due to incompleteness and problems of outliers. The total questionnaires which were subjected to analysis were three hundred and thirteen (313) which resulted to 98 percent response rate. High response rate facilitated gathering of sufficient data that could be generalized to determine the relationship between the non-financial rewards and employee commitment in sugar companies in Kenya. According Rear & Parker (1997) high response rate assures for more accurate survey results. Additionally, according to Oso and Onen (2005) the whole point of conducting a survey is to obtain useful, reliable and valid data in a manner that makes it possible to analyse and draw conclusions. This high response rate greatly contributed towards the overall success of the field study.

4.2 Data Preparation and Screening

The survey data was screened for a number of potential problems in relation to missing data according to guidelines provided by Tabachnick and Fidell (2013). Questionnaires were prepared for further screening by numbering them to ensure that each and every questionnaire was accounted for. The usable questionnaires three hundred and thirteen (313) were keyed into SPSS.

4.2.1 Missing Values Analysis

Previous studies show that missing values are a common occurrence in social research (Hayes, 2012). Additionally, missing values can seriously affect results of statistical analysis (Fichman, 2005). The study attempted to eliminate or reduce missing values right from the field. Each questionnaire was personally delivered to the respondents by the researcher and questionnaires were evaluated afterwards. The researcher also agreed with the respondents on time duration and when to collect back the questionnaires. This was to ensure that the questionnaires were completed within the stipulated time. The variables with missing values were ignored since they had missing values of 5% or fewer of the cases as suggested by Tabachnick and Fidell, (2013).

4.2.2 Assessment of Outliers

Screenings of data involved the treatment and assessment of outliers. Outliers are extreme scores or values of data sets that may significantly affect the analysis and the result of the study (Hair *et al.*, 2011). The presence of outliers in a regression-based analysis data set can seriously mislead the estimates of regression coefficients and lead to unreliable results (Verardi and Croux, 2008). Outliers distort statistics and may lead to results that do not generalize to certain sample except one with the same type of outliers (Tabachnick and Fidell, 2013). According to the recommendation of

Tabachnick and Fidell (2013) the study used Mahalanobis D2 measure to identify and deal with multivariate outliers. Consequently, taking care of multivariate outliers would handle of univariate outliers. Additionally, treating univariate outliers would not necessarily take care of multivariate outliers (Hair *et al.*, 2011). This means that any case with a probability Mahalanobis D2 value of less than 0.001 is a multivariate outlier and should be removed. Therefore, cases with a value of less than 0.001 were excluded from further analysis.

Using Mahalanobis distance (D2) no multivariate outliers were identified for any of the commitment variables (all the probabilities of the D2 were above 0.001) as mentioned in **table 4.1**.

Table 4. 1: Mahalanobis Distance

Min	Max	Mean	Std deviation	N	
Mahalanobis	.766	18.56793	4.984	3.61261651	313

Dependent Variable: commitment

Source: Researcher Data (2020)

4.3 Demographic Characteristics of Respondents

Respondents' personal characteristics were also considered to give general information to assist the researcher on the findings. The personal characteristics included employee's gender, age and education level.

From the results, 59.9 percent of the respondents were male and 40.3 percent were female. The implication is that both male and female individuals had a chance of employment within these companies. The results indicated that male employees comprised the majority in sugar companies under the study. This could be attributed to the nature of jobs available in the sugar companies. The finding is in agreement with

those of Eurostat, (2013b) who asserts that conditions in sugar factories (running 24 hours, 7 days a week during the processing campaign) make sugar factories a less attractive workplace for blue collar female workers. Further the interview with human resource departmental head at Sony Sugar Company revealed that most female tends to prefer white collar jobs.

Then, the study settled on three age groups, from which, respondents were asked to identify their group. The groups were: between less than 30 years old, 31 to 40 years old, 41 to 50 years old and above 50 years old. The data collected revealed that employees between 31-40years comprised the majority (35.5 percent), 29.7 percent of them were 41 to 50 years, 20.1 percent were at the age of above 50 years and those between less than 30 years comprised the least 14.7 percent. These findings suggest that the study was dominated by employees between 31-40 years of age. The implication is that majority are in the active age of employment and can clearly note the difference between financial and non-financial and they know the necessity of non-financial rewards and how it contributes to individual commitment. Additionally, the interview with the human resource manager at Muhoroni sugar Company revealed that the sugar companies are currently increasing awareness and attracting potential young recruits, through different ways and means, like local awareness about the opportunities they offer for apprenticeships and traineeships in sugar factories.

In terms of education qualifications, employees with low levels of education represented the 55.3 % of the workforce. Highly educated workers represented 8.0%. The highest level of those with diploma and below could be attributed to lack of enough funds for further studies as indicated in **table 4.2**.

Table 4. 2: Employee Demographic Characteristics

Variables	Age range	Frequency	Percent
Age	Less than 30	46	14.7
	31-40	111	35.5
	41-50	93	29.7
	Above 50	63	20.1
	Total	313	100
Education level	Diploma and below	173	55.3
	Undergraduate	115	36.7
	Postgraduate	25	8.0
	Total	313	100
Gender	Male	187	59.7
	Female	126	40.3
	Total	313	100

Source: Research Data, (2020)

4.4 Descriptive Statistics Results for the dependent Variables

4.4.1 Affective Commitment

This section describes findings that relate to affective commitment. The findings indicate that employees would be happy to spend the rest of their career in their company (mean =3.82, standard deviation=.969, skewness=-.838kurtosis=.635). This implies that the employees are satisfied and happy about their company, and, there is likelihood of being highly committed to their organization.

Similarly, the employees felt a sense of belongingness to the (mean= 3.99, standard deviation= .964, skewness= -1.121, kurtosis= 1.297). The implication is that the employee felt that, they are involved in most of the organizational activities and their voice is heard and acted upon. As a result, there is commitment and productivity among the employees.

Additionally, employees were emotionally attached to the company (mean= 3.81, standard deviation= 1.184, skewness= -.667 kurtosis= -.551). This implies that the employees had a positive attitude towards the organization and those with grievances and work-related conflicts were addressed and solved without taking much time.

Furthermore, to the employees the company has a great deal of personal meaning to them (mean = 3.94, standard deviation= 1.168, skewness= -1.120, kurtosis= .479). This indicates that most of the employees were getting basic needs from the organization. They were also motivated and hence worked towards attaining the organizational goals as indicated in **table 4.3**.

Table 4. 3: Descriptive Results of Affective Commitment

Items	M	SD	Sk	Kurt
I would be happy to spend the rest of my career with this company	3.82	.969	-.838	.635
I feel a sense of belonging to the company	3.99	.964	-1.121	1.297
I feel emotionally attached to the company	3.81	1.184	-.667	-.551
The company has a great deal of personal meaning to me	3.94	1.168	-1.120	.479
Average	3.89	1.072	-.937	1.007

Source: Research Data, (2020) (**NOTE:** M= Mean, SD= Standard Deviation= Skewness, Kurt= Kurtosis)

4.4.2 Continuance Commitment

In relation to continuance commitment, the findings show that it would be hard for employees to leave the company even if they want to (mean =3.52, standard deviation=1.069, skewness=-.330kurtosis=-.637). This implies that the employees feel that whether satisfied or unsatisfied, they can't leave because the company has offered a lot to them. Thus, there is likelihood of being highly committed to their organization.

Similarly, one of the few negative consequences of employees leaving company would be Scarcity of available resources the employees felt a sense of belongingness to the (mean= 3.57, standard deviation= 1.138, skewness= -.569, kurtosis= -.488). The implication is that the employee felt that they should efficiently use the available scarce

resources and produce effective results according to the goals set by the organization. As a result, there is commitment and productivity among the employees.

Furthermore, employees they have a few options to leave the company (mean= 3.51, standard deviation= 1.181, skewness= -.368kurtosis= -.859). This implies that the employees had a positive attitude towards the organization and those with grievances and work-related conflicts were addressed. **See table 4.4.**

Table 4. 4: Descriptive results of Continuance Commitment

Items	M	SD	Sk	Kurt
It would be hard for me to leave the company now, even if I wanted to	3.52	1.069	-.330	-.637
One of the few negative consequences of leaving my company my company would be Scarcity of available resources.	3.57	1.138	-.569	-.488
I feel that I have few options to consider leaving	3.51	1.181	-.368	-.859
Average	3.53	1.129	-.422	-.661

Source: Research Data, (2020)

4.4.3 Normative Commitment

The findings relate to normative commitment. The findings indicate that employees felt obligated to the organization (mean =3.98, standard deviation =1.109, skewness=-.930kurtosis =-.097). This implies that the employees are satisfied and happy about their company, and, as a result of this, employees are likely to be committed to their organization.

Similarly, the employees felt the company deserve their loyalty (mean= 3.92, standard deviation= 1.111, skewness= -.904, kurtosis= .046). The implication is that the

employee felt that they are involved in most of the organizational activities and the organization has been loyal to them by keeping its promises to them. Thus, there is commitment and productivity among the employees.

Additionally, employees felt that they owe the company a lot (mean= 3.58, standard deviation= 1.332, skewness= -.478, kurtosis= -1.092). This implies that the organization has spent a lot to empower its employees by avoiding obsolescence among the employees. This created a positive work attitude among employees.

Furthermore, employees felt guilty to leave the company (mean = 3.01, standard deviation= 1.208, skewness= .078, kurtosis= -.987). This indicate that most of the employees were getting basic needs from the organization. They were also motivated and hence worked towards attaining the organizational goals. See **table 4.5**.

Table 4. 5: Descriptive Results of Normative Commitment

Items	M	SD	Sk	Kurt
I feel obligated to the organization	3.98	1.109	-.930	-.097
This company deserves my loyalty	3.92	1.111	-.904	.046
I owe the company a lot	3.58	1.332	-.478	-1.09
I would feel guilty if I left the company now	3.01	1.208	.078	-.987
Average	3.62	1.190	-.558	-.533

Source: Researcher Data, (2020)

4.5 Descriptive statistics for Moderating Variable (for Job Satisfaction)

4.5.1 Work Environment

The findings relate to work environment. The findings indicate that employees are satisfied with the environment (mean =3.59, standard deviation =1.042, skewness =-.746kurtosis =.095). This implies that the employees are satisfied and happy about their

work environment, and, as a result of this, employees are likely to be committed to their organization.

Similarly, the employees felt there is provision of safety appliances at workplace (mean= 3.65, standard deviation= 1.007, skewness= -.446, kurtosis= -.439). It implies that the employee got the right and safe appliances to enable them accomplish their work on time. Thus, there is commitment and productivity among the employees.

Additionally, employees felt that there is efficiency of equipment and tools at the workplace (mean= 3.57, standard deviation= 1.038, skewness= -.576, kurtosis= -.300). This indicates that the employees got the right equipment and tools to do their work efficiently and effectively. This created a positive work attitude among employees which results to a likelihood of high commitment to the organization.

Furthermore, employees were comfortably with working hours (mean = 3.83, standard deviation= 1.075, skewness= -.870, kurtosis= .023). This indicates that the employees were working eight hours a day. Thus, giving the employees the best opportunity to offer and give their best to their work assigned to them. They were also motivated and hence worked towards attaining the organizational goals as indicated in **table 4.6**.

Table 4. 6: Descriptive Results of work environment

Items	M	SD	Sk	Kurt
Am satisfied with pleasant environment	3.59	1.042	-.746	.095
There is provision of safety appliances at workplace	3.65	1.007	-.446	-.439
Efficiency of equipment and tools at the workplace	3.57	1.038	-.576	-.300
Comfortably of working hours	3.83	1.074	-.870	.023
Average	3.66	1.041	-.659	-.155

Source: Research, (2020)

4.5.2 Interpersonal Relationship

This section describes the findings related to interpersonal relationship. The findings indicate that there is trust imposed on employees by their superiors (mean =4.08, standard deviation =.889, skewness = -1.214kurtosis = 1.931). This implies that the employees are satisfied and happy on the trust given to them by their superiors, and, as a result of this, employees are likely to be committed to their organization.

Similarly, the employees felt there is free expression of problems in a free and informal atmosphere (mean= 3.96, standard deviation= 1.022, skewness= -.872, kurtosis= .107). It shows that the employee grievances and work-related conflict is solved amicable without any biasness. Therefore, there is a like hood of commitment and productivity among the employees.

Additionally, employees felt that there is free discussion between superiors and employees in the organization (mean= 3.86, standard deviation= 1.062, skewness= -.821, kurtosis= -.068). This indicates that the employees got the right to express their feelings with his/her superior. This creates a sense of belongings among employees. Thus, employees' opinions and suggestion also matter when it comes to decision making.

Furthermore, employees felt that there is mutual cooperation among people in the company (mean = 3.56, standard deviation= 1.137, skewness= -.657, kurtosis= -.442). This clearly shows that there is teamwork among employees. This creates a sense of identity and belongingness among employees working in the organization. Thus, employees are motivated and worked towards attaining the organizational goals as a team.

Also, employees felt that there is encouragement given by seniors in experimenting the new methods of doing my work in the organization (mean = 3.56, standard deviation= 1.160, skewness= -.530, kurtosis= -.632). This implies superiors provides a sense of direction and also acts as the role models when it comes to change. This makes the employees to feel more powered and self-driven to work towards attainment of the organizational goals. Therefore, there is a like hood of organizational commitment by the employees as indicated in **table 4.7**.

Table 4.7: Descriptive Results of interpersonal relationship

Items	M	SD	Sk	Kurt
Trust imposed on me by my superiors	4.08	.889	-1.214	1.931
Free expression of problems in free and informal atmosphere	3.96	1.022	-.872	.107
Free discussion between superiors and employees	3.86	1.062	-.821	-.068
Mutual cooperation among people in the company	3.59	1.137	-.657	-.442
Encouragement given by seniors in experimenting the new methods of doing my work	3.57	1.160	-.530	-.632
Average	3.81	1.054	-.819	.179

Source: Researcher Data, (2020)

4.5.3 Work Itself

This finding is related to work itself. The findings indicate that employees have the ability to do their best in their work (mean =4.12, standard deviation = .909, skewness= -1.226 kurtosis = 1.337). This implies that the employees are satisfied and happy on the duties and responsibilities assigned to them. This enables them to meet and achieve the target set within stipulated time. Therefore, there is high organizational commitment of employees.

Similarly, the employees felt that they have physical efforts and previous experience to their job (mean= 3.96, standard deviation= .993, skewness= -1.124, kurtosis= 1.143). It shows that the employee was fit for the work/job allocated to them, which needed the physical building and fitness. Thus, there is a like hood of commitment and productivity among the employees.

Additionally, employees felt that they have the ability to command dignity and respect from the job (mean= 4.03, standard deviation= .995, skewness= -1.142, kurtosis= 1.043). This indicates that the employees could command dignity and respect in their workplace. Again, this indicates that, there was no job meant for a specific gender and encouraged team work among employees.

Furthermore, employees felt that there is attachment towards their existing job (mean = 4.01, standard deviation= .968, skewness= -1.044, kurtosis= .852). This clearly shows that there is teamwork among employees. This creates a sense of identity and belonging among employees working in the organization. Thus, employees are motivated and work towards attaining the organizational goals as a team. See **table 4.8**.

Table 4. 8: Descriptive Results of work itself

Items	M	SD	Sk	Kurt
Ability to do the best of my work	4.12	.909	-1.226	1.337
Requirement of physical efforts& previous experience to my job	3.96	.993	-1.124	1.143
Ability to command dignity and respect from the job	4.03	.995	-1.142	1.043
Attachment towards my existing job	4.01	.968	-1.044	.852
Average	4.05	.966	-1.134	1.093

Source: Research Data (2020)

4.6 Non-Financial Rewards

4.6.1 Recognition

The results for recognition and commitment reveals that employees were being praised and recognized publicly for their good work (mean =3.78, standard deviation = 1.063, skewness = -.697, kurtosis = -.333). As such, employees did feel much recognized for the good work they have done. Thus, the organization should start incorporating programs like praising and recognizing their employees publicly in order to motivate other employees to work harder.

Again, employees agreed that the company administration recognized the good work they do ((mean =3.88, standard deviation = 1.141, skewness = -.790, kurtosis = -.411). This encourages and motivates employees to work hard so that they can be recognized for the job well done.

Similarly, the results also reveal that employees slightly agreed that recognition enhanced employees' achievement and involvement in the company culture mean =3.92, standard deviation = 1.159, skewness = -.920, kurtosis = -.164). This implies that the employees would like to be more involved to participate in activities of the organization.

Furthermore, employees slightly agreed that recognition gave the company an opportunity to communicate the role that employees should play in making the organization a success (mean= 3.94, standard deviation= 1.163, skewness=-1.030, kurtosis= .202). This indicates that employees felt left out somehow when it comes to decisions regarding the success of the organization. The organization should involve their employees in most activities in the organization.

Additionally, employees felt that recognition for the work enabled them to have a better perception of work and workplace (mean= 3.98, standard deviation= 1.125, skewness= -1.177, kurtosis= .691). This indicates that the employees agreed that recognition changes perception on their, and if they are recognized it creates a positive perception on how they view their work. This results to self-driven effort towards their work. See

Table 4.9

Table 4.9: Descriptive Results of recognition

Items	M	SD	Sk	Kurt
I am being praised and recognized in public for good work	3.78	1.063	-.697	-.333
The company administration recognizes the good work I do	3.88	1.141	-.790	-.411
Recognition enables me to enhance my achievement and feel involved in the company culture	3.92	1.159	-.920	-.164
Recognition gives the company an opportunity to communicate the role that employees should play in making the organization a success	3.94	1.163	-1.030	.202
Recognition for the work enables me to have a better perception of my work, workplace and the people I work for	3.98	1.125	-1.177	.691
Average	3.90	1.130	-.922	-.003

Source: Research Data, (2020)

4.6.2 Promotion

The study findings revealed that employees slightly agreed that before the company promotes an employee to a particular position it ensured that the person is able to handle the added responsibilities (mean =3.90, standard deviation = 1.129, skewness = -.923,

kurtosis = .021). This reveals that employees were being promoted without considering factors light the added responsibilities. Further, the organization should also into the proper criteria for promotion for the employees to be aware for the conditions applicable.

Similarly, the employees agreed that the promotions played an important role of a worker's career and life (mean =4.11, standard deviation = .966, skewness = -1.261, kurtosis = 1.377). This implies that, employees' value promotions, this helps them to grow in terms of their career. The organization should come with promotion policies and should be reviewed periodically.

Again, companies used promotions as a reward for highly productive workers, creating an incentive for workers to exert greater effort hence commitment (mean =4.24, standard deviation = .919, skewness = -1.344, kurtosis =1.557). The results confirm that promotion motivates employees to work hard so that they can be recognized for the job well done hence, increasing productivity. Thus, effective promotion procedure on highly productive workers results to effective results on achieving organizational goals.

The results also reveal that employees slightly agreed promotion expectations can also play a powerful role in boosting employee performance and overall organization commitment (mean =4.22, standard deviation = .981, skewness = -1.462, kurtosis = 1.595). It implies that when employees expected to be promoted, they put more effort to their responsibilities and duties to give out the best desired results.

Furthermore, promotion provides incentive to initiative, enterprise and ambition; minimizes discontent and unrest (mean= 3.97, standard deviation= 1.033, skewness= -

.912, kurtosis= -.012). Consequently, promotion tends to make employees to be settled, there will be no strikes and boycotts from duty. This helps to meet the targets set. Proper promotion reviews help in smooth running of the organization.

Moreover, employees agreed that promotion attracts capable individuals; necessitates logical training for advancement and forms an effective reward for loyalty and cooperation (mean= 3.99, standard deviation= .978, skewness= -.903, kurtosis= .164). This indicates that with effective promotion policies, most qualified and skilled employees are attracted to the organization. Again, promotion earns employee's loyalty and cooperation as indicated in **table 4.10**.

Table 4. 10: Descriptive Results of promotion

Items	M	SD	Sk	Kurt
Before a company promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities	3.90	1.129	-.923	.021
Promotions are an important aspect of a worker's career and life, affecting other facets of the work experience	4.11	.966	-1.261	1.377
Companies can use promotions as a reward for highly productive workers, creating an incentive for workers to exert greater effort hence commitment	4.24	.919	-1.344	1.557
Promotion expectations can also play a powerful role in boosting employee performance and overall employee commitment	4.22	.981	-1.462	1.595
Promotion provides incentive to initiative, enterprise and ambition; minimizes discontent and unrest;	3.97	1.033	-.912	-.012
Promotion attracts capable individuals; necessitates logical training for advancement and forms an effective reward for loyalty and cooperation	3.99	.978	-.903	.164
Average	4.07	1.001	-1.134	.784

Source: Research Data, (2020)

4.6.3 Sense of Personal Achievement

The study findings revealed that employees slightly agreed that the company provided job specific training (mean =3.31, standard deviation = 1.185, skewness = -.437, kurtosis = -.608). This reveals that employees were trained on their specific areas of need. The training helps the employees to fill the gaps they have when accomplishing their respective duties. Further, training needs analysis was given a priority before proceeding to training. This gave the trainers to design appropriate training programme.

Similarly, the employees agreed that the organization they receive personal achievement and development opportunities and skills regularly ((mean =3.37, standard deviation = 1.211, skewness = -.430, kurtosis = -.828). This implies that, employees were well equipped with the latest skills existing in labour market. Furthermore, this helps employees to be more productive in their areas of expertise leading to a productive organization.

Again, companies allocated sufficient money for product and solution training (mean =3.12, standard deviation = 1.210, skewness = -.191, kurtosis = -1.115). The results confirm the companies gave priority to training of their employees. Again, motivates employees by empowering them to work and use the available scarce resource to meet the organizational goals.

The results also reveal that employees slightly agreed that they have the opportunity to be involved in activities that promote their professional development/achievements (mean =3.29, standard deviation = 1.247, skewness = -.100, kurtosis = -1.260). It implies that the organizations put their employees in forefront to achieve their personal achievement to help them further their careers. It helps the employees to give their best and it creates organizational commitment.

Findings show that, development plans were developed and monitored for all employees (mean= 3.33, standard deviation= 1.218, skewness= -.157, kurtosis= -1.196). The organizations had put in place other alternatives in case the development plans don't work effectively. Monitoring was in place if the plans don't work well. This creates a room for employees to learn with confidence.

Moreover, the organization released employees from regular work to attend training and even sponsor them where possible (mean= 3.15, standard deviation= 1.332, skewness= -.223, kurtosis= -1.113). This indicates that the management gave a much more concern to their employees to equip themselves with new ideas coming up in the market to enable competitive advantage in the company. Consequently, this gave the employees to reflect on their work and how they have been performing. It also gives employees a room for resting.

Furthermore, there was a well-organized training program in the organization for employee achievement (mean= 3.09, standard deviation= 1.322, skewness= -.055, kurtosis= -1.193). This helped the trainers to address various needs of employees depending on the training needs analysis. Thus, empowering and motivating employees to effectively meet organizational set goals as indicated in **table 4.11**.

Table 4. 11: Descriptive Results of sense of personal achievement

Items	M	SD	Sk	Kurt
The company provides me with job specific training	3.31	1.185	-.437	-.608
The organization employees receive personal achievement and development opportunities in workplace skills in regular on a regular basis	3.37	1.211	-.430	-.828
Sufficient money is allocated for product and solution training	3.12	1.210	-.191	-1.115
I have the opportunity to be involved in activities that promote my professional development/ achievements	3.23	1.247	-.100	-1.260
Development plans are developed and monitored for all employees	3.33	1.218	-.157	-1.196
Development programs are consistently evaluated	3.19	1.250	-.178	-1.106
The organization releases employees from regular work to attend training and even sponsor them where possible	3.15	1.332	-.223	-1.113
There is a well-organized training program in the organization for employee achievement	3.09	1.322	-.055	-1.193
Average	3.23	1.247	-.221	-1.052

Source: Research Data, (2020)

4.6.4 Growth

The study findings revealed that employees slightly agreed that there was availability of schemes for personal growth and development (mean =3.28, standard deviation = 1.073, skewness = -.281, kurtosis = -.559). The study further reveals, employees felt sense of self-actualization. This gives the employees confidence when performing their duties.

Similarly, the employees agreed that there is communication of schemes for personal growth and development (mean =3.34, standard deviation = 1.152, skewness = -.167, kurtosis = -.866). This implies that, in these companies there is downward communication, which shows that employees *get* plans regarding their welfare.

From the results, it is indicated that, there are programmes conducted for personal growth and development (mean =3.20, standard deviation = 1.210, skewness = -.040, kurtosis = -.908). The results confirm the companies gave priority to training of their employees. Again, motivates employees by empowering them to work and use the available scarce resource to meet the organizational goals.

Also results reveal that, employees slightly agreed that there was deputation to other jobs to learn new skills (mean =3.32, standard deviation = 1.141, skewness = -.253, kurtosis = -.810). It implies that the organization is concerned about its employees on learning new things in relation to their work. Further, it creates a sense of fulfillment on the part of employees.

Findings show that, workshops and seminars were conducted for further development (mean= 3.23, standard deviation= 1.322, skewness= -.168, kurtosis= -1.087). This indicates that, organizations had invested a lot to see their employees grow. Further, this gave the employees a chance to share their ideas through participation in workshops and seminars. It also gave the employees to borrow new ideas through bench making from companies doing so well.

Moreover, the involvement of employees in HRD activities and decision-making process (mean= 3.10, standard deviation= 1.225, skewness= -.042, kurtosis= -1.045).

This shows that the employees have a sense of ownership. Management involved employees in performance appraisal and other activities related to their welfare.

Again, opportunities for feedback and counseling facilities were provided (mean= 3.12, standard deviation= 1.266, skewness= -.142, kurtosis= -1.252). This helped the employees are get feedback on time. Further, management has prepared counseling facilities for the employees with work related stress and family related issues which affect their performance.

Also, the superiors have shown interest in the development growth of their subordinates (mean= 3.25, standard deviation= 1.320, skewness= -.223, kurtosis= -1.197). This indicates that employees get full support from their superiors when it comes to employee's development and growth. Meaning, employees to felt valued, and had sense of belongingness. Thus, empowering and motivating employees to effectively meet organizational set goals.

Furthermore, employees have slightly agreed that selection criteria are followed for promotions (mean= 3.12, standard deviation= 1.373, skewness= -.131, kurtosis= -1.248). Organizations should lay down the right procedures when it comes to promotion. Again, these procedures should be followed to the latter without any discrimination as indicated in **table 4.12**.

Table 4. 12: Descriptive Results of growth

Items	M	SD	Sk	Kurt
Availability of schemes for personal growth & development	3.28	1.073	-.281	-.559
Communication of schemes for personal growth & development	3.34	1.152	-.167	-.866
Conduct of programs for personal growth & development	3.20	1.082	-.040	-.908
Deputation to other jobs to learn new skills	3.32	1.141	-.253	-.810
Conduct of workshops and seminars for further development	3.23	1.322	-.168	-1.087
Involvement of employees in HRD activities and decision-making process	3.10	1.225	-.042	-1.045
Opportunities provided for feedback & counselling facilities	3.19	1.266	-.142	-1.252
Interest shown by the superiors in the development and growth of their subordinates	3.25	1.320	-.223	-1.197
Selection criteria followed for promotions	3.12	1.373	-.131	-1.248
Average	3.23	1.217	-.161	-.997

Source: Research Data, (2020)

4.7 Cross Tabulation of Employee Demographic Characteristics against Employee Commitment

The study performed cross tabulations to establish the relationship among study variables by use of the Chi Square. Chi-square tests determine whether or not two variables are independent. If the variables are independent, it means they have no relationship, then the results of the statistical test will be non-significant, and we are not able to reject the null hypothesis. If the variables are related, then the results of the statistical test will be statistically significant and we are able to reject the null hypothesis, meaning that there is some relationship between the variables. The Chi Square explains whether there is a statistically significant association between the two variables.

This section of the analysis highlighted the statistical difference between employee gender, age, education level and the dependent variable (commitment). From the

results, there is not statistically significant difference between the gender of the employees and the employee commitment (mean=1.40, std deviation=.491, $p=.408>0.05$). The implication is that the regardless of both genders being recognized and praised by the organization for their good work to meet their deadline, this did not influence them to be committed to the organization. Also, study sought to establish the relationship between employee age and the employee commitment. The results indicated that there is statistically significant difference between the age of the employees and commitment (mean=2.55, std deviation=.973, $p=.000<0.05$). Furthermore, results indicated that employee age influences their decision as to whether they be committed or not. Precisely, between the age of 31 to 40 years, employees are seen to be committed at this prime age. This could be as a result of family obligations which must be fulfilled by these employees.

Similarly, the study also established the statistical difference between employee education level and the employee commitment. Based on the findings, there was statistical difference between employee education and employee commitment (mean=1.53, std deviation=.641, $p= 0.003<0.05$). Also, the results indicated that, those employees with diploma and below were more committed to work than the rest of their colleagues. This shows that those with less education level are able to negotiate for career advancement and scholarships for further studies as indicated in **table 4.13**.

Table 4. 13: Cross Tabulation of Employee Demographic Characteristics on employee commitment

Variables	Years	Number	Mean	Std Deviation	Sig.
Gender	Male	187	1.40	.491	.408
	Female	126			
	Total	313			
Age	Less than 30 years	46	2.55	.973	.000
	31-40 years	111			
	41-50 years	93			
	Above 50years	63			
	Total	313			
Education	Diploma and below	173	1.53	.641	.003
	Undergraduate	115			
	Postgraduate	25			
	Total	313			

Source: Research Data, (2020)

4.8 Reliability

The Cronbach alpha coefficient test was employed to measure the internal consistency of the instruments used. From the results, the Cronbach alpha test showed values that ranged from a low score of 0.856 (promotion) to a high score of 0.934 (growth).

The findings were in line with the benchmark suggested by Hair, *et al.*, (2011) where coefficient of 0.60 is regarded to have an average reliability while coefficient of 0.70 and above indicates that the instrument has a high reliability standard. Thus, it can be concluded that data collected from the pilot study were reliable and have obtained the acceptable level of internal consistency. Therefore, all items were included in the survey instrument. The coefficient alphas of the variables were reported below.

Table 4. 14: Reliability

Name of the variable	No. of items	Cronbach Alpha
Commitment	11	.893
Recognition	5	.905
Promotion	6	.856
Sense of personal achievement	8	.918
Growth	9	.934
Job satisfaction	13	.880
Overall Score	52	.961

Source: Research Data (2020)

4.9 Factor Analysis

Factor analysis was done to test the construct validity where by Bartlets test of sphericity and Kaiser- Meyer-Olkin (KMO) was used.

Factor analysis is a ‘data reduction technique used to reduce a large number of variables to a smaller set of underlying factors that summarize the essential information in the variables’ (Coaches & Steed 1999). Factor analysis is also conducted in order to make sure that the items belong to the same construct (Wibowo, 2008).

Before testing the hypotheses, factorability of the data was assessed using Bartlets test of sphericity and Kaiser- Meyer-Olkin (KMO) measure of sampling adequacy (Bartlets test of sphericity) should be statically significant at $p < 0.05$, KMO index should range from 0 to 1). Factor extraction was done using principal component analysis (PCA) where factors with Eigen values greater than 1 were chosen. PCA was chosen as the most convenient method as it revealed the set of factors which accounted for all common and unique variances (Idinga, 2015)

4.9.1 Factor Analysis for employee commitment

Results from the factor analysis for organization commitment showed that the factor loading results were grouped into three dimensions with all items measuring Affective Commitment loading as factor one (1). These items include, I would be happy spending the rest of my career with this company, I feel a sense of belonging to the company, I feel emotionally attached to the company, the company has a great deal of personal meaning to me. The three items measuring Continuance Commitment loaded under factor 2. They include, it would be hard for me to leave the company now, even if I wanted to, One of the few negative consequences of leaving my company my company would be Scarcity of available resources, I feel that I have few options to consider leaving. Finally, four items measuring Normative Commitment loaded as factor 3 (I feel obligated to the organization, this company deserves my loyalty, I owe the company a lot and I would feel guilty if I left the company now. To sum up, the first factor accounted for 44.107percent while the second factor accounted for 19.243percent of the total variance and the final factor 9.143percent of the variance. In total the three dimensions' accounts for 72.492percent of the variance in employee commitment. The Kaiser-Meyer-Olkin Measure value (0.87) was above 0.5 with a significant Bartlett's Test of Sphericity Chi-square of 1913.032 at $p=.000$ thus acceptable for factorability as indicated in **table 4.15**.

Table 4. 15: Factor analysis for employee commitment

Items	1	2	3
I would be happy to spend the rest of my career with this company		.822	
I feel a sense of belonging to the company		.837	
I feel emotionally attached to the company		.744	
The company has a great deal of personal meaning to me		.682	
It would be hard for me to leave the company now, even if I wanted to			.847
One of the few negative consequences of leaving my company my company would be Scarcity of available resources.			.856
I feel that I have few options to consider leaving			.704
I feel obligated to the organization	.829		
This company deserves my loyalty	.887		
I owe the company a lot	.783		
I would feel guilty if I left the company now	.824		
Total Variance Explained: Rotation Sums of Squared Loadings			
Initial Eigen values	4.852	44.107	44.107
% of Variance	2.117	19.243	63.350
Cumulative %	1.005	9.141	72.491
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			.807
Bartlett's Test of Sphericity, Approx. Chi-Square			1913.032
	Df		55
	Sig.		.000

Source: Research Data (2020)

4.9.2 Factor Analysis for recognition

Factor analysis for recognition was conducted to ensure that all of the items used were valid and reliable before proceeding for further analysis. The study requested that all loading less than 0.5 be suppressed in the output, hence one factor loadings. All recognition factors includes; I am being praised and recognized in public for good work, The company administration recognizes the good work I do, Recognition enables me to enhance my achievement and feel involved in the company culture, Recognition gives the company an opportunity to communicate the role that employees should play

in making the organization a success, Recognition for the work enables me to have a better perception of my work, workplace and the people I work for all were retained for further data analysis.

There was one factor that loaded and it accounted for 72.564 percent of the total variance. Sampling adequacy was tested using the Kaiser- Meyer- Olkin Measure (KMO measure) of sampling adequacy. As evidenced in table below, KMO was greater than 0.5, and Bartlett's Test was significant. This indicated in **table 4.16**.

Table 4. 16: Factor Analysis for recognition

Items	Factor loadings
I am being praised and recognized in public for good work	.770
The company administration recognizes the good work I do	.859
Recognition enables me to enhance my achievement and feel involved in the company culture	.894
Recognition gives the company an opportunity to communicate the role that employees should play in making the organization a success	.898
Recognition for the work enables me to have a better perception of my work, workplace and the people I work for	.832
Total Variance Explained: Rotation Sums of Squared Loadings	
Initial Eigen values	3.628
% of Variance	72.564
Cumulative %	72.564
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.822
Bartlett's Test of Sphericity, Approx. Chi-Square	1127.070
Sig.	.000

Source: Research Data, (2020)

4.9.3 Factor Analysis for promotion

Factor analysis for promotion was conducted in order to make sure that the items belonged to the same construct (Wibowo, 2008). The results showed that there were no exceptions, as all variables scored above the threshold of 0.5. The criterion for communality was fulfilled by promotion items notably; before a company promotes an

employee to a particular position it ensures that the person is able to handle the added responsibilities, promotions are an important aspect of a worker's career and life, affecting other facets of the work experience, companies can use promotions as a reward for highly productive workers, creating an incentive for workers' to exert greater effort hence commitment, promotion expectations can also play a powerful role in boosting employee performance and overall employee commitment, Promotion provides incentive to initiative, enterprise and ambition; minimizes discontent and unrest, Promotion attracts capable individuals; necessitates logical training for advancement and forms an effective reward for loyalty and cooperation. One factor was loaded with 60.01% of the total variance. KMO Measure is an index for comparing the magnitude of the observed correlation coefficients to the magnitude of the partial correlation coefficients. As shown in table above, KMO was greater than 0.5, and Bartlett's Test was significant. **Table 4.17** illustrates the factor analysis for promotion.

Table 4. 17: Factor Analysis for promotion

Items	Factor loadings
Before company promotes ensures responsibility	.546
Promotion is important in careers	.714
Companies use promotion as reward	.853
Promotion expectations play role	.841
Promotion provides incentive enterprise	.811
Promotion attracts capable individuals	.836
Total Variance Explained: Rotation Sums of Squared Loadings	
Initial Eigen values	3.601
% Of Variance	60.010%
Cumulative %	60.010%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.857
Bartlett's Test of Sphericity, Approx. Chi-Square	903.559
Sig.	.000

Source: Research Data, (2020)

4.9.4 Factor Analysis for Sense of Personal Achievement

Factor analysis for sense of personal achievement was done to ensure that all the constructs' items were reliable and valid. Factors with loadings of above 0.5 were viewed excellent and were retained for further data analysis. Sense of personal achievement items were ;the company provides me with job specific training, the organization employees receive personal achievement and development opportunities in workplace skills in regular on a regular basis, sufficient money is allocated for product and solution training, I have the opportunity to be involved in activities that promote my professional development/achievements ,development plans are developed and monitored for all employees, development programs are consistently evaluated, organization releases employees from regular work to attend training and even sponsor them where possible, there is a well-organized training program in the organization for employee achievement. One factor was loaded with 63.62% total variance. KMO was greater than 0.5, and Bartlett's Test was significant as shown in **table 4.18**.

Table 4.18: Factor Analysis for sense of personal achievement

Items	Loadings
The company provides me with job specific training	.779
The organization employees receive personal achievement and development opportunities in workplace skills in regular on a regular basis	.796
Sufficient money is allocated for product and solution training	.788
I have the opportunity to be involved in activities that promote my professional development/achievements	.795
Development plans are developed and monitored for all employees	.831
Development programs are consistently evaluated	.808
The organization releases employees from regular work to attend training and even sponsor them where possible	.705
There is a well-organized training program in the organization for employee achievement	.831
Total Variance Explained: Rotation Sums of Squared Loadings	
Initial Eigen values	5.090
% of Variance	63.628%
Cumulative %	63.628%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.865
Bartlett's Test of Sphericity, Approx. Chi-Square	1743.320
Sig.	.000

Source: Research Data, (2020)

4.9.5 Factor Analysis for Growth

Factors with factor loadings of above 0.5 were chosen and retained for further data analysis. Growth items namely; Availability of schemes for personal growth and development, Communication of schemes for personal growth and development, Conduct of programme for personal growth and development, Deputation to other jobs to learn new skills, Conduct of workshops and seminars for further development, Involvement of employees in HRD activities and decision making process and Opportunities provided for feedback and counseling facilities, Interest shown by the superiors in the development and growth of their subordinates and Selection criteria followed for promotions. A factor loaded with total variance of 65.85 percent. Results for KMO was greater than 0.5, and Bartlett's Test was significant. This is evident in **table 4.19**.

Table 4.19: Factor Analysis for Growth

Items	Loadings
Availability of schemes for personal growth and development	.758
Communication of schemes for personal growth and development	.800
Conduct of programme for personal growth and development	.800
Deputation to other jobs to learn new skills	.797
Conduct of workshops and seminars for further development	.863
Involvement of employees in HRD activities and decision-making process	.843
Opportunities provided for feedback and counseling facilities	.811
Interest shown by the superiors in the development and growth of their subordinates	.852
Selection criteria followed for promotions	.774
Total Variance Explained: Rotation Sums of Squared Loadings	
Initial Eigen values	5.926
% of Variance	65.847%
Cumulative %	65.847%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.909
Bartlett's Test of Sphericity, Approx. Chi-Square	2224.087
Sig.	.000

Source: Research Data, (2020)

4.9.6 Factor Analysis for Job Satisfaction

Factor analysis for job satisfaction was also conducted to ensure that all of the construct's items used were valid and reliable before proceeding for further analysis. The study requested that all loading less than 0.5 be suppressed in the output which resulted to three factors of the loadings. All the Job satisfaction factors notably, am satisfied with pleasant environment, there is provision of safety appliances at work place, efficiency of equipment and tools at the work place, Comfortable of working hours, trust imposed on me by my superiors, free expression of problems in free and informal atmosphere, free discussion between superiors and employees, Mutual cooperation among people in the company, encouragement given by seniors in experimenting the new methods of doing my work, ability to do the best of my work, requirement of physical efforts and previous experience to my job, Ability to command dignity and respect from the job and Attachment towards my existing job. The first, second and third factors accounted for 23.16%, 20.85% and 20.82% respectively. The sampling adequacy was tested using the Kaiser-Meyer-Olkin measure (KMO measure) of sampling adequacy. It is evident in table 4.19, KMO was greater than 0.5, and Bartlett's Test was significant as indicated in **table 4.20**.

Table 4.20: Factor Analysis for Job Satisfaction

Items	Factor 1	Factor 2	Factor 3
Am satisfied with pleasant environment		.737	
There is provision of safety appliances at workplace		.839	
Efficiency of equipment and tools at the workplace		.816	
Comfortable of working hours		.705	
Trust imposed on me by my superiors	.559		
Free expression of problems in free and informal atmosphere	.692		
Free discussion between superiors and employees	.808		
Mutual cooperation among people in the company	.686		
Encouragement given by seniors in experimenting the new methods of doing my work	.840		
Ability to do the best of my work			.679
Requirement of physical efforts & previous experience to my job			.734
Ability to command dignity and respect from the job			.857
Attachment towards my existing job			.775
Total Variance Explained: Rotation Sums of Squared Loadings			
Initial Eigen values	5.370	1.942	1.117
% of Variance	23.163%	20.853%	20.820%
Cumulative %	23.163%	44.017%	64.837%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.805
Bartlett's Test of Sphericity, Approx. Chi-Square			2122.486
Sig.			.000

Source: Research Data, (2020)

4.10 Data Transformation

After the factor analysis, data was transformed by getting the means of the items that loaded to the respective factors. Subsequently, the means of the various factors derived were then used for further analysis. The descriptive statistics used for further analysis were as shown in **table 4.21**.

Table 4.21: Transformed Variables after Factor Analysis Descriptive Statistics

Variables	N	Min	Max	Mean	Std. Deviation
Organizational commitment	313	1.25	4.88	3.6697	.70919
Recognition	313	1.00	5.00	3.9380	.91252
Promotion	313	1.50	5.00	4.0959	.71838
Personal achievement	313	1.13	4.75	3.2396	.98068
Growth	313	1.00	4.89	3.2343	.97138
Job satisfaction	313	1.85	5.00	3.8596	.62806

Source: Research Data (2020)

4.11 Testing Assumptions of Regression

According to Hair *et al.*, (2011), the assumptions of regression analysis are essential to ensure that the results obtained were actually representative of the sample so as to obtain the best results possible. The key assumptions tested were linearity, normality, multi collinearity, homoscedasticity and independence of errors (Hair *et al.*, 2011). After meeting the key assumptions, the study used the existing sample data to test the hypothesis.

4.11.1 Linearity Assumption

Linearity was tested in order to check the actual strength of all the relationships. This was necessary so as to identify any departures from linearity which were bound to affect correlation. Tests for linearity was performed using analysis of variance (ANOVA) using SPSS (Garson 2012). When using ANOVA to test the assumption of linearity, the rule of thumb is that if the p-value is less than 0.05, the relationship between independent and dependent variables is said to be linear, and those that deviate from linearity have a p-value greater than 0.05. All the relationships in Table 4.22 indicates

all the independent variables have a linear relationship with the dependent variable as F-values have $p < .05$ and Eta values are nearly equal to the correlation coefficient (Pearson's r), implying a linear relationship (Garson, 2012), thus, can be used for regression analysis in the study.

Table 4. 22: Linearity Test

Description Interaction	ANOVA for linearity		Measures of Association	
	F	Sig.	R	Eta
Commitment * Recognition	306.124	0.000	0.662	0.762
Commitment * Promotion	185.821	0.000	0.600	0.663
Commitment * Sense				
Achievement	142.340	0.000	0.535	0.655
Commitment * Growth	204.652	0.000	0.566	0.751
Commitment * Job Satisfaction	329.269	0.000	0.674	0.781

Source: Research Data, (2020)

4.11.2 Normality Test for the Variables

The assumptions of normality were examined at univariate level (i.e. distribution of scores at an item-level) and at multivariate level (i.e. distribution of scores within a combination of two or more than two items). Histogram was used in the study to identify the shape of the distribution revealing a bell-shaped diagram (Figure 4.1) which meets the assumptions of normality. According to Garson (2012) the histogram of standardized residuals should show a roughly normal curve when the assumption of regression and most other techniques are met that error terms are normally distributed. The author states that in any predictive technique, the expectation is normal distribution of error, with the largest number of predictions being at or near zero and then trailing off into "high prediction" and "low prediction" tails.

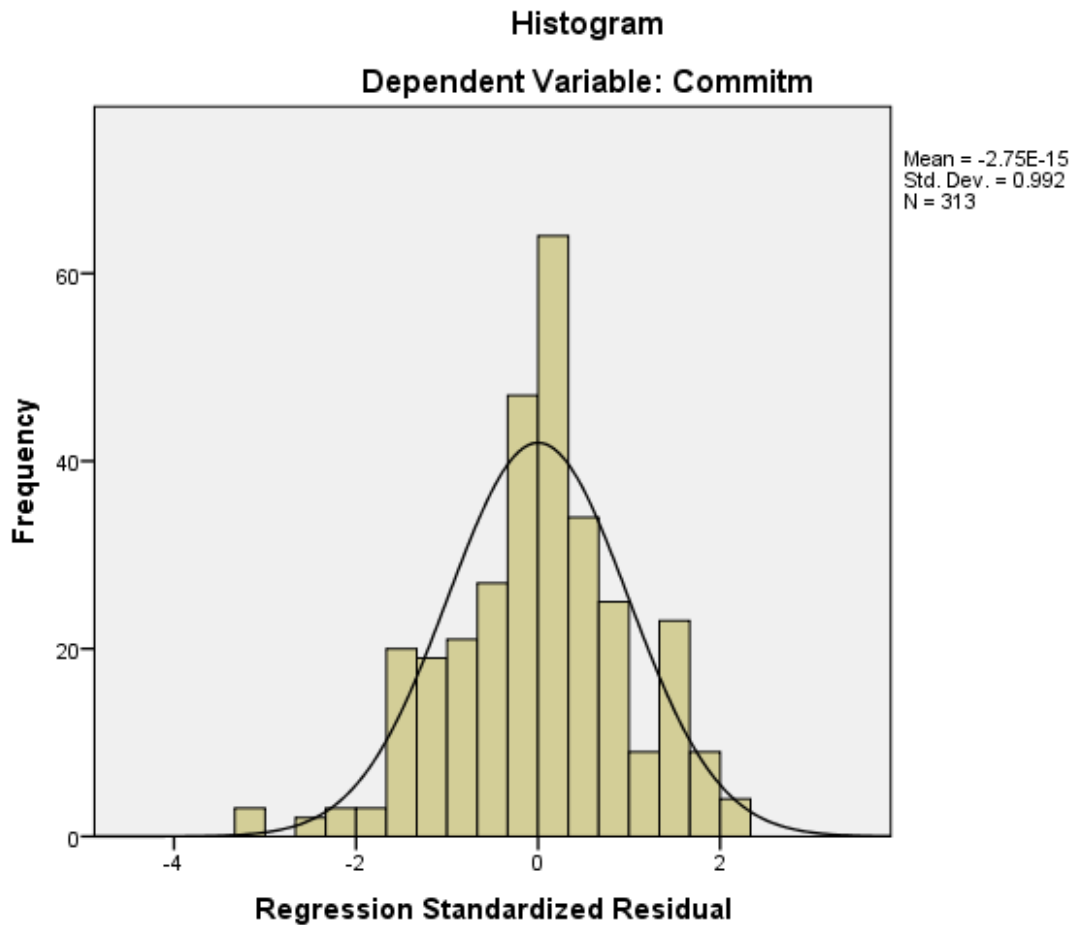


Figure 4. 1: Histogram Plot for Normality Tests

4.11.3 Multi-Collinearity Test for the Variables

Multi collinearity test to see if the independent variables are uncorrelated (Darlington, 1968; Keith, 2006).

Multi-collinearity means that two or more of the independent variables are highly correlated and this situation can have damaging effects on the results of multiple regressions (Cooper & Schindler, 2006). Multi-collinearity can be detected with the help of tolerance and its reciprocal variance inflation factor (VIF). The cut-off points for determining multi-collinearity is that the tolerance value should < 1 and a VIF value of less than 10 (Hair *et al.*, 2006) means no multicollinearity occurred. A Multi-

collinearity results in unstable parameter estimates which makes it very difficult to assess the effect of independent variables on dependent variables. To test for multicollinearity, the study conducted collinearity diagnostics in SPSS. The VIF values in table 4.23 were less than ten and the tolerance level of <1 meaning that there was no multicollinearity among the study independent variables.

Table 4. 23: Multi-collinearity of the Variables

Variables	Collinearity	
	Tolerance	VIF
Recognition	.499	2.004
Promotion	.638	1.568
Sense of personal achievement	.410	2.438
Growth	.421	2.374
Job satisfaction	.457	2.189

Source: Research Data, (2020)

The findings in the table 4.23 above show the tolerance and the Variance Inflation Factor (VIF). The findings show that the tolerance values are 0.499, 0.638, 0.410, 0.421 and 0.457 for employee recognition, promotion, and sense of personal achievement, growth and job satisfaction respectively. The VIF values are 2.004, 1.568, 2.438, 2.374 and 2.189 employee recognition, promotion, sense of personal achievement, growth and job satisfaction respectively. These findings therefore show that there is no multicollinearity because all the tolerance values are less than 1 and all VIF values are less than 10. According to O'Brien (2007), very small tolerance values (<0.10) indicate that a predictor is redundant and a variable whose VIF values is greater than 10 may merit further investigation.

4.11.4 Homoscedasticity Test for the Variables

Homoscedasticity refers to the assumption that the dependent variable exhibits similar amounts of variance across the range of values for independent variables. The residual

variance is assumed to be the same for all expected values of the dependent variable that provides support for homoscedasticity, as shown in the residual scatter plot Figure 4.2. The Figure indicates that residuals are distributed uniformly around 0 (horizontal line), resulting in a fairly equal distribution. When the homoscedasticity assumption is met, residuals will form a pattern-less cloud of dots (Garson, 2012). This is also supported by Osborne & Waters, (2002), who states that residuals should lie between -2 and/or +2 points. Heteroscedasticity is demonstrated when the residues are not distributed uniformly along the axis.

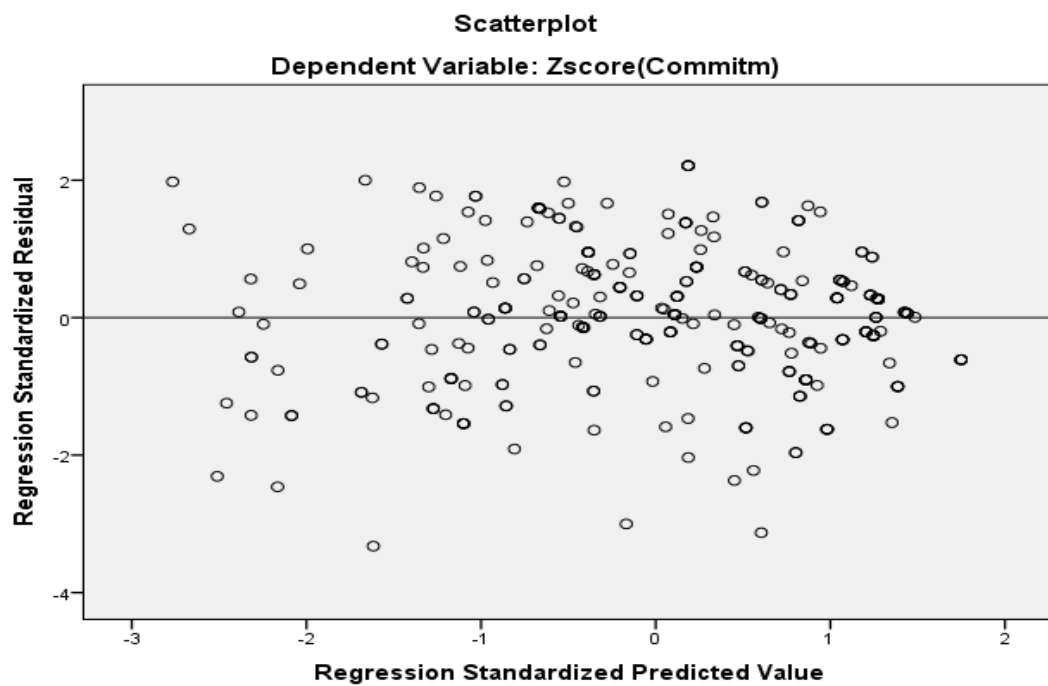


Figure 4. 2: Homoscedasticity Plot

4.10.5 Data Independence

The assumption that the error terms are independent of each other is a key assumption in regression. This section describes a simple test for determining whether autocorrelation or serial correlation exists. This assumption was tested using the Durbin-Watson test which should lie between 1.5 and 2.5 for independent observations

(Garson, 2012). Table 4.24 shows that the Durbin-Watson is 2.119, which falls between 1.5 and 2.5, indicating minimal autocorrelation that has no effect on the outcome of the regression results. As a result, the assumption was met.

Table 4. 24: Autocorrelation /independence of errors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786	.619	.612	.44158	2.119

Source: Research Data, (2020)

4.12 Correlation Analysis for the Variables

In this section, the study presents the research finding on the Pearson product moment correlation. Pearson product moment correlation was conducted to determine the strength of relationship among the study variables. From the findings all the independent variables have a positive and significant relationship with the dependent variable. However, job satisfaction has the strongest relationship with employee commitment as shown by a correlation coefficient of ($r = 0.674, \rho < 0.01$), followed by Recognition ($r = 0.662, \rho < 0.01$), while the association between sense of personal achievement and employee commitment was found to have the least with a coefficient of 0.535. Table 4.23 below illustrates Pearson correlation results of the study dependent and independent variables to assess the association of the variables.

Table 4. 25: Correlation Statistics for the Variables

Name of Variable	1	2	3	4	5	6
Commitment	1					
Recognition	.662**	1				
Promotion	.600**	.538**	1			
Sense of personal achievement	.535**	.472**	.333**	1		
Growth	.566**	.475**	.351**	.745**	1	
Job satisfaction	.674**	.659**	.555**	.530**	.499**	1

** Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data, (2020),

4.13 Hypotheses Testing

This study used hierarchical regression model to test all the hypotheses. First, the study tested the effect of control variables (Gender, Age, Education and work Tenure) on employee commitment. This was followed by testing five direct effect hypotheses (H_{01} , H_{02} , H_{03} , H_{04} and H_{05}) and lastly four moderation Hypotheses (H_{06a} , b, c and d).

4.13.1 Testing for the Effect of Control variable on Employee Commitment

A test to identify the effects of the control variables on the dependent variable was done in order to know how the controls affected the dependent variable in comparison with the direct effects. The findings revealed that all control variables (age, $\beta = .173$, $p = .024$ and education, $\beta = -.182$, $p = .041$) except employee's gender ($\beta = -.079$, $p = .494$) had a significance influence on employee commitment. Results further indicated that the control variables contributed 3.7% of the variance in employee commitment as indicated by R^2 value of .037 with a significant $F = 2.929$, $p = 0.000$ as indicated in Table 4.26, Model 1.

4.13.2 Testing Direct Effect Hypotheses

Table 4.26, Model 2 reveals all the findings of the direct effect hypotheses of the study while holding constant the control variables. Hypothesis H_{01} stated that recognition has no significant direct effect on employee commitment. However, the findings in the Table 4.26, Model 2, shows that recognition has a positive and significant coefficient of estimate, $\beta = 0.370$, $p = 0.000$. Therefore, the null hypothesis was rejected and concluded that recognition significantly influences employee commitment. This suggested that there was up to 0.370-unit increase in employee commitment for each unit increase in recognition. All control variables were included in this model. Findings

indicate that gender ($\beta = -.152, p=.042$) had a significant effect in this model but age and education were found to be insignificant as shown by $p >.05$.

The second hypothesis H_{02} postulated that promotion does not significantly affect employee commitment. Nonetheless, the study findings in Table 4.26, same model 2, revealed that promotion has a positive and significant effect on employee commitment basing on the $\beta = 0.301, p-v = 0.000$ which is less than $p = 0.05$. Based on these results hypothesis H_{02} was also rejected, and conclusion made that promotion significantly influences employee commitment.

The third hypothesis H_{03} of the study stated that sense of personal achievement does not significantly influence employee commitment. The study findings showed that sense of personal achievement had coefficient of estimates of $\beta = 0.95, p-v = 0.090$. Since the $p-v$ is greater than 0.05 we fail to reject this null hypothesis H_{03} . This therefore concludes that sense personal achievement didn't predict employee commitment.

Hypothesis H_{04} of the study stated that growth has no significant effect on employee commitment. This hypothesis was however rejected because the study findings indicated that growth had a positive and significant effect on employee commitment basing on the $\beta = 0.226, p-v = 0.000$ which was less than $p = 0.05$ and concluded that growth significantly influences employee commitment. This suggests that there was up to 0.226-unit increase in employee commitment for each unit increase in growth.

The findings of model 2 which tested all the direct effect hypotheses indicates $R^2 = .601$ and $R^2\text{change} = .565$ with significant $F = 107.720, p = .000$, implying that holding constant all the control variables, the independent variables recognition, promotion,

sense of personal achievement and growth jointly account for approximately 57% of variance in employee commitment.

Finally, the study examined the effect of job satisfaction on employee commitment as stated in hypothesis H₀₅ while controlling for all controls and the independent variables. Results in Table 4.26, model 3 reveals that all control variables and sense of personal achievement were insignificant as shown by $p > .05$. However, recognition ($\beta = 0.274$, $p = 0.000$), promotion ($\beta = 0.244$, $p = 0.000$) and growth ($\beta = 0.206$, $p = 0.000$) were all found to be significant in this model.

Most importantly, results indicate that job satisfaction positively and significantly influences employee commitment as shown by $\beta = 0.244$, $p = 0.000$. This model indicates $R^2 = .628$ and change in $R^2 = .026$ with a significant $F = 21.539$, $p = .000$. This implies that job satisfaction (while holding constant the controls and independent variable) contributes 2.6% of variance in employee commitment. Thus, the model is better with the moderator than when testing the direct effect, a lone.

Since job satisfaction has a positive and significant $\beta = 0.244$, $p = 0.000$, Hypothesis H_{05} is rejected.

Table 4. 26: Summary of Hierarchical regression analysis results

Variables	M-1	p-v	M-2	p-v	M-3	p-v	M-4	p-v	M-5	p-v	M-6	p-v	M-7	p-v
Gender	-.079	.494	-.152	.042	-.126	.084	-.116	.107	-.102	.150	-.103	.147	-.090	.202
Age	.173	.024	-.071	.169	-.062	.218	-.053	.290	-.063	.195	-.064	.191	-.054	.266
Education	-.182	.041	.028	.632	.064	.268	.044	.446	.042	.453	.046	.419	.036	.523
Recognition			.370	.000	.274	.000	.718	.000	.625	.000	.505	.033	.481	.041
Promotion			.301	.000	.244	.000	.251	.000	.427	.000	.433	.000	.440	.000
SenseAchiev			.095	.090	.047	.391	.049	.366	.050	.349	.277	.352	-.229	.554
Growth			.226	.000	.206	.000	.220	.000	.223	.000	.218	.000	.898	.008
JobSatisfaction					.244	.000	.565	.000	.731	.000	.775	.000	.834	.000
Rec × JobSat							-.138	.010	-.101	.057	-.066	.346	-.057	.413
Prom × JobSat									-.093	.000	-.095	.000	-.096	.000
Sens × JobSat											-.060	.439	.072	.473
Gro × JobSat													-.179	.043
R ²	.037		.601		.628		.636		.651		.652		.657	
R ² Change	.037		.565		.026		.008		.015		.001		.005	
F	2.929*		107.720***		21.539***		6.749**		13.223***		.601		4.146*	

Dependent variable: Employee Commitment: Note: * $p < .05$; ** $p < .01$; *** $p < .001$.

Source: Research Data, (2020).

4.13.3 Moderating Effects of Job satisfaction on the Relationship between non-financial rewards and employee commitment

Before starting the moderating effects of job satisfaction on non-financial rewards, the regression conditions were met. Therefore, job satisfaction was found to be a moderator according to Baron and Kenny (1986)

The moderating effects were tested in a series of hierarchical blocks. First, the independent variables were standardized to z-scores so as to reduce the effects of multicollinearity and simplify interpretations. Then a cross-product of z-scores of the moderator with each independent variable was then computed. In Model I of Table 4.26, the control variables were entered. These included the employee gender, age, and education level. In Model 2 the independent variables were entered, (recognition,

promotion, sense of personal achievement and growth) while controlling for gender, age, education and tenure. In Model 3, the controls and independent variables were held constant to test the effect of job satisfaction (the moderator). In Model 4 to Model 7 the interaction terms (recognition* job satisfaction), (promotion*job satisfaction), (sense of personal achievement*job satisfaction) and (growth* job satisfaction) were hierarchically entered.

Hypothesis H05, stated that job satisfaction does not moderate the relationship between recognition and employee commitment. Results of the control variables and sense of personal achievement were all found to be insignificant as shown by $p > .05$ (Model 4, Table 4.26). However, recognition ($\beta = 0.718$, $p = 0.000$), promotion ($\beta = 0.251$, $p = 0.000$), growth ($\beta = 0.220$, $p = 0.000$) and job satisfaction ($\beta = 0.565$, $p = 0.000$) remained significant. The moderation results indicate that job satisfaction moderates the relationship between recognition and employee commitment as indicated by the interaction coefficient of $\beta = -.138$, $p = 0.010$. This model shows $R^2 = .636$, Change in $R^2 = .008$, $F = 6.749$ significant at $p < .05$. Change R^2 of .008 implies that the interaction process explains 0.8% of the variance in employee commitment. Based on these findings, hypothesis H_{05a} is rejected.

These findings are further reveals that an increase in job satisfaction affects the relationship between recognition and employee commitment negatively because of negative p value and recognition enhances employee commitment and the low levels of the two demoralizes employee commitment.

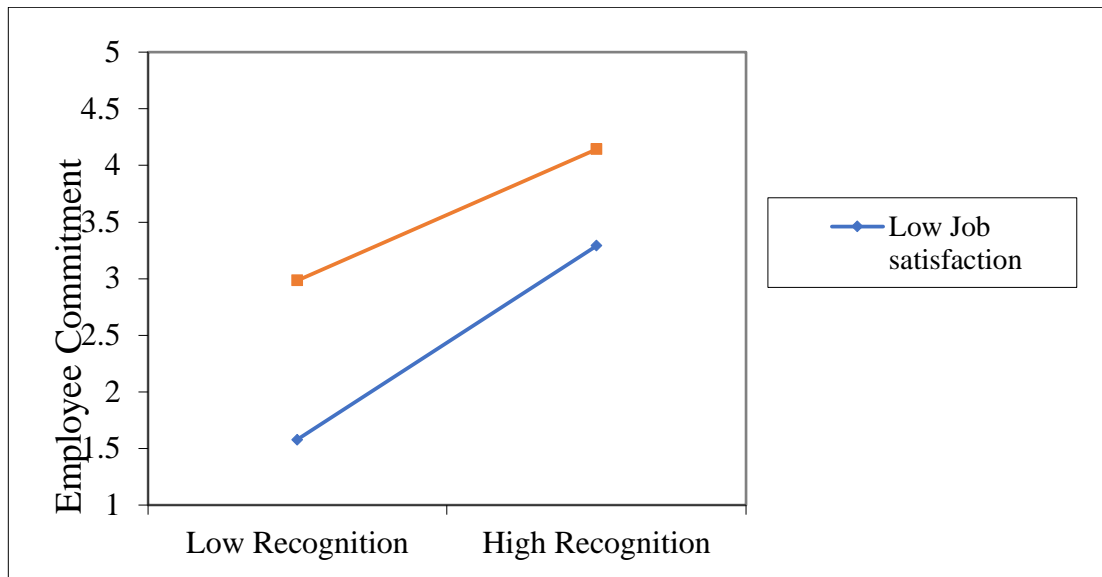


Figure 4. 3: Moderating Effect of Job satisfaction on Recognition and Employee Commitment

Hypothesis H_{05b} presumed that there was no moderating role of job satisfaction on the relationship between promotion and employee commitment in selected sugar companies. Results of Model 5 of Table 4.25 indicates that all control variables and sense of personal achievement remained insignificant, while recognition ($\beta = 0.625$, $p = 0.000$), promotion ($\beta = 0.427$, $p = 0.000$), growth ($\beta = 0.223$, $p = 0.000$) and job satisfaction ($\beta = 0.731$, $p = 0.000$) were all found to be significant in this model. In addition, the regression coefficient of the interaction between promotion and job satisfaction exerts a moderating effect on employee commitment as shown by $\beta = -.093$, $p = 0.000$. Findings further shows that this Model 5 has an improved $R^2 = .651$, change in $R^2 = .015$, with a significant $F = 13.223$, $p = 0.000$. This implies that the interaction process accounts for 1.5% of the variance in employee commitment. Based on the above results, hypothesis H_{05b} is hereby rejected.

The findings of this interaction can be demonstrated by Figure 4.4 which shows that organizations where there are low promotion processes, employee commitment is high

with high job satisfaction than a scenario where job satisfaction is low. However, as promotion processes are embraced, employee commitment increases in both employees experiencing job satisfaction, but the increase seems to be higher in those having low job satisfaction than their counter parts. Hence Job satisfaction enhances employee commitment even in scenarios of low promotions.

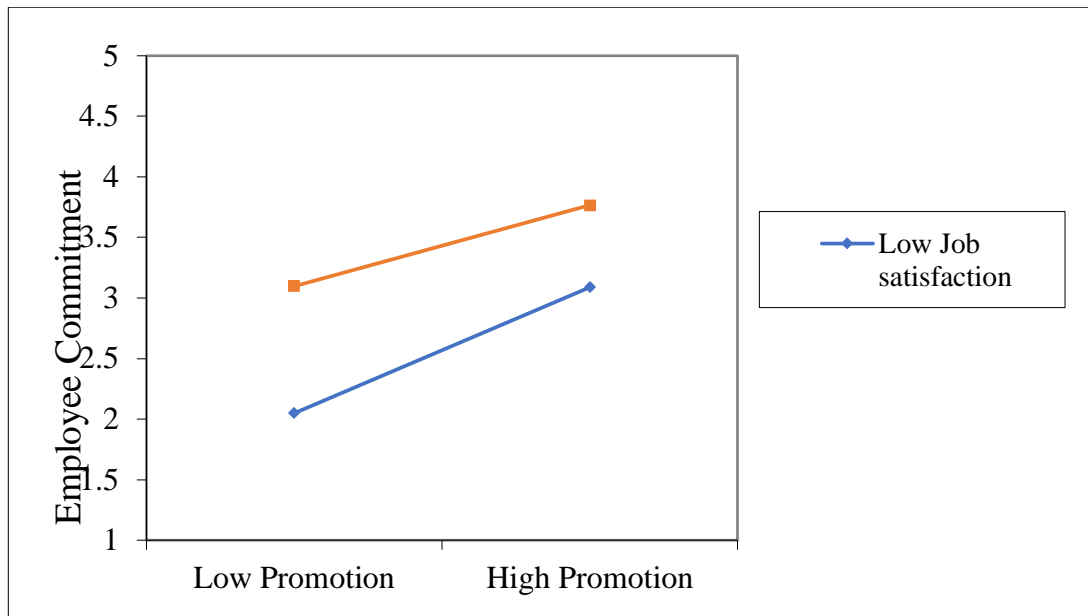


Figure 4. 4: Moderating Effect of Job satisfaction on Promotion and Employee Commitment

Hypothesis H_{05c} postulated that there was no moderating role of job satisfaction on the relationship between sense of personal achievement and employee commitment in selected sugar companies. As can be seen from the Table 4.26 Model 6, the regression coefficient value for the interaction between sense of personal achievement and job satisfaction was found to be insignificant with $\beta = -.90$, $p = .439$. Due to the insignificant p-value, we fail to reject hypothesis H_{06c} and conclude that job satisfaction does not moderate the relationship between sense of personal achievement and employee commitment. Results further indicate that all control variables and sense of personal achievement were found to be insignificant as shown by $p > .05$, as recognition ($\beta =$

0.505, $p = 0.033$), promotion ($\beta = 0.433$, $p = 0.000$), growth ($\beta = 0.218$, $p = 0.000$) and job satisfaction ($\beta = 0.775$, $p = 0.000$) remained significant. This model indicates $R^2 = .652$, change in $R^2 = .001$ with an insignificant $F = .601$, $p > .05$. The change in R^2 of .001 implies that the interaction term only accounts for 0.1% of the variance in employee commitment.

Model 7 of Table 4.26 was used to test Hypothesis H_{05d} which posited that there is no moderating effect of job satisfaction on the relationship between growth and employee commitment in selected sugar companies. Findings reveal that all control variables and sense of personal achievement remained insignificant as shown by $p > .05$. However, recognition ($\beta = 0.481$, $p = 0.041$), promotion ($\beta = 0.440$, $p = 0.000$), growth ($\beta = 0.898$, $p = 0.008$), and job satisfaction ($\beta = 0.834$, $p = 0.000$) all were found to be significant. Most importantly, the interaction between growth and job satisfaction on employee commitment shows a $\beta = -.179$, $p = .043$ indicating a significant moderating effect of job satisfaction on the relationship between growth and employee commitment among the employees in these selected sugar companies. This model yields an improved $R^2 = .657$, R^2 change = .005, and a significant $F = 4.146$, $p < .05$. The change in $R^2 = .005$ indicates that the interaction term accounts for 0.5 percent of the variance in employee commitment. Since the interaction term has a coefficient of $\beta = -.179$, $p = .043$, Hypothesis H_{06d} is rejected.

The moderation results are supported by Figure 4.5 which indicates that in firms which don't encourage personal employee growth (low levels of growth), employee commitment can only be achieved by high levels of job satisfaction. However, as employee growth is encouraged (increase in employee growth), their commitment increases drastically in both groups of employees experiencing low and high job

satisfaction levels, but the increases is high with those having low job satisfaction. Hence high employee commitment can be achieved with both job satisfaction and personal growth.

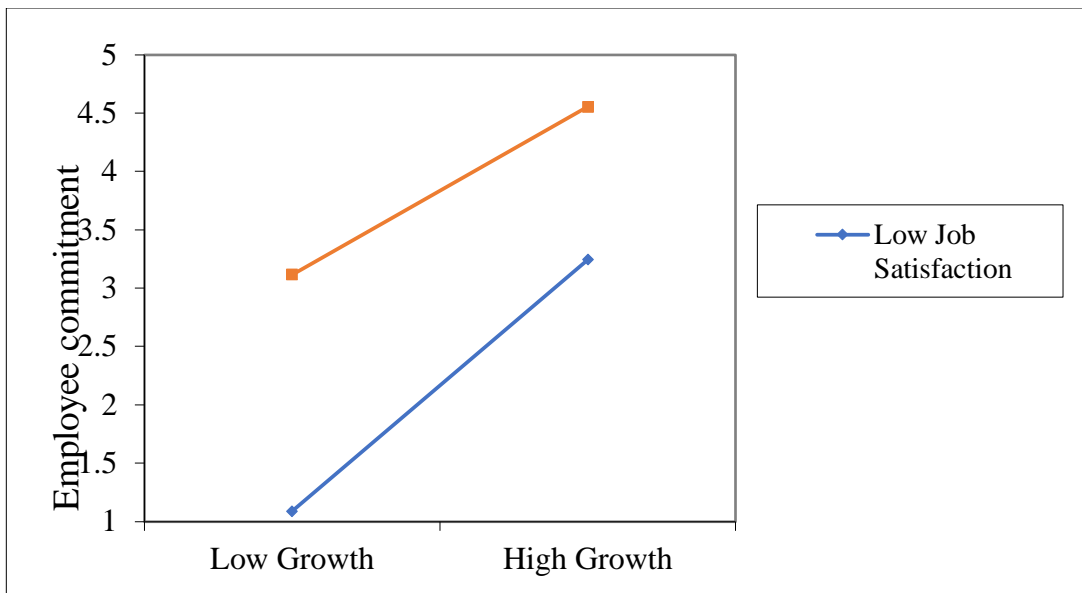


Figure 4. 5: Moderating effect of Job Satisfaction on Personal Growth and Employee commitment

Table 4. 27: Summary Hypotheses Testing

Hypotheses	beta	p-v	Decisions
H ₀₁ : Recognition has no significant direct effect on Employee commitment in public sugar companies	0.370	.000	Rejected
H ₀₂ : Promotion has no significant effect on employee commitment in public sugar companies.	0.301	.000	Rejected
H ₀₃ : Sense of personal achievement has no significant direct effect on commitment in public sugar companies.	0.95	.090	Fail to reject
H ₀₄ : Growth has no significant direct effect on Employee commitment in public sugar companies	0.226	.000	Rejected
H ₀₅ : Job satisfaction has no significant direct effect on Employee commitment	0.244	.000	Rejected
H _{05a} : Job satisfaction has no moderating role on the relationship between recognition and Employee commitment in public sugar companies.	-.138	.010	Rejected
H _{05b} : Job satisfaction has no moderating role on the relationship between promotion and Employee commitment in public sugar companies.	-.093	.000	Rejected
H _{05c} : Job satisfaction has no moderating role on the relationship between sense of personal achievement and Employee commitment in public sugar companies.	-.060	.439	Fail to reject
H _{05d} : Job satisfaction has no moderating role on the relationship between growth and employee commitment in public sugar companies.	-.179	.043	Rejected

Source: Research Data, (2020)

4.14 Discussion for the Research Findings

The discussions of the findings are based on both literature and empirical results of hypothesis presented in chapter one which provided basis for explanation as to why the hypothesis were supported or not.

4.14.1 Effect of Recognition on Employee Commitment

The first objective of the study examined the role of recognition on employee commitment in public sugar companies in Kenya. Therefore, it was hypothesized that there was no significant effect of recognition on employee commitment (H₀₁). In line

with the objective and the hypothesis postulated in the study, indeed findings indicated that recognition had a positive and statistically significant effect on employee commitment ($\beta = 0.370$, $p = 0.000$). This therefore had the implication that recognition which comprise being praised and recognized in public for good work, company administration recognizes the good work I do, Recognition enables me to enhance my achievement and feel involved in the company culture, Recognition gives the company an opportunity to communicate the role that employees should play in making the organization a success and Recognition for the work enables me to have a better perception of my work, workplace and the people I work for have a bearing on commitment by employees in organizations.

The finding is consistent with past research findings which showed positive relationship of recognition with important employee outcomes. According to a study by Jeffery (2002) he calculated the trophy value index of non-financial incentives to check argument. In his study, results showed that employees enjoyed the gifts, pride, respect and recognition for long term period. Employees enjoy telling their family and friends about how they are respected. Again, results showed significantly higher trophy value of non-financial gift. Recognition is therefore important to the employees as well as the organization as it is cross-cutting in its effects. Recognition enhances employee motivation in his/her work. Effective recognition enhances employee motivation and increases employee productivity all of which contribute to improved organizational performance (Deeprase, 1994).

The current research finding that showed a positive relationship of recognition to employee commitment is therefore not a surprise because the employee reciprocates by dedicating a great deal of his time in paying attention to commitment, wondering on

how things can be improved and searching new methods of doing a specific task. In addition, there is a need for the employers to really make an effort in showing the employees that their wellbeing is of concern to the organization and the management and that the contribution of the employees towards the organization is highly valued, this is supported by a study carried out by Shore & Shore (2001) on Nigerian workers found out that, employees who are able to experience and receive recognition for their work are also able to have a better perception of their work, their workplace and the people they work for.

4.14.2. Effect of Promotion on Employee Commitment

On promotion, the objective was to analyze the effect of promotion on organizational commitment in public sugar companies in Kenya. Hence, it was hypothesized that there was no statistically significant relationship between promotion and employee commitment in public sugar companies. The study findings ($\beta = 0.301$, $p = 0.000$) supported this objective and made the null hypothesis rejected.

This finding of the study agreed with the reviewed literature on the effects of promotion on employee commitment. For instance, according to a study of Gohari *et al.* (2013) the results indicated that there was a positive relationship between rewards and employee's commitment. Gohari *et al.*, (2013) is giving a caution that, a manager should consider employees' preferences of rewards before designing any reward management strategy so as to increase employee commitment.

Similarly, employees find a sense of care of and belonging within the organization because before a company promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities, promotions are an important aspect of a worker's career and life, affecting other facets of the work experience,

companies use promotions as a reward for highly productive workers, creating an incentive for workers' to exert greater effort hence commitment, promotion expectations also play a powerful role in boosting employee performance and overall employee commitment, promotion provides incentive to initiative, enterprise and ambition; minimizes discontent and unrest and finally promotion attracts capable individuals; necessitates logical training for advancement and forms an effective reward for loyalty and cooperation. This means that employees that are intrinsically motivated are more satisfied. This line of thought is consistent with Hayati & Caniago (2012). He concluded that non-financial rewards effects on performance and also effects to increase the productivity and profitable growth of organization. Again, non-financial rewards can create perceptions of the overall fairness of a rewards program. This is supported by Group, (2011) who conducted a study in online staff in business sector. According to Sammer, (2011) who conducted a study on nonfinancial rewards can create perceptions of the overall fairness of a rewards program.

A study of more than 500 professionals conducted by World at Work found that reward fairness focus on nonfinancial aspects of the total reward offering, including (career development opportunities, nonfinancial recognition, and employee development and training). Dzuaranin (2012) suggested from the results that companies that only have cash incentives must also introduce noncash rewards to their performance incentive systems to increase the motivation level of employees.

4.14.3 Effect of Sense of Personal Achievement on Employee Commitment

The third objective of the study was to assess effect of sense of personal achievement on employee commitment in public sugar companies. It was also hypothesized that there was no significant effect of sense of personal achievement on employee

commitment. However, the findings ($\beta= 0.95$, $\rho= 0.090$) indicated that the objective was not attained and there was no significant effect of sense of personal achievement on employee commitment and so, we failed to reject the null hypothesis.

This is in contrary to Hodson (2014) whereby he stated that social life in the workplace serves as a positive attraction to individuals as it provides a level of meaning and fulfillment to their personal lives. Employee training provides opportunities to employees to widen their knowledge and abilities. This is contrary to study conducted by Kerka (1998) which states that when workers receive self-development training, the level of their job satisfaction is higher than those without such training.

4.14.4 Effect of Growth on Employee Commitment

The objective number four was to determine the effect of growth on employee commitment in public sugar companies. It was therefore hypothesized that growth had no effect on employee commitment. However, the findings showed a significant effect of growth with the dependent variable ($\beta= 0.226$, $\rho= 0.000$) meaning that the objective was attained, and the null hypothesis rejected. This finding is supported by Mosadeghrad *et al.*, (2008) and Al-Ahmadi (2002) which established that employees demonstrate greater levels of satisfaction and commitment if they are given ample opportunity for personal as well as professional growth in their organization. Promotion provides employees with opportunities for personal growth, more responsibilities and increased social status. Research indicates that employees who observe that promotion decisions are made in a fair and just manner is most likely to experience job satisfaction hence commitment to the organization.

Growth is an integral part of every individual's career. If employees cannot foresee their path of growth in their current organization, there are chances that they will leave

the organization as soon as they get an opportunity (Bratton & Gold, 2017). The important factors in employee growth that an employee looks for himself are work profile, personal growth and dreams, and training and development. Growth is vital for both the employees and employers. Growth is mutual beneficial process because it gives imperative outcomes to employer and employees. To gain and maintain competitive advantage organizations required talented and productive employees and these employees need growth to enhance and cultivate their competencies (Prince, 2005).

Employee growth is an integral part of every individual's career if employees cannot foresee their path of career development in their current organization, there are chances that they will leave the organization as soon as they get an opportunity (Bratton and Gold, 2017). Most important factors in employee growth, is when an employee looks for himself a work profile, personal growth and dreams, and training and development. Career development is vital for both the employees and employers. Career development is mutual beneficial process because it gives imperative outcomes to employer and employees. To gain and maintain competitive advantage organizations required talented and productive employees and these employees need career development to enhance and cultivate their competencies (Prince, 2005).

4.14.5 Job Satisfaction Influences Employee Commitment

The moderator was tested in line with Baron and Kenny (1986), to check the strength between the moderator (job satisfaction) on dependent variable (employee commitment).

The objective number five was to determine the effect of job satisfaction on employee commitment in public sugar companies. Hence, it was hypothesized that there was no

statistically significant relationship between job satisfaction and employee commitment in public sugar companies. The study findings ($\beta = 0.301$, $p = 0.010$) supported this objective and made the null hypothesis rejected.

4.14.6 Job satisfaction Moderating Effect on the Relationship between non-financial rewards and commitment

Objective 5 (a) was to establish the moderating effect of job satisfaction on the relationship between recognition and employee commitment in public sugar companies in Nyanza region. The findings ($\beta = -0.138$, $p = 0.010$) did not support this hypothesis, hence it was rejected and the objective was attained because of the significant interaction. It therefore meant that job satisfaction moderated the relationship between recognition and commitment. Recognition has a significant impact on an employee's decision to stay or leave her organization. This is in support to the study carried out by (Andrew and Kent, 2007), on employee satisfaction and commitment stated that rewards and recognition enhances the loyalty and commitment of all employees. Recognition can increase motivation, and employee loyalty.

Recognizing and praising workers are efficient ways of enhancing motivation, the behavior of employees in a business because of them being well thought-out as the most significant organizational compensations (Roberts (2006). In his study, Roberts (2006) asserted that letting employees to exercise their work freedom contribute positively to employee satisfaction, in turn boosting performance. In a study carried out by Shore & Shore (2001) on Nigerian workers found out that, employees who are able to experience and receive recognition for their work are also able to have a better perception of their work, their workplace and the people they work for.

Objective 5 (b) was to analyze the moderating effect of job satisfaction on the relationship between promotion and employee commitment in public sugar companies in Nyanza region. The findings ($\beta = -0.93$, $\rho = 0.000$) meant that the objective was not attained and so, the hypothesis was rejected. This study is in support to Rast & Tourani (2012) studied the factors that have a significant impact on job satisfaction among three private airlines' employees. The findings show that supervision, relationships, pay, nature of the job and promotion opportunities relate moderately to job satisfaction. Again, Tymon, Stumpf & Doh, (2010) found that intrinsic rewards and job satisfaction are positively correlated. Intrinsic and hygiene factors contribute greatly to satisfaction with organizations among employees.

Tausif (2012) investigated the relationship between non-financial rewards and job satisfaction among teachers in public schools in Pakistan. The study used 200 samples that were randomly selected. The findings show that non-financial rewards are the most powerful predictors of job satisfaction.

Objective 5 (c) intended to assess the moderating effect of job satisfaction on the relationship between sense of personal achievement and employee commitment in public sugar companies in Nyanza region. Equally the hypothesis stated that there is no significant effect of the moderating role on the relationship between sense of personal achievement and employee commitment in public sugar companies. The findings indicated that ($\beta = -0.60$, $\rho = 0.439$) meaning the objective was not attained but it supported the hypothesis. The explanation could be that when workers receive self-development training, the level of their job satisfaction is not influenced by training, this is contrary to (Jun *et al.*, 2006). It also contradicts Kerka (1998) who stated that, career development is an organized approach used to achieve employee goals with the

business needs of the agency workforce development initiatives. According to the author, the purpose of career development is to; enhance each employee's current job performance, enable individuals to take advantage of future job opportunities and fulfill agencies' goals for a dynamic and effective workforce.

Finally, objective 5 (d) was to examine the moderating effect of job satisfaction on the relationship between growth and employee commitment in public sugar companies. And hypothesis 5 (d) posited that there was moderating role of job satisfaction on the relationship between growth and employee commitment in public sugar companies in Nyanza region. However, the findings of this study ($\beta = -0.179$, $p = 0.043$) supported the objective but the null hypothesis was rejected. Therefore, job satisfaction moderates the relationship between growth and the dependent variable. The important factors in employee growth that an employee looks for himself are work profile, personal growth and dreams, and training and development. Career development is vital for both the employees and employers. Career development is mutual beneficial process because it gives imperative outcomes to employer and employees. To gain and maintain competitive advantage organizations required talented and productive employees and these employees need career development to enhance and cultivate their competencies (Prince, 2005).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter contains summary of the findings, hypotheses tested and why they were rejected or not rejected. It is followed by conclusions of the study, implications of the study in practice and theory, the conclusions drawn, and the recommendations made. It finally offers the suggestions for further research.

5.1 Summary of the Findings

Rewards are expected to increase employee commitment at work place. However, research indicates that commitment level of employees at sugar companies in Kenya is still wanting. This study therefore, sought to find out the effect of Job Satisfaction on Non-financial rewards and Employee Commitment in Public Sugar Companies in Nyanza region, Kenya. This was guided by specific objectives which was to assess the effect of recognition; promotion; sense of personal achievement and growth on employee commitment. The research philosophy adopted was positivism and explanatory research design. The study used closed questionnaire to collect information from the respondents.

The first objective was to assess the effect of recognition on employees' commitment. This objective was achieved because there was a significant relationship between recognition and employee commitment. The finding is consistent with past research findings which showed positive relationship of recognition with important employee outcomes. Recognition enhances employee motivation in his/her work. Effective recognition enhances employee motivation and increases employee commitment. Employees feel recognized when being praised and recognized in public for good work,

the company administration recognizes the good work they do. Again recognition enables employees to enhance their achievement and feel involved in the company culture, recognition also gives the company an opportunity to communicate the role that employees should play in making the organization a success. Furthermore, recognition for the work enables the employees to have a better perception of work, workplace and the people they work for. Moreover, recognition gives employees' priority to produce quality work regardless of number of tasks assigned. Other than that, employees' efficiently deliver their tasks on schedule and accurately deliver on tasks assigned to them by their employer. Further they can use their potential fully in their work and can learn new things while doing their work.

Objective two was to determine the effect of promotion, on employees' commitment. With regard to promotion, the company ensured that, before it promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities. Again, promotion expectations can also play a powerful role in boosting overall employee commitment. Promotion attracts capable individuals; necessitates logical training for advancement and forms an effective reward for loyalty and cooperation. As such, the employees feel satisfied with increasing promotion in an organization.

Objective three was to assess the effect of sense of personal achievement, on employees' commitment in public sugar companies. The results indicated that the objective was not attained since the results were not significant. Employee training provides opportunities to employees to widen their knowledge and abilities. This is contrary to study conducted by Kerka (1998) which states that when workers receive

self-development training, the level of their job satisfaction is higher than those without such training.

The objective number four was to determine the effect of growth on employee commitment in public sugar companies. The results indicate the objective was attained. This finding established that employees demonstrate greater levels of satisfaction and commitment if they are given ample opportunity for personal as well as professional growth in their organization. Growth is an integral part of every individual's career. If employees cannot foresee their path of growth in their current organization, there are chances that they will leave the organization as soon as they get an opportunity. The important factors in employee growth that an employee looks for himself are work profile, personal growth and dreams, and training and development. Growth is vital for both the employees and employers. Growth is mutual beneficial process because it gives imperative outcomes to employer and employees.

The objective number five was to determine the effect of job satisfaction on employee commitment in public sugar companies. Hence, it was hypothesized that there was no statistically significant relationship between job satisfaction and employee commitment in public sugar companies. The results supported this objective and made the null hypothesis rejected.

Objective 5 (a) was to establish the moderating effect of job satisfaction on the relationship between recognition and employee commitment in public sugar companies in Nyanza region. The findings did not support this hypothesis, hence it was rejected and the objective was attained because of the significant interaction. It therefore meant that job satisfaction moderated the relationship between recognition and commitment. Recognition has a significant impact on an employee's decision to stay or leave her

organization. Results show recognition can increase motivation. Recognizing and praising workers are efficient ways of enhancing motivation, the behavior of employees in a business because of them being well thought-out as the most significant organizational compensations. The results asserted that letting employees to exercise their work freedom contribute positively to employee satisfaction, in turn boosting commitment.

Objective 5 (b) was to analyze the moderating effect of job satisfaction on the relationship between promotion and employee commitment in public sugar companies in Nyanza region. The findings meant that the objective was attained either and so, the hypothesis was rejected. The findings show that supervision, relationships, pay, nature of the job and promotion opportunities relate moderately to job satisfaction. Intrinsic and hygiene factors contribute greatly to satisfaction with organizations among employees.

Objective 5 (c) intended to assess the moderating effect of job satisfaction on the relationship between sense of personal achievement and employee commitment in public sugar companies in Nyanza region. Equally the hypothesis stated that there is no significant effect of the moderating role on the relationship between sense of personal achievement and employee commitment in public sugar companies. The findings show that the objective was not attained but it supported the hypothesis. The explanation could be that when workers receive self-development training, the level of their job satisfaction is not influenced by training. It also contradicts the previous studies which stated that, career development is an organized approach used to achieve employee goals with the business needs of the agency workforce development initiatives.

Finally, objective 5 (d) was to examine the moderating effect of job satisfaction on the relationship between growth and employee commitment in public sugar companies. And hypothesis 5 (d) posited that there was moderating role of job satisfaction on the relationship between growth and employee commitment in public sugar companies in Nyanza region. However, the findings of this study supported the objective but the null hypothesis was rejected. Therefore, job satisfaction moderates the relationship between growth and the dependent variable. The important factors in employee growth that an employee looks for himself are work profile, personal growth and dreams, and training and development. Career development is vital for both the employees and employers. Career development is mutual beneficial process because it gives imperative outcomes to employer and employees.

5.2 Conclusion of the Study

There is overwhelming evidence from the study indicating that employee commitment was predicted by recognition, promotion and growth. It also concludes that job satisfaction strengthens recognition, promotion and growth to enhance employee commitment. These non-financial rewards do improve the commitment in an organization when employees are praised and recognized publicly for their good work, employee are promoted according to their capabilities to handle added responsibilities and organizations following a criteria when promoting employees.

Also, the study has established that employees who are satisfied with work environment, inter-personal relationship and work itself tend to be committed. The reason for this is that satisfied employees tend to look at the trust imposed on them, their free expression on problems facing them and mutual cooperation among the people in the company. As such, in the event that the employees have the ability to do

their best, ability to command dignity and respect from job and attachment towards their existing job, the employee commitment is enhanced. The implication is that, whenever employees are satisfied with the work itself and the working environment, there is a higher likelihood of commitment from such employees.

In addition, job satisfaction facilitates employee commitment. The findings imply that the sugar company's employees are given the necessary task, facilities and conducive working environment that enhances their commitment. In fact, employees play a pivotal role in decision making in the organization and have the required tools to perform their duties optimally.

Finally, job satisfaction moderates the relationship between recognition and employee commitment. Again, job satisfaction moderates the relationship between promotion and employee commitment. Furthermore, job satisfaction moderates the relationship between growth and employee commitment. The more the job satisfaction increases with recognition, promotion and growth, the more the employee commitment is increased.

5.3 Theoretical Implication

Theoretically, this study supports theory and contributes to the existing literature. First, it supports what has already been established by other scholars that recognition, promotion and growth have a significant effect on employee commitment. Secondly, the study reveals that job satisfaction is a powerful moderating variable as described by Herzberg two factor in enhancing employee commitment in sugar industries. The attractiveness of expected reward for given input will determine one's motivational soundness according to this theory and whether that reward responds to individual's personal goals.

The findings therefore give important theoretical contributions to the scholarly literature by including job satisfaction as moderator, which detects effects that would not have been known without the moderated analysis.

5.4 Recommendations

5.4.1 Managerial practice

This study recommends that manager should increasingly recognize and reward employees for their hard work put in place to achieve the tasks allocated to them on time.

Again, for promotion, managers should promote employees who can handle added responsibilities and is comfortable with the added responsibilities. Again, the study recommends that managers should come up with an internal equity and consistent non-financial rewards to benefit all employees. This will ensure that all needs of employees' are well integrated into the organization's decisions.

The study recommends that since growth influenced employees' commitment, organizations would be interested in providing opportunities for growth to their employees since it has a positive impact on commitment. It would be important for managers and policy makers to note to ensure employees are provided with such opportunities.

These recommendations, enables organizations to come up with strategies to follow to achieve sustainable competitive advantage through employee's commitment instead of focusing on things which all organizations in the same industry are capable to offer. This will help the organization run smoothly and employees will be committed to their work.

5.4.2 Policy Makers

Policy makers in organizations should establish fair practices regarding recognition, promotion and growth. Again the policy makers should know the degree to which each reward contribute directly to accomplishment of organization's strategic goals and objectives.

The policy makers in the ministry of labour, manufacturing and non-manufacturing firms to can used this recommendation to appreciate the usefulness of recognition, promotion and growth with job satisfaction attributes that can be used to attract competitive employees.

5.5 Recommendations for Further Research

This study focused on the effects of some indicators of non-financial rewards and on the employee commitment of public sugar companies. Therefore, future researchers should investigate the influence of each indicator of non-financial rewards on employee commitment in other sectors in Kenya. Again, in terms of methodology, future scholars can conduct a longitudinal study as well as appreciate both the quantitative and qualitative aspects of research. Moreover, future scholars, to investigate effects of sense of personal achievement on employee commitment since it was not significant in this study.

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APPENDICES

Appendix I: Letter of Transmittal

Mary Aluoch Odenyo
Moi University
P.O. Box
Eldoret

Dear Respondent,

RE: RESEARCH PROJECT

I am pursuing a course leading to the award of a Post Graduate Degree in Human Resource Development at Moi University. I am undertaking a research study on *job satisfaction on non-financial rewards and employee commitment in public sugar companies in nyanza region, Kenya*

In order to collect data for the study, I hereby request you to be one of the participants in the study. Kindly co-operate and give your honest response. I commit myself to share with you the results when the study is complete. All information given will be treated with utter confidence and will only be used for academic purposes. Thank you in advance,

Yours faithfully,

Mary Aluoch Odenyo

Appendix II: Questionnaire for Employees in Muhoroni and Sony Sugar Companies

Answer all questions as indicated by either filling in the blank or ticking the option that applies. The data will be processed objectively so answer the questions truthfully. There are no rights or wrong answers. Please read all the questions carefully. The survey has been designed to facilitate easy answering. Answer requires you to indicate a \surd to your appropriate responses. All surveys are **confidential**. Only the researcher sees and processes the questionnaire.

SECTION A: DEMOGRAPHIC BEHAVIOR

1.	Gender Male <input type="checkbox"/> Female <input type="checkbox"/>
2.	Age Less than 30 years <input type="checkbox"/> 31-40 years <input type="checkbox"/> 41-50 years <input type="checkbox"/> Above 51 years <input type="checkbox"/>
3.	Education Level Diploma/School <input type="checkbox"/> Under Graduate <input type="checkbox"/> Post Graduate <input type="checkbox"/>

SECTION B: ORGANIZATIONAL COMMITMENT

The purpose of this section is to establish your level of commitment to the company/organization. Please tick the level to which you agree or disagree with following statements relating to organizational commitment on the following scale: 5=Strongly Agree, 4=Agree, 3=Slightly Agree, 2=Disagree and 1=Strongly Disagree

a) **Affective Commitment**

Commitment	5	4	3	2	1
Affective Commitment					
I would be happy to spend the rest of my career with this company					
I feel a sense of belonging to the company					
I feel emotionally attached to the company					
The company has a great deal of personal meaning to me					

b) **Continuance Commitment**

Statement					
It would be hard for me to leave the company now, even if I wanted to					
One of the few negative consequences of leaving my company would be scarcity of available resources					
I feel that I have few options to consider leaving					

c) **Normative Commitment**

Statement					
I feel obligated to the organization					
This company deserves my loyalty					
I owe the company a lot					
I would feel guilty if I left the company now					

SECTION C: DETERMINANTS OF JOB SATISFACTION

To what extent following determinants of job satisfaction affect your commitment in the company?

Statement	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
a) Work Environment					
Am satisfied with pleasant environment					

There is provision of safety appliances at work place					
Efficiency of equipment and tools at the work place					
Comfortably of working hours					
b) Inter- Personal Relationship					
Trust imposed on me by my superiors					
Free expression of problems in free and informal atmosphere					
Free discussion between superiors and employees					
Mutual cooperation among people in the company					
Encouragement given by seniors in experimenting the new methods of doing my work					
c) Work Itself					
Ability to do the best of my work					
Requirement of physical efforts and previous experience to my job					
Ability to command dignity and respect from the job					
Attachment towards my existing job					

SECTION D: Non financial Rewards Commitment

a) Recognition and Commitment

To what extent does recognition influence your commitment to the company? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent

Recognition	5	4	3	2	1
I am being praised and recognized in public for good work					
The company administration recognizes the good work I do					
Recognition enables me to enhance my achievement and feel involved in the company culture					
Recognition gives the company an opportunity to communicate the role that employees should play in making the organization a success					
Recognition for the work enables me to have a better perception of my work, workplace and the people I work for					

b) Promotion and Employee Commitment

To what extent do you agree with the following statements effects of promotion on employee commitment? Key:1- Strongly Disagree, 3- Neutral, 5- Strongly Agree

Promotion	5	4	3	2	1
Before a company promotes an employee to a particular position it ensures that the person is able to handle the added responsibilities					
Promotions are an important aspect of a worker's career and life, affecting other facets of the work experience					
Companies can use promotions as a reward for highly productive workers, creating an incentive for workers to exert greater effort hence commitment					
Promotion expectations can also play a powerful role in boosting employee performance and overall employee commitment					
Promotion provides incentive to initiative, enterprise and ambition; minimizes discontent and unrest;					
Promotion attracts capable individuals; necessitates logical training for advancement and forms an effective reward for loyalty and cooperation					

c) Sense of Personal Achievement and Employee Commitment

To what extent does personal achievement affect your commitment to company? Use 1-Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent

Sense of personal achievement	5	4	3	2	1
The company provides me with job specific training					
The organization employees receive personal achievement and development opportunities in workplace skills in regular on a regular basis					
Sufficient money is allocated for product and solution training					
I have the opportunity to be involved in activities that promote my professional development/achievements					
Development plans are developed and monitored for all employees					
Development programs are consistently evaluated					
The organization releases employees from regular work to attend training and even sponsor them where possible					
There is a well-organized training program in the organization for employee achievement					

d) Growth and Employee Commitment

What is the influence of employee growth on commitment to the company?

Key:1- Strongly Disagree, 3- Neutral, 5- Strongly Agree

Growth	5	4	3	2	1
Availability of schemes for personal growth and development					
Communication of schemes for personal growth and development					
Conduct of programme for personal growth and development					
Deputation to other jobs to learn new skills					
Conduct of workshops and seminars for further development					
Involvement of employees in HRD activities and decision making process					
Opportunities provided for feedback and counseling facilities					
Interest shown by the superiors in the development and growth of their subordinates					
Selection criteria followed for promotions					

Appendix III: Pilot Study Reliability and Construct Validity SPSS Output

Reliability test for all items

Cronbach Alpha	N of Items
.917	52

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.873
	Approx. Chi-Square	1844.866
Bartlett's Test of Sphericity	Df	55
	Sig.	.000

Rotated Component Matrix^a

	Component	
	1	2
Happy to spend the rest of career with company	.739	
Feel sense of belonging	.758	
Feel emotionally attached	.601	.543
Great deal of personal meaning to me	.557	.523
Hard for me to leave company	.557	
Negative consequences scarcity of resources	.595	
Have no options to consider leaving	.685	
Feel obligated to organization	.585	.576
Company deserve my loyalty		.803
I owe the company a lot		.878
Feel guilty if I left the company		.721

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.628	72.564	72.564	3.628	72.564	72.564
2	.648	12.968	85.532			
3	.315	6.304	91.835			
4	.258	5.162	96.998			
5	.150	3.002	100.000			

Extraction Method: Principal Component Analysis.

Appendix IV: Morgan and Krejcie Sample Size Table

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Appendix V: Random Number Table

13962 70992 65172 28053 02190 83634 66012 70305 66761 88344 43905 46941 72300 11641
 43548 30455 07686 31840 03261 89139 00504 48658 38051 59408 16508 82979 92002 63606
 41078 86326 61274 57238 47267 35303 29066 02140 60867 39847 50968 96719 43753 21159
 16239 50595 62509 61207 86816 29902 23395 72640 83503 51662 21636 68192 84294 38754
 84755 34053 94582 29215 36807 71420 35804 44862 23577 79551 42003 58684 09271 68396
 19110 55680 18792 41487 16614 83053 00812 16749 45347 88199 82615 86984 93290 87971
 60022 35415 20852 02909 99476 45568 05621 26584 36493 63013 68181 57702 49510 75304
 38724 15712 06936 37293 55875 71213 83025 46063 74665 12178 10741 58362 84981 60458
 16194 92403 80951 80068 47076 23310 74899 87929 66354 88441 96191 04794 14714 64749
 43097 83976 83281 72038 49602 94109 36460 62353 00721 66980 82554 90270 12312 56299
 78430 72391 96973 70437 97803 78683 04670 70667 58912 21883 33331 51803 15934 75807
 46561 80188 78984 29317 27971 16440 62843 84445 56652 91797 45284 25842 96246 73504
 21631 81223 19528 15445 77764 33446 41204 70067 33354 70680 66664 75486 16737 01887
 50934 43306 75190 86997 56561 79018 34273 25196 99389 06685 45945 62000 76228 60645
 87750 46329 46544 95665 36160 38196 77705 28891 12106 56281 86222 66116 39626 06080
 05505 45420 44016 79662 92069 27628 50002 32540 19848 27319 85962 19758 92795 00458
 71289 05884 37963 23322 73243 98185 28763 04900 54460 22083 89279 43492 00066 40857
 86568 49336 42222 40446 82240 79159 44168 38213 46839 26598 29983 67645 43626 40039
 51492 36488 70280 24218 14596 04744 89336 35630 97761 43444 95895 24102 07006 71923
 04800 32062 41425 66862 49275 44270 52512 03951 21651 53867 73531 70073 45542 22831
 15797 75134 39856 73527 78417 36208 59510 76913 22499 68467 04497 24853 43879 07613
 26400 17180 18880 66083 02196 10638 95468 87411 30647 88711 01765 57688 60665 57636
 36070 37285 01420 74218 71047 14401 74537 14820 45248 78007 65911 38583 74633 40171
 97092 79137 30698 97915 36305 42613 87251 75608 46662 99688 59576 04887 02310 35508
 69481 30300 94047 57096 10853 10393 03013 90372 89639 65800 88532 71789 59964 50681
 68583 01032 67938 29733 71176 35699 10551 15091 52947 20134 75818 78982 24258 93051
 02081 83890 66944 99856 87950 13952 16395 16837 00538 57133 89398 78205 72122 99655
 25294 20941 53892 15105 40963 69267 85534 00533 27130 90420 72584 84576 66009 26869
 91829 65078 89616 49016 14200 97469 88307 92282 45292 93427 92326 70206 15847 14302
 60043 30530 57149 08642 34033 45008 41621 79437 98745 84455 66769 94729 17975 50963
 13364 09937 00535 88122 47278 90758 23542 35273 67912 97670 03343 62593 93332 09921
 25306 57483 98115 33460 55304 43572 46145 24476 62507 19530 41257 97919 02290 40357
 38408 50031 37703 51658 17420 30593 39637 64220 45486 03698 80220 12139 12622 98083
 17689 59677 56603 93316 79858 52548 67367 72416 56043 00251 70085 28067 78135 53000
 18138 40564 77086 49557 43401 35924 28308 55140 07515 53854 23023 70268 80435 24269
 18053 53460 32125 81357 26935 67234 78460 47833 20496 35645

From The Rand Corporation, *A Million Random Digits with 100,000 Normal Deviates* (New York: The Free Press, 1955), by permission.

Appendix VI: Letters of Authority to Collect Data

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
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7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



**National Commission for Science,
Technology and Innovation**

**RESEARCH CLEARANCE
PERMIT**

Serial No.A 17810

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MS. MARY ALUOCH ODENYO
of MOI UNIVERSITY , 7263-40100
KISUMU,has been permitted to conduct
research in Kisumu County

on the topic: INTERGRATION OF
NON-MONETARY REWARDS ON
EMPLOYEES JOB SATISFACTION
INSELECTED PUBLIC AND PRIVATE
ORGANIZATIONS IN KENYA


for the period ending:
26th February,2019



.....
**Applicant's
Signature**



.....
Director General
**National Commission for Science,
Technology & Innovation**



CHEMELIL SUGAR COMPANY LIMITED

P. O. Box 177, MUHORONI - 40107, KENYA or
 P. O. Box 1649, KISUMU - 40100, Kenya
 Phone: 020 2031883/4/5/7
 GSM Lines: 0722 209798, 0710 766383, 0735 234 733
 Chemelil Academy Line: 020 2031881
 Fax: 020 2031886
 Email: md@chemsugar.co.ke
 csc@chemsugar.co.ke
 Website: www.chemsugar.co.ke

Our Ref: CSCL/HRD/TR/RC/88

January 17, 2019

Mary Aluoch Odenyo
 P.O. Box 3900
ELDORET

Dear Madam,

RE: REQUEST TO COLLECT DATA FOR ACADEMIC RESEARCH

Refer to your letter dated 15th January 2019 on the above subject.

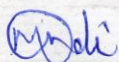
This is to inform you that your request to collect data within the company for your research project on "integration of non-monetary rewards on employees job satisfaction in selected public and private organizations in Kenya" has been granted.

You will be expected to surrender a copy of your final research to training Office for records.

Wishing you success in your research.

Yours faithfully,

For: **CHEMELIL SUGAR COMPANY LIMITED**



M. OMONDI
Ag. HEAD OF HUMAN RESOURCE



(ALL CORRESPONDENCE TO BE ADDRESSED TO THE MANAGING DIRECTOR)





South Nyanza Sugar Company Limited

February 21, 2019

✓ Mary A. Odenyo
Moi University
Eldoret

Dear Madam,

Re: Permission to collect Data

Reference is made to your letter dated 12th February 2019 regarding the above subject.

We are pleased to inform you that Management has approved your request to carry out research study on "Non-Financial Rewards, Job Satisfaction on Employees Commitment in Selected Sugar Industries in Nyanza Region"

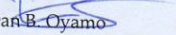
Please note that you will be required to provide a copy of the research work to the undersigned upon completion of the study.

Further note that the research you are to conduct is for academic purpose only.

Arrange therefore to report to the undersigned for guidance on the same.

Thank you.

Yours faithfully,
For South Nyanza Sugar Company Limited


Dan B. Oyamo
Human Resource Development Manager



Registered Office
Muhoroni Sugar Factory
Kericho-Kisumu Road
P. O. Box 2 MUHORONI (KENYA)
Tel GSM: 0734151474; 0728609809;
(+254)0202333559; 0202415099
Fax: (+254)0202333570
e-mail: info@musco.co.ke

Our Ref: REC/HRM/49/2019

Date: 14 February, 2019

Mary Aluoch Odenyo
Moi University
P.O. Box
ELDORET.

Dear Madam

RE: ACADEMIC RESEARCH

This is in reference to your request dated 12 February, 2019 to conduct academic research in our institution.

We wish to inform you that permission has been granted to carry out the research at your convenience.

Note: All information collected should be treated with utmost confidentiality and strictly for academic research purposes.

Yours faithfully,

For & On behalf of:
MUHORONI SUGAR COMPANY LTD. (IN RECEIVERSHIP)

Rachel Mayaka
RACHEL MAYAKA
HEAD OF HUMAN RESOURCES
FOR: JOINT RECEIVER MANAGERS



Appendix VII: Anti-plagiarism Similarity Index



Plagiarism Checker X Originality Report

Similarity Found: 7%

Date: Wednesday, December 07, 2022

Statistics: 4676 words Plagiarized / 67439 Total words

Remarks: Low Plagiarism Detected - Your Document needs Optional Improvement.

JOB SATISFACTION ON NON FINANCIAL REWARDS AND EMPLOYEE COMMITMENT IN PUBLIC SUGAR COMPANIES IN NYANZA REGION, KENYA MARY ALUOCH ODENYO A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DOCTOR OF PHILOSOPHY DEGREE IN HUMAN RESOURCE DEVELOPMENT IN THE DEPARTMENT MANAGEMENT SCIENCE AND ENTERPRENUERSHIP, SCHOOL OF BUSINESS AND ECONOMICS, MOI UNIVERSITY 2020 DECLARATION Declaration by the Student I hereby declare that; this thesis is my original work and has never been presented in any other award. As such, no part of this work may be reproduced or submitted without the prior permission of the author /or Moi University, Eldoret.

Signature _____ Date _____ Odenyo Mary Aluoch REG NO SHR/DH/04/14 Declaration by the Supervisors This work has been submitted for examination with our approval as university supervisors Signature _____ Date _____ Prof. LS Mulongo Department of Geography and Environmental Studies School of Arts Signature _____ Date _____ DR. Lydia Maket Department of Management science School of Business and Economics