



INFLUENCE OF SELECTED PSYCHOLOGICAL FACTORS ON COMMITMENT AMONG EMPLOYEES OF KENYA TEA DEVELOPMENT AGENCY FACTORIES IN BOMET COUNTY KENYA

Ms Dorothy Mitei, Cecilia Sang

ABSTRACT

Psychological Contract is a term used by many as analytical tool used to describe the employment association consisting of a distinctive blend of values embraced by a person and the employer about what they anticipate of one another. The study was inspired by the need to understand the reason of high staff turnover in the KTDA factories within Bomet County. The purpose of the study was to establish the influence of selected psychological factors on employee commitment among KTDA factory workers in Bomet County, Kenya. Employee development, safe and healthy workplace, recognition and employment commitment. The study was guided by correlational design and using hypothesis, the influence of selected factors was tested to determine the level of significance. Relevant literatures on psychological contract were reviewed to determine the gap with existing research and also to find out the theoretical framework that guided the research. The design used in the study was mixed research design, it was deemed appropriate as it offers advantage that counterbalances the shortcomings of both qualitative and quantitative research. The study was conducted in five KTDA factories within the Bomet County namely, Kobel, Rorok, Mogogosiek, Tirgaga and Kapkoros by considering a sample size of 216 employees. A two-stage sample procedure was adopted to select respondents. First, respondents were divided according to their work stations. Then, individual respondents from each level were chosen by simple random sampling procedure. Data was collected using structured questionnaires. Construct validity was used in the research to check the validity of the instruments while reliability was established using Cronbach's Alpha technique. Data was analyzed using SPSS. The study established that employee development relates positively with employee commitment therefore suggesting the organization should encourage employees to go for training to improve their skills and knowledge on their roles and ensure that policies that enhance employee development are in place. The study found that. The study established that there was a correlation between a safe and healthy work environment which may lead increased productivity and minimal job dissatisfaction. It was also noted that there was a significant relationship between recognition and employee commitment. Workers are more likely to be stimulated to boost productivity when they are appreciated through recognition of their efforts. The study therefore concludes that the organizational setup affects the employees' commitment in the organization. From this, it can be noted that employee commitment to their work in KTDA was tied to factors such as safe and healthy work environment and recognition through appreciation of their efforts

INTRODUCTION

Contracts are a backbone of workplace association, forming the foundations for commitment or disengagement among workers in their workplace (Coyle-Shapiro and Parzefall, 2008). Whether they are in a written form or spoken, they are undertakings done in trade for a reward and imposed, and accepted, by law (Guest and Conway, 2002). The urge to hold on to staff of higher caliber, it is necessary to comprehend the associations workers cultivate with the organization. From this understanding, the organizations can come up with plans to support constructive workplace results which will lead to efficiency and retention. Maligh and Emmanuel (2019), in a study to establish the connection between employee commitment and psychological contract found out the there was a connection between the two variables. The study recommended that Managers should be proactive in when dealing with psychological contract to improve employee commitment. If this promise linking a worker and organization is satisfied, improved career achievement will be achieved; though, when the

agreement is dishonored by the organization, the worker may be involved in unconstructive place of work behaviours (Guest and Conway, 2002).

Moreover, the result of violation and fulfillment may vary across employees because of individual differences. One such significant variance is organizational commitment. A person's commitment to the organization has an influence on how that employee conducts him/herself in the workplace (Wasti, 2005). Through the scrutiny of psychological contracts within the setting of organizational commitment, researchers can find a more in depth understanding of how violation and fulfillment of the psychological contract can influence workplace outcomes. Rousseau (2000) presented different types of contracts which include: relational, balanced, transactional and transitional. Relational contracts relate to stability and are centered on mutual trust and loyalty, while rewards emphasis on membership and participation, and loosely on performance.



Balanced contracts are vibrant, open-ended and conditioned on opportunities to develop career progression within and outside the organization. Rousseau further discussed how rewards within a balanced contract are engrossed on performance and the necessity to contribute to the achievement of business ends. Transactional contracts are short-term aiming at monetary exchange and comprise work with a slim set of responsibilities, without training provided for the employee; they take place during periods of organizational change. Most researchers have concentrated on the effect of emotional agreement contentment on workers and company end results. According to Muguire (2003), Commitment, as an employee obligation, can be defined as the relative strength of an individual's identification with and involvement in a particular organization. This commitment is indicated by strong belief in an organization's goals and values that is often operationalized in terms of attachment to the organization and the willingness to exert effort on behalf of the organization. The significance of the connection between psychological contract and employee commitment cannot be over emphasized. Managers would be interested in this connection if they have to realize organizational success.

Nonetheless, studies have not exhaustively scrutinized the consequences that psychological contract may have on employees commitment to the company. Being able to comprehend how emotional agreement influence workers dedication to the company allows the employer to achieve it. Breach of Psychological contract can lead to feedbacks which can range from attitudinal to behavioral. The feedbacks convert into diverse work end results which influence the general performance of the company

LITERATURE REVIEW

Psychological Contract

Psychological contract is a laid down responsibility or assurance linked to service association (Rousseau & Tijoriwala, 1998). The key focal point of the psychological contract is the service association linking an employer and an employee at the personal point (Guest & Conway, 2002). It entails employees' opinions concerning what organization is obliged to them and in turn what they are indebted to their employers (Lambert, Edwards & Cable, 2003).

Two types of psychological contracts have been identified, transactional and relational (Rousseau, 2000). Transactional contracts comprise precise monetary exchanges involving employers and employees. These contracts take place within a definite time period and are regularly narrow in scope. (Rousseau, 2001). In addition, they comprise limited connectivity between both parties: a trade/exchange (Rajan, Lande & Chapple, 1998). In TPCs, job desires and hopes are likely to be clear and detailed in advance, thus allowing individuals to gauge personal costs and benefits linked with the exchange and standardize their contributions accordingly: a rational, objective and transparent process.

On the other hand, relational contracts are often centered on non-economic (socio-emotional) exchanges. They are indefinite and do not cover any specified period of time. These contracts may change over time and come with ill-defined scopes and variable interpretations (Rousseau, 1990). They revolve around trust, respect, and loyalty. It is vital to note that while the promissory views involved in transactional contracts are certainly a part of work in general; they are restricted to these exchanges. Relational contracts may consist of economic exchanges; they also cover other non-economic promissory sides of working life. RPCs are likely to be more complicated than transactional in terms of both what is expected from employees and from organization, built on social exchange and reciprocity in employment relationships.

Organizations presume commitment beyond the simple accomplishment of assigned tasks. In short they require more than transactional contracts can deliver. For instance, good citizenship duties that cannot be standardized and codified take one into the realm of the relational contract (Organ & Ryan, 1995). Individual employees may expect organizations to "be indebted" them for their loyalty and commitment to non-job tasks. Such obligations will be paid in a number of non-financial ways, such as retention, personal development, flexible working, and advancement (Hiltrop, 1995).

COMPONENTS OF PSYCHOLOGICAL CONTRACT

Employee Growth and Commitment in the Workplace

Achievement of the strategic goals of any organization depends largely on the employee competence. Training and development activities conducted for the employees enhances the employees skills which in turn improves their performance at the work place and commitment to the organization (Ivancevich, 2010 cited by Achim, 2020).

Employees today live with the endless feeling of wanting to provide their labour with no time to achieve professional or individual goals (Moses, 1999). Such feelings can be alleviated through Employee development programmes. Employees will have a hard time caring about a company if they have a feeling that the company does not care about them (Garger, 1999). People know the value of working for a company that is ready to invest money in them, even if that investment eventually benefits the organization (Wilson, 2000). According to Carole Jurkiewicz (2000), feelings that the individual is of some importance to the organization and feelings that the organization can be relied on to carry out its commitments to its employees Organizations need not only their employees to help them be successful; employees need to feel like they are making a change in attaining the goals of the organization (Gerbman, 2000).

According to Ngobeni, Saurombe and Renjini (2022), line Managers identified talent management as the most frequently emerging theme. From their study it was observed that employees expected managerial support and to be empowered to carry out



their responsibilities. Performance management, remuneration and employee benefits should be fair. Employees especially after COVID 19 pandemic expect a safer working environment that ensures both physical and mental health. Organizations may have to ensure that the workers are provided with safe tools to use at the work place. Organizations making use of employee development programmes are undergoing greater employee happiness with lower turnover rates (Wagner, 2000). According to Stacey Wagner, a director with the American Society for Training and Development, training employees leads to loyalty in the company because employees know the organization is investing in their futures (Rosenwald, 2000). Employee development is one of the psychological contracts that can determine whether an employee would be committed to the organization and its success.

Safe and Healthy Work Place and Commitment

Workplace safety and health is about guaranteeing that humans remain in good physical conditions at work. It is aimed at increasing workers capacity to deliver better. There are different means provided by the International Labor Organization to promote occupational safety and health, namely, codes of practice, international labor standard, dissemination of information and the provision of technical advice through workshop and publication. These means are aimed at increasing the government capacity and its members to prevent workplace accidents and occupational diseases through improving conditions of work

According to Umugwaneza, Claudine & Irechukwu, Eugenia & Mugabe, Jean (2019) studies indicate that most workers are aware of the dangers of occupational health and safety in the workplace and although employees are aware of the occupational health and safety concerns they neglect to put on the Personal Protective Equipments saying that it is too hot. In addition occupational health and safety significantly affects employee commitment and performance. The recommendations that have been given require Management to provide regular education and training on occupational health and safety concerns to prevent workplace injuries, hence, promote productivity. Sauter, Lim, and Murphy (1996), described a workplace which is healthy as any organization which “utilizes a blend of worker achievements for good health and company objectives for efficiency and success”. The two vital elements embedded in the description are the wellbeing of workers and accomplishments of the company (Jaffe, 1995). The two constitute a change in the approach of what institutes health within the company. The notion of a fit place of work developed during the ancient times. Robin (2003) noted that originally the fitness of a company was evaluated in terms of the bottom line. The focus of many companies was to shun being unwell as opposed to optimizing health. Organizations began in 1940s to host picnics and outings for their employees. In the 1970s and 80s, companies provided fitness programmes for workers. As of now, employees in companies worldwide are drowned with several organizational programs intended to maximize employee health and that of the organization. The

rising interest and investment in workplace health promotion parallels the role of work in the majority of individuals’ lives.

Human resource Professionals have begun to position healthy workplace programmes and activities as a source of competitive advantage to restrict increasing health care costs, assist in the attraction, acquisition, and retention of employees; better manage the employer employee relationship; meet the needs of an increasingly diverse workforce, and boost employee morale (Fulmer, Gerhar, & Scott, 2003). Booher, (2000) assess that developments in the corporal plan of the place of work might outcome in a five to ten percent raise in workers efficiency. Nonmonetary rewards such as employee recognition are likely to motivate employees to improve their performance. Recognition is the appreciation, acknowledgement, or endorsement of the positive actions or behaviors of an individual or group (Caligiuri, 2010). A number of research studies indicate that nonmonetary payments such as recognition and other inherent payments are sine qua non for job contentment (Robbins, 1993). Based on a study of 200,000 employees, Gostick and Elton (2007) conclude that if employee recognition is piloted well, it can lead to growth in profitability and customer provision levels, and intensify employee commitment. Daniels (1999) concludes that when supervisors heighten their daily frequency of contingent positive reinforcement, quality and productivity are enhanced.

Employees benefits from positive strengthening and recognition from peers and/or management. Recognition can inspire, helping to build feelings of confidence and satisfaction (Keller, 1999) and inspire allegiance and commitment, as well as inspiring employees to extend their energies (Robbins and Judge, 2008). Darling, (1997) claims that one of the most effective morale promoters is compliment for a job well done. She adds that frequently identifying and rewarding employees can be one of the easiest ways to keep employees fulfilled and productive. For most people, feelings of self-worth are associated with their work. Recognition is an crucial tool for business owners, managers, and HR professionals in boosting employee motivation and organizational success. Allen and Helms’ (2002) research established the significance of frequent appreciation and expressions by managers and leaders to promote the action of the workers to attain organizational objectives. The research supposed that recognition of workers in any organization will lead to high individual productivity, greater employee contentment and enjoyment of work, increase greater loyalty and satisfaction scores from customers, boost teamwork between employees, retention of quality employees and lower negative effects such as absenteeism and stress are minimized. Therefore, lack of recognition influence the commitment of employees in an organization.

Working environment is an instrument that can be used to boost business results and workers well-being (Huang, Robertson & Chang, 2004). For workers to be committed and productive, sufficient amenities should be availed. Workers commitment and plan to stay with the organization is affected by insufficient



equipment and undesirable working environment. (Weiss, 1999) as well as levels of job contentment and the insight of justice of pay (Bockerman and Ilmakunnas, 2006). A research performed by Roelofsen (2002) suggests that upgrading working environment leads to a reduction in a number of complaints, skipping of work and productivity. The indoor work environment has the main effect on productivity in relation to job stress and job dissatisfaction. As advocated by Govindarajulu (2004), in the twenty-first century, organizations are heading to a more calculated approach to environmental management to improve their productivity through improving the performance level of the employees.

It is evident in the research findings of Patterson, (2003) that when workers are satisfied with their job the company is likely to perform in terms of subsequent profitability and particularly productivity. Sekar (2011) says that the association between the workstation, work, and the tools of work becomes an essential part of work itself. The organizations that order how, exactly, to maximize employee productivity focus around two major areas: infrastructure of the work environment and personal motivation (Sekar, 2011). Haynes (2008) expounds that office productivity is influenced by behavioral office environment. It was found that interaction was the component to have the most positive effect on productivity in all of the work patterns, and distraction was perceived to have the most negative. Since workers are the most valuable resource of an organization, their management will bring a difference to company performance (Patterson, 1997). Therefore, Health and Safety is very crucial in any organization since it safeguards the well being of employers, visitors customers and other stakeholders of the organization and helps reduce absenteeism, ensures work environment is kept to higher standards, reduces insurance claims and enhance the brand value and good value of the company. The researcher therefore believed that safe and healthy workplace leads to commitment to the organization.

Employee recognition and appreciation in the workplace

Nonmonetary rewards such as employee recognition are likely to motivate employees to improve their performance. Recognition is the appreciation, acknowledgement, or endorsement of the positive actions or behaviors of an individual or group (Caligiuri, 2010). A number of research studies indicate that nonmonetary payments such as recognition and other inherent payments are sine qua non for job contentment (Robbins, 1993). Based on a study of 200,000 employees, Gostick and Elton (2007) conclude that if employee recognition is piloted well, it can lead to growth in profitability and customer provision levels, and intensify employee commitment. Daniels (1999) concludes that when supervisors heighten their daily frequency of contingent positive reinforcement, quality and productivity are enhanced. Employees benefit from positive strengthening and recognition from peers and/or management. Recognition can inspire, helping to build feelings of confidence and satisfaction (Keller, 1999) and inspire allegiance and commitment, as well as inspiring employees to extend their energies (Robbins and Judge, 2008). Darling, (1997)

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Recognition is a crucial tool for business owners, managers, and HR professionals in boosting employee motivation and organizational success. Allen and Helms' (2002) research established the significance of frequent appreciation and expressions by managers and leaders to promote the action of the workers to attain organizational objectives. Though acknowledgment is not prevalent, Nelson's (2005) study revealed that a high percentage of workers point out that it is very crucial for them to be recognized by their manager, and 84 percent of managers resolved that providing nonmonetary recognition as a payment has heightened performance. Recognition can include things like postcards or letters, souvenirs, flexible schedule, autonomy, praise and appreciation, being given a bouquet of flowers, preparing a short video that celebrate employee accomplishments, writing a note to their family sharing how important the persons contribution to the company has been, allowing them to choose one day a week to work from home (Darling, 1997). Recognition plays a key role in effective reward practices and is ranked as one of the most powerful motivators (Childs, 2005). These informal payments necessitate least planning, efforts or expense (Darling, 1997) and can be given for a number of reasons including recognition for a job well done, a birthday, a service anniversary, a special favor, completing an unpleasant task, or saving the company time or money (Robbins, 1993). Other effective recognition actions include spoken and written compliment, public compliment, and symbolic gestures by managers (Nelson and Spitzer, 2003). Recognition efforts that are opportune, genuine, and personal can serve as a major means of motivation to employees. Nelson and Spitzer (2003) state that Managers should be in continuous contact with the workers if they are to conclude what they most value and then find ways to act methodically on those anticipated forms of recognition and rewards as they perform well. This suggests that managers need to differentiate the forms of recognition, bringing in new things, trying with them, and removing others that have run their course and are no longer motivating to employees.

Organizations need to commit the required time and attention if it is to provide the desired results. Managers need to create goals and action plans that recognize the behaviors and accomplishments that warrant rewards within the organization (Sartain and Finney, 2003). Managers should establish criteria for identifying employees who are eligible for recognition, then recognize anyone who meets the criteria by being consistently fair. Recognition programs have to be tied to achievement and business related activities (Nelson, 2005). Managers need to be specific and timely when providing recognition, which will help create positive feelings that will affect employee performance (Daniels, 1999). According to Gostick and Elton (2007), if employee recognition is to provide favorable outcomes, it needs



to be applied within a context of goal-setting, open communication, trust and accountability. A good recognition program has to communicate attitudes and behaviors that are recognized by the organization.

According to the University of Iowa (2009), if a recognition is to offer the required outcomes, it has to have own value, necessitating managers to consider the nature of the achievement and the recipient’s preferences; it must be gotten, requiring managers to focus on the nature of the achievement the recipients view as meaningful; it must be timely, requiring managers to reward instantly; and it has to be accompanied by a celebration, requiring managers to get to know the individual before planning the delivery forum-whether public or delivered one-on-one. Lastly, the attitude of celebration is the main factor in creating a permanent, positive memory of the recognition effort.

METHODOLOGY

Research Design

The study used mixed research design. This design was deemed appropriate as it provides strengths that offset the weaknesses of

both quantitative and qualitative research thus by using both types of research, the strength of each approach will make up for the weaknesses of the other. Similarly, the design can be easy to describe and report, it is also helpful in designing and validating an instrument. This research design has some limitations such as it can be very complex. It takes much more time and resources to plan and implement it. It may also be unclear how to resolve discrepancies that arise in the interpretation of the findings. To eliminate this, the questionnaire and interview schedule were adequately prepared and tested for reliability and validity.

Target Population

According to Ngechu (2004), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. The population for the research included 216 employees from five KTDA factories within the Bomet County namely, Kobel, Rorok, Mogogosiek, Tirgaga and Kapkoros. The staff structure of KTDA factories is made up of top management, junior management and general workers. The population characteristic is summarized in the table

xxx
Table 1 Target Population

Factories	Top Management	Junior Management	General Workers	Total
Rorok	4	15	66	85
Kobel	7	12	84	103
Kapkoros	6	14	80	100
Tirgaga	8	15	95	118
Mogogosiek	5	13	70	88
	30	69	395	494

Sampling Procedures

A two-stage sampling procedure was used to pick respondents. First, respondents were stratified according to their factories. Secondly, individual respondents from each level were selected using simple random sampling procedure. A sample is a subset containing the characteristics of a larger population (Mugenda and Mugenda 2003). Samples are used in statistical testing when population sizes are too large for the test to include all possible members or observations. The sample size was 216 and was determined using Krejcie (1970) formula as shown:

$$N=(X^2Npq)/(d^2(N-1) + X^2pq)$$

When the target population of 494 is substituted in the formula the results is as shown below:

$$\begin{aligned}
 n &= \frac{3.841 * 494 * 0.5 * 0.5}{0.05^2(494-1) + 3.841 * 0.5 * 0.5} \\
 &= \frac{474.3635}{1.2325 + 0.96025} \\
 &= \frac{474.3635}{2.19275} \\
 &= 216.33 \\
 &= \mathbf{216}
 \end{aligned}$$

Table 2 Sample Size per Category

Strata (Tea Factories)	Top Management		Junior Management		General Workers		Total Sample
	Population	Sample	Population	Sample	Population	Sample	
Rorok	4	2	15	7	66	28	37
Kobel	7	3	12	5	84	37	45
Kapkoros	6	2	14	6	80	36	44
Tirgaga	8	4	15	7	95	41	52
Mogogosiek	5	2	13	6	70	30	38
Total	30	13	69	31	395	172	216



Data Collection Instruments

The researcher administered questionnaires to the population as a way of collecting data. The selection of this tool was guided by the nature of data to be collected, the time available as well as by the objectives and hypothesis of the study. The researcher was mainly concerned with the views, opinions, perceptions, feelings and attitudes. Such kind of information can be best collected through the use of questionnaire (Cohen and Manion, 2000). The questionnaire to be designed in this study comprised of two sections. The first part was designed to determine fundamental issues including the demographic characteristics of the respondents, while the second part consist questions where the four variables are focused.

Validity of the Research Instruments

Mugenda and Mugenda (2008) define validity as the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. Therefore validity is concerned with measurement of the extent to which the research instrument is measuring what was intended to measure. Its importance is captured in a statement by Creswell (2014) that if a piece of research is invalid then it is worthless. To increase validity and protect the research from threats of validity, the researcher: pre-tested the research instrument to ensure that: the questions were in line with the objectives of the study; there were no ambiguities in instructions, terms and questions; and that, leading questions were avoided. The feedback from the pretest was used to reword any questions that did not yield the information required.

Reliability of the Research Instruments

The reliability of the data collected was judged through tests. According to Golafshani (2003), reliability is the stability or consistency of scores over time. Reliability coefficient of the research instrument was assessed using Cronbach’s Alpha coefficient. This measures internal consistency among a group of items combined to form a single scale. It is a reflection of how well the different items complement each other in their measurement of different aspects of the same variable or quality and it interpret like a correlation coefficient. The questionnaire is

considered reliable if the Cronbach’s Alpha coefficient is greater than 0.70 (Katou, 2008). The four independent variables and the dependent variable were subjected to reliability test using SPSS and the results obtained are shown in table 3.

Data Collection Procedures

The researcher obtained communication inform of a letter from the Board of Graduate Studies, which was taken to the National Council of Science and Technology to be awarded with a research permit. This permit was presented to the Factory Unit Manager of the five KTDA factories within the Bomet County, to seek permission to carry out research in their organizations thereafter the questionnaires was administered by the researcher to the selected respondents at their work place. Questionnaires were then left with the workers and were later on collected. Each questionnaire was encrypted and only the researcher identified which person responded.

Data Analysis and Presentation

The collected data from the questionnaire was methodically organized in an approach enabling scrutiny. It consisted putting together data collected, coding, editing and cleaning of data in readiness for processing using Statistical Package for Social Sciences (SPSS) package version 19.0. The coded data was keyed into the SPSS program where it was developed into a database and hence analyzed. SPSS was preferred because it was very systematic and covered a wide range of the most common statistical and graphic data analysis. Descriptive analysis was then followed to establish the measures of central tendency and the measures of dispersion.

RESULTS PRESENTATION AND DISCUSSION

Demographic Characteristics of the Respondents

The study targeted all the staff of KTDA factories within the Bomet County. Data from the respondents was obtained using questionnaires. Two hundred and sixteen respondents filled and returned the questionnaires.

Table 3: Demographic Characteristics of the Respondents

Name of the Organization	Frequency	Percent (%)	Cumulative Percent (%)
Rorok	37	17.1	17.1
Kobel	45	20.8	38.0
Kapkoros	44	20.4	58.3
Tirgaga	52	24.1	82.4
Mogogosiek	38	17.6	100.0
Total	216	100.0	

From Table 4.1, 37 (17.1%) were from Rorok, 45 (20.8%) were from Kobel, 44 (20.4%) were from Kapkoros, 52 (24.1%) were from Tirgaga and 38 (17.6%) were from Mogogosiek. This indicate that a majority of the respondents were from Tirgaga. This was because the Factory had the largest population.

To Determine the Effect of Safe and Healthy Workplace on Employee Commitment

In this section the study sought to determine the effect of safe and healthy workplace on employee commitment. The findings of the study are presented in the following tables:

Table xxx



Table 4: This Organization Provides Appropriate Tools and Equipments for Work

	Frequency	Percent (%)	Cumulative Percent (%)
Strongly disagree	25	11.6	11.6
Disagree	126	58.3	30.6
Neutral	14	6.5	37.0
Agree	41	19.0	95.4
Strongly agree	10	4.6	100.0
Total	216	100.0	

Table xx, shows that (126) 58.3% disagreed that the organization provide appropriate tools and equipments for work (10) 4.6% strongly agreed with the statement, (14) 6.5% were neutral while (41) 19% of the respondents agreed and (25) 11.6% strongly

disagreed. This indicated that the majority of the respondents disagreed with the statement. These findings show that the respondents felt that the organization did not provide appropriate tools and equipment for their work

Table 5: The Organization Provides Decent and Well Equipped Offices for Staff

	Frequency	Percent (%)	Cumulative Percent (%)
Strongly disagree	96	44.4	9.7
Disagree	70	32.4	42.1
Neutral	21	9.7	51.9
Agree	21	9.7	96.3
Strongly agree	8	3.7	100.0
Total	216	100.0	

Table xxx shows that majority of the respondents strongly disagreed that the organization provides decent and well equipped offices for staff this is indicated by (96), 44.4% (21) 9.7% of the

respondent were indecisive while (70) 32.4% disagreed with the statement. These findings show that the organization did not provide decent and well equipped offices for the staff.

Table 6: This Organization Provides a Safe and Comfortable Work Environment

	Frequency	Percent (%)	Cumulative Percent (%)
Strongly disagree	134	62.0	11.1
Disagree	21	9.7	20.8
Neutral	27	12.5	33.3
Agree	24	11.1	95.4
Strongly agree	10	4.6	100.0
Total	216	100.0	

Table 6 respondents showed that organization provides a safe and comfortable work environment. The study showed that (134) 62.0% strongly disagreed, (24) 11.1% were in agreement that their organization provides a safe and comfortable work

environment while (27) 12.5% did not know whether the organization provides a safe and comfortable work environment. The findings indicate that the organization did not provide a safe and comfortable work environment.

Table 7 There is Good Communication about Health and Safety at Work

	Frequency	Percent (%)	Cumulative Percent (%)
Strongly disagree	99	45.5	6.9
Disagree	28	13.0	19.9
Neutral	64	29.6	49.5
Agree	15	6.9	95.4
Strongly agree	10	4.6	100.0
Total	216	100.0	

Table 7 respondents were asked if there is good communication about Health and Safety at work and the findings showed that (10) 4.6% strongly agreed, (15) 6.9% agreed with the statement. (99) 45.5% strongly disagreed with the statement while (64) 29.6%

were indecisive. The findings indicate that most respondents felt that there was no good communication on health and safety at work.



Table 8: Staffs are allowed to Participate in Making Health and Safety rules Policy

	Frequency	Percent (%)	Cumulative Percent (%)
Strongly disagree	11	5.1	5.1
Disagree	124	57.4	17.1
Neutral	47	21.8	38.9
Agree	26	12.0	96.3
Strongly agree	8	3.7	100.0
Total	216	100.0	

In Table 8 respondents were asked whether Staffs are allowed to participate in making Health and Safety rules policy. The findings showed that (26) 12% were in agreement whereas (124) 57.4%

disagreed and (47) 21.8% were neutral. The findings show that employees are not allowed to participate in making health and safety rules

Table 9: Safety Audits Inspection is Done

	Frequency	Percent (%)	Cumulative Percent (%)
Strongly disagree	13	6.0	6.0
Disagree	87	40.3	16.2
Neutral	78	36.1	52.3
Agree	22	10.2	92.6
Strongly agree	16	7.4	100.0
Total	216	100.0	

In Table 9 above, Respondents were asked whether safety audits or inspections are done and the findings showed that (16) 7.4% strongly agreed, (87) 40.3% disagreed with the statement while

(78) 36.1% were neutral. The study revealed that majority of the respondents disagreed that safety audits or inspections are done.

Table 10: Workplace Health and Safety Committee is in Place

	Frequency	Percent (%)	Cumulative Percent (%)
Strongly disagree	19	8.8	8.8
Disagree	58	26.9	35.6
Neutral	53	24.5	60.2
Agree	78	36.1	96.3
Strongly agree	8	3.7	100.0
Total	216	100.0	

In Table10, respondents were asked whether a workplace Health and Safety Committee was in place. The findings showed that (78) 36.1% were in agreement whereas (19) 8.8% strongly

disagreed and (53) 24.5% were neutral. This showed the majority of the organization had the workplace health and safety committee put in place.

Table 11: Mean and Standard Deviation of psychological contract on employee commitment to organization

	Mean	Std. Deviation	N
Safe and healthy workplace on employee commitment	3.21	1.510	216
Work-life balance on employment commitment	3.94	.967	216
Employee development on employee commitment	4.59	1.193	216
Recognition on employee commitment	2.52	.469	216

From the results in table 11, it is evident that respondents slightly agreed that Safe and healthy workplace effected employee commitment to organization by a mean value of 3.21 although the standard deviation of 1.510 suggests variations in responses by the various respondents. From the results in table 4.28, it is

evident that respondents were in agreement that Work-life balance effected employee commitment to organization by a mean value of 3.94 which is going towards maximum value of 5 (strongly agreed). However the standard deviation of 0.967 suggests variations in responses by the various respondents. From



the results in table 4.28, it is evident that respondents agreed that Employee development effected employee commitment to organization by a mean value of 4.59 though the standard deviation of 1.193 suggests variations in responses by the various respondents. From the results in table 4.28, it is evident that

respondents slightly agreed that Recognition effected employee commitment to organization by a mean value of 2.52 though the standard deviation of 0.469 suggests variations in responses by the various respondents.

Table 12: Regression Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients		Sig.
	Beta	Std. Error	Beta	Std. Error	
(Constant)	1.594	.194			8.218 .000
Health and safety	.398	.033	.545		12.074 .000
Employee development	.215	.043	.232		4.943 .000
Recognition	-.429	.105	-.183		-4.084 .000

a. Dependent Variable: Organizational Commitment

There was slight significant relationship between recognition and employee commitment $r=-0.164$ ($p<0.01$). The results agrees with Robbins (1993) who believe that employees are likely to be motivated to improve their performance with nonmonetary rewards such as employee recognition. Recognition is the acknowledgement, appreciation, or approval of the positive accomplishments or behaviors of an individual. Recognition can motivate, helping to build feelings of confidence and satisfaction. The findings of the study agrees with results of survey carried by Gostick and Elton (2007) that concluded that if employee recognition is conducted properly, it can increase profitability and customer service levels, and heighten employee commitment.

is that better workplace environment motivates employees and produces better results. This will also increase commitment of employees to the organization.

CONCLUSION

The first objective was to determine the effect of employee development on employee commitment. The study concluded that employee development had an influence on the levels of commitment exhibited by employees to the organization. Therefore support for employee development through training, culture of talent development and clearly defined responsibility will boost their morale, loyalty and will help in attracting and retaining great employees. On safe and healthy workplace on employee commitment the study concluded objective by stating that improving working environment results in a reduction in a number of complaints and absenteeism and an increase in productivity, a widely accepted assumption is that better workplace environment motivates employees and produces better results. Pertaining to employee recognition, it is concluded that if employee recognition is conducted properly, it can increase productivity and motivation among employees which in turn leads to greater employee satisfaction and enjoyment of work, greater financial performance and business outcomes, teamwork between employees is enhanced, lower negative effects such as absenteeism and stress. From the findings discussed above the study recommends that management of KTDA factories should put in place clear policies for employees development. The organization should encourage employee to go for training to widen the skills and knowledge to ensure that they are up-to-date in their training requirements. From the study it is also recommended that the factories should have good working environment for their employees, a widely accepted assumption

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