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ABSTRACT

Demand and supply of manpower is changing in unprecedented proportions. This has resulted in a shortage of knowledge employees and therefore less commitment. Individuals want to stretch their job interests, personality, abilities and fulfillment. Further, these employees are chasing opportunities that will enable them exploit their full potential in the ever changing labour market. Employees who are dissatisfied with their career progress or current situation may consider withdrawing from their organization in favour of better pursuits. The general objective of this research was to identify determinants of employee commitment in constitutional commissions in Kenya. A descriptive cross-sectional survey design was adopted. The target population was 4,771 employees. Simple random sampling was first conducted and then followed by random stratified sampling. A sample of 380 was used. The study relied on primary data collected using structured questionnaires which were pretested to ensure both validity and reliability. Data Analysis was done by using descriptive and inferential statistics. The study found that compensation and reward had a significant effect on employee commitment. It was also established that work environment had a significant effect on employee commitment.

Key words: Compensation, Rewards, Work Environment, Constitutional Commission (Ccs), Employee Commitment

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INTRODUCTION

A high level of employee commitment in an organization can have beneficial consequences, resulting in lower absenteeism, higher performance and lower employee turnover (McGuire & McLaren, 2018). This is becoming challenging as employees in modern organizations are exerting a strong inclination towards pursuing more than just a job (Agba, Nkpoyen & Ushie, 2010). Further, these employees are chasing opportunities that will enable them to exploit their full potential in the ever changing labour market. The psychological contracts employees have with employers, Agba et al argue, seem not to have met their expectations, hence less commitment. Individuals want to stretch their job interests, personality, abilities and fulfillment.

It therefore follows that employee commitment will greatly be determined by how close as possible organizations will move in to fill the employees' expectations gap. Commitment is therefore what makes us like what we do and continue doing it (Pfeffer, 2013), which then compels organizations to endeavor to develop strong commitment from their employees so that they can minimize turnover and absence and thereby reducing recruitment and training cost (Torrington et al, 2014). In other words (Koitalek, 2016), employee commitment has influence on their pledge and perception towards the organization, work behavior and psychological contract.

It is worth noting that the improving living standards have led employees to be interested in an array of things other than extrinsic rewards such as pay and benefits alone (Kent & Otte, 2012; Agba, 2004). In this regard, talented workers are now giving preference to careers that provide them a combination of well-balanced rewards such as competitive pay, fringe benefits, career progression, and good working environment. When a person decides to work for an organization, an exchange relationship is established

where each party exchanges something of value. This exchange constitutes what many researchers refer to as a 'psychological contract' (Jones, Canko & Kriflik, 2010). A major part of this contract is organizational commitment, which is generally encouraged by organizations.

Employee turnover can be costly to all organizations. Agba et al, (2010) have suggested that staying in one position for too long may be perceived as career stagnation and adversely affects commitment. Employees who are dissatisfied with their career progress or current situation may consider withdrawing from their organization in favour of other pursuits. Leaving an organization often has profound implications for an individual's career. Committed employees have been found to be more likely to stay in their chosen career path and organization and thus will reduce turnover statistics. Committed employees are more likely to apply themselves to their job through increased identification with organizational goals, values, through desire to maintain and confirm with social forces hence organizational orientation have a big impact on career commitment of employees.

Martin and Beaumont (2013) also point on the need for employees to conduct themselves according to the standards of the firm's desired brand. The success of this hinges on the ability of organizations to win employee loyalty to the brand and developing commitment to the organization. They also observe that developing an 'employer of choice' strategy can have far reaching benefits in terms of employee commitment and support for the brand.

Constitutional commissions (CCs) are a creature of the constitution under various chapters but listed under chapter fifteen (GoK, 2010) in Article 248(2). The purpose of establishing CCs is to protect the sovereignty of the people, secure the observance by state organs of democratic values and principles and promote constitutionalism. Chapter six on Leadership

and Integrity Article 79 directs parliament to enact legislation to establish an independent Ethics and Anti-Corruption Commission (EACC) which will have the same status, powers and privileges of a commission under Chapter fifteen. There are twelve CCs in total.

Further, CC office holders are subject only to the constitution and law and are thus independent and not subject to the direction or control by any person or authority. Each commission consists of at least three, but not more than nine members, who are identified and recommended for appointment, approved by the National Assembly before their appointment by the president. Each CC normally recruits its staff based on their needs, and may conduct investigations on their own initiative or on a complaint made by a member of the public. These CCs have powers necessary for conciliation, mediation and negotiation. They too may perform any functions and exercise any powers prescribed by legislation in addition to the functions and powers conferred by the constitution.

Statement of Problem

The need for human resources and its availability is changing in unprecedented proportions (Kroj, 2016). This has resulted in a shortage of knowledge employees and therefore less commitment. Further to this Kroj argues that many human resource managers and organizations submit different challenges, among them a rise in employee turnover. Various studies have shown that organizations need to focus mainly on managing talented employees given that managerial talent is inherent in employees who are working on their way up in their career ladder (Aria, Cascio and Paauwe, 2014).

Despite there being contributing factors necessary for commitment at the workplace (Kent & Otte, 2012), it is unfortunate that a majority of employers have failed to recognize this need and the tools and experiences they provide do not enable workers to

develop their career. This is worsened as they note that despite the benefits that accrue from applying tools that increase job satisfaction; which eventually contributes to high commitment, employees in all cadres seem to be dissatisfied with their work and future. Workers therefore prefer to move to organizations that would provide opportunities for development and progress; which provides a firm base for loyalty, commitment and engagement hence, leading to increased performance.

Some constitutional commissions through implementation of their corporate services, policies and procedures manuals have defined steps of career growth for their employees in order to increase employee commitment (CC's Corporate Services Policies and Procedures Manual, 2015-2018). However, in as much as most constitutional commissions claim to have qualified, competent and dedicated employees, there seem to exist several issues that contradict this assertion. This situation seemed to contribute to dismal commitment, lack of opportunity for career progression, deficient relevant institutional policy, inadequate synergy among directorates and departments and high staff turnover (CC's Strategic Plan, 2013-2018).

Objectives of the Study

The main objective of this research was to identify determinants of employee commitment in constitutional commissions in Kenya.

Research Hypotheses

- H₀1: Compensation and reward have no effect on employee commitment in constitutional commissions in Kenya.
- H₀2: Work environment has no effect on employee commitment in constitutional commissions in Kenya.

LITERATURE REVIEW

Theoretical Framework

Expectancy Theory

Human beings by nature are driven by stimuli which determine their destiny (Desler & Varkkey, 2013). These stimuli are what drive people to do what they do or what they are capable of doing because of the returns they expect after doing that act. On the converse, it is what individuals would rather not do in order to achieve certain heights. This is what underpins this theory. Where an individual anticipates gaining something after undertaking a certain action inspires that individual to continue pursuing that same course. Where the expectations fall short of what was anticipated, this then marks a turning point for the individual where the person is persuaded not to continue exerting the same effort to achieve the anticipated objectives (Torrington et al, 2014).

The Three Component Model (TCM)

The three component model (TCM) was postulated by Meyer and Allen (1997). This model posits that commitment has three distinct components i.e. affective, continuance and normative commitment. Affective commitment refers to an individual's emotional attachment to an organization. If one has a high level of affective commitment, he or she enjoys his or her relationship with the organization and are likely to stay. Continuance commitment is the degree to which an individual believes that leaving the organization would be costly. Normative commitment is the degree one feels obligated to the organization or believes that staying is the right thing to do. Here, the individual believes he or she ought to stay.

Among the major factors that contribute to employee commitment is the workplace setting which is gaining increasing attention. The array of conditions range from comfortable to hostile or dangerous (Butt et al, 2012). Employees are thus making decisions to join

firms based on organization's record of creating conducive and supportive work environments. This study presupposes that work environment characteristics and environment features positively affect employees' commitment (Janakiraman et al, 2011).

Reinforcement Theory

This theory is based on B. F Skinner's work 'About Behaviourism' in 1974 (McLeod, 2018). According to this theory, changes in behaviour take place as a result of an individual's response to events or stimuli and the ensuing consequences that are either in the form of rewards or punishments. Thus, individuals can be 'conditioned' to repeat the behaviour by positive reinforcement in the form of feedback and knowledge of results. Where individuals are appreciated timely for having accomplished a given, they become encouraged to repeat the same behavior, and sometimes with much vigour unlike before. The same applies to the quality of their working life and the general working environment. The better the quality of working life and the working environment, the higher the level of commitment employees are likely to be (Guest & Conway, 2014).

Empirical Review

Compensation and Reward on Employee Commitment

Rewards can be classified as either task, social or organizational rewards (Nazir, et al, 2016). Whereas task rewards are regarded as intrinsic rewards, social and organizational rewards are categorized as extrinsic (Nazir et al, 2016). Extrinsic rewards are thought to be organizational offers that are tangible in nature and include salary, fringe benefits, promotion etc. (Malhotra, 2007), while intrinsic rewards refer to those intangible benefits derived from job satisfaction, interpersonal and supportive relationship with co-workers and super visors etc.

Rewards and compensation can control behavior of employees externally because they signal the expected benefits to those who deserve (Bandura, 1977), and can therefore enhance the chances of a repeat behavior over time if delivered immediately after the behaviour (Luthran, 2002) so that the recipient can connect the reward to the desired behaviour. Companies invest in monetary reward schemes to reciprocate the labour services offered by employees. These rewards just like any other investment (Rafique et al, 2012), are measured in terms of their returns.

Monetary rewards have dominated the traditional compensation that employees expect for their effort (Malhotra et al, 2007). According to Schlercher, et al (2015), employers and employees alike have become increasingly aware of non-financial rewards and the benefits that come with them. Praise and recognition (Zani, et al, 2011) as a non-financial reward has been acknowledged as a powerful tool in motivating employees and inspiring them to increase employee performance and commitment. Leete, (2000) and Peluso et al, (2017) assert that studies show that non-monetary rewards strongly correlate with employee engagement than monetary rewards.

Boslie, (2010) argues that several studies emphasize the importance of non-monetary components in a reward system, saying that non- financial rewards are important to employees' morale, and come in handy, especially when the organization is in a horrible financial crisis.

The recent economic crisis (Peluso et al, 2017) has forced organizations to re-evaluate their reward strategies, thus driving them to bundle monetary and non-monetary rewards in what is called total reward system. This move has been motivated by the belief that employees would prefer to work for an organization that offers attractive conditions, a compelling future, individual growth and a positive working environment.

Work Environment on Employee Commitment

An organizations physical environment and its design and layout can affect employee behaviour in the workplace (McGuire & McLaren, 2018). They argue that innovative workplaces can be developed to encourage the sharing of information and networking without regard to job boundaries and to allow networked and spontaneous communication across departmental groups. Guest and Conway (2004) define employee well-being in terms of six key areas; manageable workload, some personal control over the job, support from colleagues and supervisors, positive relationships at work, a reasonably clear role and a sense of control or involvement in changes at the workplace. Boadu et al (2014) assert that creating a comfortable and supportive working environment can enhance an individual's sense of well-being.

People being happy at the workplace demonstrates their wellbeing and by extension the quality of working life (QWL) provided by their employers (Pfeffer, 2013). The QWL, being satisfaction and happiness arising from the work itself and the work environment. Work environment being dictated by issues such as design of work, working conditions, health and safety, treatment by managers and co-workers. Employers also need to allow employees to balance what they do at work with the responsibilities they have outside work and so reconcile the competing claims of work and home by meeting their own needs as well as those of their employers (Armstrong, 2010).

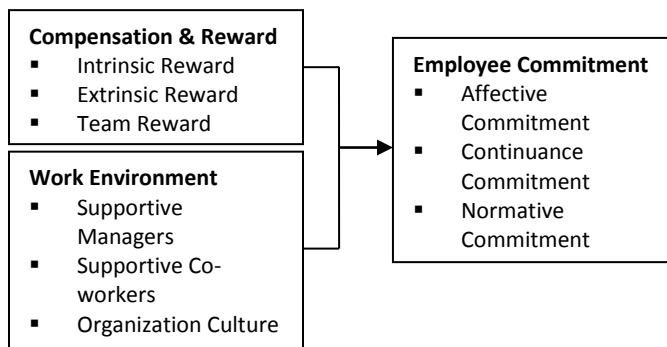
Employee Commitment

When an employee is enthused by a certain factor such that he or she finds herself or himself working effortlessly, loyally, consistently and harder for the ideals of the organization, then such an employee can be said to be committed. Meyer and Allen (1997) suggest that commitment has three distinct components thus, affective, continuance and normative commitment. Affective commitment is

where an individual has an emotional attachment to an organization. If one has a high level of affective commitment, he or she enjoys his or her relationship with the organization and are likely to stay.

Several studies have statistically demonstrated that committed employees are more productive, more profitable, more customer-focused, safer, and less likely to leave their employer. Further empirical studies have found that employees with the highest level of commitment perform 20 per cent better and are 87 per cent less likely to leave the organization (Lockwood, 2007). Stephanie Bird, the director of HR capability at the CIPD says that employers are sensitive and cognizant of the fact that in a recession, it is critical to retain the loyalty and commitment of employees so as to capitalize on the benefits of the upturn (Kornacki, 2009). But unfortunately for these employers, they are deficient in the strategies to achieve this and would therefore welcome any assistance.

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Source: Author (2019)

METHODOLOGY

This study adopted a descriptive cross-sectional survey design, where data was collected just once from the respondents. This design is descriptive in nature as it endeavours to clarify the relationship between the study variables. According to Somekh and Lewin, (2005) this design enables collection of

data from a sample drawn from a universe at a particular point in time. The target population was 4,771 out of which 1084 hold managerial and supervisory positions. This is the entire constitutional commission (CCs) workforce. To ensure that a representative sample is used, stratified random sampling was first conducted, followed by random sampling to enable generalization of the findings of the study and minimize errors of research. Krijec and Morgan (1970) prescribes a model for a sample size determination of 380 subjects for a population of 4771. Purposive sampling for data collection was used to target managers and supervisors'. CC's were used as the unit of sampling; Cooper and Schindler, (2011) suggest that for descriptive studies; at least 10 per cent of the population can make a sample. A two-tailed Pearson Product Moment correlation was computed to assess the relationship between the determinants and employee commitment. Hypotheses were tested at 95 per cent confidence level or 0.05 of significance.

FINDINGS

Results obtained from the pilot study recorded a 0.76 reliability coefficient, which is a good score. Primary data was obtained from questionnaires administered to the respondents. On a 5-point interval scale, the operationalized relevant variables' constructs were coded and entered in Statistical Package of Social Science (SPSS) computer software. This was done to measure abstract characteristics and be able to draw inferences from the responses. Frequencies, means and percentages were generated and used in the analysis. The data results were analyzed using both descriptive and inferential statistics, and presented in tables. Frequencies, percentages and means were used in describing the characteristics of the collected data. After testing the four hypotheses at 0.05 significance or 95 per cent confidence and presented below.

For response rate, a total of 380 questionnaires were administered to respondents to fill in. The completed questionnaires were then collected after two weeks. Data was successfully captured from 266

respondents, and thus representing a 70 per cent success. This rate was appropriate because it fell within the bracket that is considered excellent (Mugenda, 2008).

Descriptive Statistics

Table 1: Compensation and Rewards Findings

Construct	N	Mean	Std. Deviation	5	4	3	2	1
Superior's compliments	266	3.03	1.207	7.9	35	24.8	16.9	15.4
Timely compliments	266	3.12	1.221	11.3	35	21.1	20.3	12.4
Pay commensurate with job	266	3.99	.0853	24.8	58.6	8.60	6.4	1.5
Pay delays	266	4.22	1.326	65	18	1.10	5.6	10.2
Fringe benefits	266	3.83	1.05	22.6	56.4	8.60	6	6.4
Pay reviews	266	2.58	1.254	7.9	14.7	32.7	16.9	27.8
Team reward	266	3.83	.993	19.9	60.2	8.30	6.4	5.3

From Table 1 above, the respondents were asked if they are complimented and appreciated whenever they performed beyond their employers' expectations. The findings showed that 42.9 per cent agreed while 32.3 percent disagreed, whereas 24.8 per cent were not sure. This scenario suggested that the leadership of these organizations was complacent with what their employees do and so may be taking their services for granted.

On the aspect of timeliness of rewards, respondents were asked if the compliments they receive were in good time, possibly after exceeding expectations. The results indicated that 46.3 per cent agreed, 32.7 per cent disagreed, while 21.1 per cent were not sure. A standard deviation of 1.221 was recorded, thus these responses deviate from the mean by 1.221. These statistics were very accurate if they could be compared with the figures that were obtained when they were asked if they ever get complimented. On whether pay was commensurate with their job, 83.4 per cent agreed, 15.8 disagreed, while only 1.1 per cent of the respondents were not sure; all with a standard deviation of 0.853. The respondents were asked if their pay was never delayed, 83 per cent and

15.8 disagreed as reflected in Table 1 above. However, 44.7 per cent disagreed and only 22.6 agreed that their pay was reviewed in good time. A standard deviation of 1.326 was recorded, thus these responses deviated from the mean by 1.326. This was indicative of either laxity of certain structures that need to carry out this activity, or such systems were not in place currently.

For any organization that aspires to be competitive, it must demonstrate high performance and win employee commitment. To be able to achieve this, the component of compensation and reward cannot be ignored (Malhotra, 2007; Peluso, Innocent & Pilati, 2017). Where employees are appreciated and complimented by their superiors in good time, it enables them to link the reward with the desired behavior, which in turn promotes commitment (Van den Berg, 2011). This then calls for organizations to try to their level best to avoid circumstances which may lead them in delaying employee motivation, whether it is intrinsic or extrinsic so as to enhance chances of repeat behavior (Luthran, 2002).

On whether they were comfortable with fringe benefits they receive, 79 per cent agreed while 12.4

per cent disagreed. A standard deviation of 1.05 was recorded, thus these responses deviated from the mean by 1.05. As regards the issue of whether pay review was always done in good time, 44.7 per cent disagreed while 22.6 per cent agreed, with a standard deviation of 1.254. Respondents were also asked if the employer appropriately rewards teamwork effort. The results in Table 1 above showed that 80.1 per cent agreed and only 11.7 disagreed, while 19.9 were not sure. A standard deviation of 0.993 was recorded, thus these responses deviated from the mean by 0.993. This portrayed that CCs were institutions that recognized the potential strengths that lie in teams.

This was the recognition of the benefits of synergy in any endeavor.

As it was realized, even as organizations compensate their staff with pay, this should be commensurate with their responsibilities, not forgetting fringe benefits. Swailes, (2014) identifies income as a major component and instrument of employee expression of commitment. These motivators if well harnessed are likely to have a long term impact on employee commitment and if they can be reviewed in good time. It is noteworthy that non-monetary rewards play a significant role in employee commitment and engagement (Leete, (2000); Peluso et al, (2017).

Table 2: Work Environment Findings

Construct			N	Mean	Std. Deviation	5	4	3	2	1
Enjoy	working	with	266	3.93	.959	27.4	50.4	12.4	7.1	2.6
supervisors										
Considerate supervisors			266	4.01	.950	31.2	50.4	9.4	6.4	2.6
Supervisor guidance			266	3.71	1.186	25.9	45.5	9.8	11.3	7.5
Comfortable with co-workers			266	4.32	.737	43.2	50	2.6	3.8	.4
Co-workers' support			266	4.08	.841	32	51.1	10.2	6.4	.4
Allowed discretion at work			266	3.56	1.170	23.7	33.8	23.7	12.4	6.4
Decision by consensus			266	3.48	1.201	15.4	50.4	12.8	10.2	11.3

In a bid to establish the effect of work environment on employee commitment in CCs in Kenya, a 5 point Likert scale was used. Respondents were asked to choose option that best stated their position on various work environmental constructs. The scale used ranged from strongly agree, agree, not sure, disagree and strongly disagree, represented by 5, 4, 3, 2, 1 values respectively. To establish the working relationship between employees and their supervisors, respondents were asked if they enjoyed working with their supervisors. Table 2 above showed that 77.8 per cent agreed to enjoy working with their superiors while 9.8 per cent disagreed. Only 22.2 per cent of the respondents were not sure. All responses had a standard deviation of 0.959 was recorded, thus these responses deviate from the mean by 0.959.

From Table 2 above, on the attitude of supervisors towards their juniors, findings indicated that 81.6 per cent of the respondents agreed that their supervisors were caring and considerate when approached for consultations. Only 9 per cent disagree, while 18 per cent were not aware. On guidance, respondents were asked if supervisors have been instrumental in guiding them achieve their job ambition. In Table 2 above, 71.4 per cent agreed, while 18.8 per cent disagreed and another 28.6 per cent were not sure. These finding demonstrated how supervisors were critical in mentoring their subordinates in achieving their workplace dreams.

These results were consistent with HBS (2002) and Armstrong (2010), who aver that employees will naturally be committed to an organization if their

supervisors are respectful, supportive and friendly. It is through such relationships that employees would find their work meaningful. Because work environment can be designed to suit an organization's strategy and mission, innovative designs can be crafted, thereby enhancing positive attitudes among employees to continue staying (McGuire & McLaren, 2018). Conversely, when the workplace is friendly, employees become happy (Pfeffer, 2013). Furthermore, happy workers fit well with their organization, and how they fit in the organization to a big extent determines their commitment (Robinowitz, 2008; Ferri & Aranya (2013).

Asked if they were comfortable working with their colleagues, 93.2 per cent of the respondents agreed; 43.2 per cent of them agreeing strongly. Only 4.1 per cent disagreed while 2.6 per cent were not sure' all responses having a standard deviation of 0.737 was recorded, implying that these responses deviated from the mean by 0.737. These findings pointed out the extent to which employees were an asset to each other's performance and success at work. These

Hypotheses Test

This study formulated four null hypotheses which were subjected to relevant test as follows:-

H0₁: Compensation and reward have no significant effect on employee commitment.

results concurred with the assertion that employees become committed if they are given an opportunity to interact with colleagues they respect and comfortable with (Armstrong, 2010). The respondents were asked whether they were allowed discretion at the workplace, allowing them to be innovative in finding solutions to job matters. It emerged that 57.1 per cent agreed, 19 per cent disagreed and 24 per cent were not sure, all responses having a standard deviation of 1.170 was recorded, implying that these responses deviate from the mean by 1.170.

Regarding the question on whether decisions at the workplace are made by consensus, the respondents, 65.8 per cent agreed, 21.4 per cent disagreed, while 12.8 per cent were not sure, all responses having a standard deviation of 1.201 was recorded, implying that these responses deviated from the mean by 1.201. These findings were congruent with Wardy (2010) which underlines the point of arriving at a collective decision and creating a conducive climate for working conditions where every member feels that everyone is doing their responsibility.

The independent variable (compensation and reward) was regressed against employee commitment in order to establish if the compensation and reward had any effect on the employee commitment at 95 per cent confidence level (0.05 significance). In order to test this assumption, the above null hypothesis was framed. The results that were obtained were in Table 3 below.

Table 3: Regression Model of compensation and reward against employee commitment

	Unstandardized Coefficients		Standardized Coefficients		Significance
	B	Std. Error	Beta	t	
(Constant)	3.536	.164		21.596	.000
Pay Commensurate with Job	.130	.055	.645	2.376	.018

a. Dependent Variable: Happy Being a Member of the Organization

The results presented in Table 3 above indicated that there was a statistically significant positive effect of compensation and reward on employee compensation ($\beta = 0.645$) at significance 0.018. Because $\beta \neq 0$, and $\alpha < 0.05$, the null hypothesis H_01

was therefore rejected. The regression coefficient 0.645 indicated a big variance between compensation and reward (the independent variable) and employee commitment (dependent variable).

Table 4: ANOVA of compensation and reward against employee commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.787	1	8.787	5.646	.018 ^a
Residual	409.349	263	1.556		
Total	418.136	264			

- a. Predictors: (Constant), Pay Commensurate with Job
 b. Dependent Variable: Happy Being a Member of the Organization

H_02 : Work environment has no significant effect on employee commitment.

To establish the effect of work environment on employee commitment, the above null hypothesis was formulated and tested at 95 per cent confidence level (0.05 significance). Work environment measures were regressed against the

scores for employee commitment and the results are presented in Table 5 below. The results indicated a positive statistically significant effect of work environment on employee commitment ($\beta = 0.723$) at significance 0.044. Since $\beta \neq 0$, and $\alpha < 0.05$, the null hypothesis H_02 was thus rejected.

Table 5: Regression model of work environment against employee commitment

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.128	.380		8.232	.000
Co-workers Supportive	.184	.091	.723	2.020	.044

Dependent Variable: Happy Being a Member of the Organization

Table 6: ANOVA of work environment against employee commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.363	1	6.363	4.079	.044 ^a
Residual	411.787	264	1.560		
Total	418.150	265			

- a. Predictors: (Constant), Co-workers Supportive
 b. Dependent Variable: Happy Being a Member of the Organization

CONCLUSION

This study was conducted to identify the determinants of employee commitment in CCs in Kenya two independent variables were identified, thus, compensation and reward and work environment. The first objective that sought to identify compensation and reward on employee commitment in CCs in Kenya was fulfilled as the

overall results showed that compensation and reward have a great effect on employee commitment. It emerged that complimenting and appreciating employees whenever they outperform expectations enhances employee commitment. Recognition needs also be done closest to the point of that exceptional performance so that employees can link the two. It is also imperative that employee pay and benefits

should not only be commensurate with the job, but should be reviewed from time to time, and never should pay be delayed for whatever reason if commitment of employees is to be won. And at the same time, team effort should be compensated appropriately.

The second objective attempted to identify the effect of work environment on employee commitment in CCs in Kenya was fulfilled too after it emerged that work environment plays a significant role in enhancing employee commitment. In organizations, a cordial working relationship needs to be cultivated between supervisors and employees. These supervisors should have a positive attitude, an aspect that is instrumental in enabling them to mentor, support and guide their subordinates in achieving their career dreams. In the long run, if employees are allowed to interact with colleagues, high commitment can be achieved coupled with improved performance. This should be reinforced by allowing employees some reasonable discretion in decision making while at the same time arriving at critical decisions by consensus.

RECOMMENDATIONS

The researcher suggested pertinent recommendation citing information from the study findings in line with specific objectives of the study. For employees to tie recognition to desired behavior, organizations need to complement and appreciate exceptional work that is done by their employees. Failure to do this in good time makes employees resentful leading to lowered morale, which in turn militates against the desired and often elusive employee commitment. Organizations should recognize that employees give out their best if they are allowed reasonable allowance of discretion at the workplace. Discretion being the origin of innovative ideas, many firms deny themselves this opportunity because of centralization and rigidities in decision making, a consequence of

their leadership and management styles. Whereas there are promotion opportunities in organizations, the practice of denying some employees a chance to compete with the rest for available positions based on merit demotivates workers. Favouritism especially of individuals who are underperformers to positions of responsibility to oversee the work of more competent employees is normally a recipe for disappointment and a catalyst for the desire to quit.

In today's business world, the expectation of employee loyalty and commitment is paramount. Loyalty and commitment has a bearing on an organizations performance and competitiveness. Nevertheless, high performance and competitiveness cannot be fully achieved at the expense of employees' opportunity to tackle their non-work commitments. Employees who have crucial unresolved non-work demands are not productive since they spent much of their useful time agonizing about the matter and how it could have been fixed. For this reason, firms need to provide employees with a friendly working environment while at the same time allowing them deal with their non-work demands, which are equally important as work itself. Compensation for time spent on non-work engagements can be recovered by the introduction of flexible working systems such as flexi-time et cetera.

Areas for Further Research

This study was conducted on determinants of employee commitment in CCs, which is a service industry. Further studies should be conducted in manufacturing industry to establish whether the same determinants apply. Again, there were only two types of variables, thus, independent and dependent variables. Further studies can probably try to introduce a third or even a fourth variable(s) i.e. intervening or moderating variable(s) to establish if different results can be obtained.

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