



**INFLUENCE OF EMPLOYEE STRUCTURAL EMPOWERMENT ON ORGANIZATIONAL  
COMMITMENT IN KENYA CIVIL SERVICE**

**MAINA MARY WANJIKU, DR. HAZEL GACHUNGA, DR. KARANJA KABARE**

---

INFLUENCE OF EMPLOYEE STRUCTURAL EMPOWERMENT ON ORGANIZATIONAL  
COMMITMENT IN KENYA CIVIL SERVICE

<sup>1</sup>Maina Mary Wanjiku, <sup>2</sup>Dr. Hazel Gachunga, <sup>3</sup>Dr. Karanja Kabare

<sup>1</sup>Ph.D Student, School of Human Resource Development, Jomo Kenya University of Agriculture and  
Technology, Kenya

<sup>2</sup>School of Human Resource Development, Jomo Kenya University of Agriculture and Technology, Kenya

<sup>3</sup>School of Human Resource Development, Jomo Kenya University of Agriculture and Technology, Kenya

Accepted Feb 26, 2016

---

**Abstract**

*Organizational commitment is a critical element of staff retention and highly associated with intent to leave and actual turnover. Due to lack of commitment, the public service in Kenya has been characterized by exodus of the employees joining the private sector and other employment opportunities. Moreover, services by public organizations have been very poor despite the fact that public services provide enabling environment under which the players in the economy are able to operate effectively and efficiently. There is therefore need to introduce new strategies that will enhance organizational commitment. Sharing power, resources, and knowledge with employees through empowerment serves to increase job satisfaction and commitment. This study aimed to determine the influences of structural empowerment on organizational commitment in Kenya civil service. Among the variables of the study was perceived support, access to resources, access to information and access to resources that have been indicated as strategy in employee empowerment that leads to organizational commitment. The study employed a cross-sectional descriptive survey research approach and used both qualitative and quantitative methods in the selection of the participants and collection of data. Cluster sampling was employed to select 384 respondents from four public organizations in the education sector: Kenya Institute of Curriculum Development, Higher Education Loans Board, Teachers Service Commission and Kenya National Examination Council. Data collection instruments included semi-structured questionnaires and document reviews. The collected data was captured in MS Excel and analyzed using SPSS. Inferential data analysis techniques such as regression and correlation analysis were used to analyze the collected data. The analyzed data was presented in suitable graphs and tables.*

**Key words:** *Structural empowerment, Perceived Support, Access to Opportunities, Access to Information, Access to Resources, Organizational Commitment, Kenya Civil Service*

## Introduction

The contemporary dynamic environment is pressurizing organizations to keep their management techniques concurrent with the current challenges. Adopting new management approach has therefore become imperative for the organizations to meet the demands of customers and competitive environment (Samavi, 2011). Workplace empowerment has been hailed as the new management intervention. The present state of affairs has “stimulated a need for employees who can take initiative, embrace risk, stimulate innovation and cope with high uncertainty”. Empowerment is tools for keeping the staff hand open so that they can do what they think is the best and have the freedom to take action without fear of being approved by their managers (Muguella, Mohd & Mohd, 2013).

Although the idea of empowerment comes from business and industrial efforts to improve productivity, empowering public service employees can benefit public organisations and the general public as well. Since empowered workers feel competent and confident to influence their job and work environment in a meaningful way, they are likely to be proactive and innovative (Boudrias, Gaudreau, Savoie & Morin, 2009). Moreover, public institutions are under pressure to deliver better services to the general public as well to be in line with the competition from the private sector, and this is only possible with a committed workforce.

Structural empowerment through positive perception of support, access to opportunity, access to information and access to resources are prerequisite for the motivation of employees enhancing ability to perform their duties and roles in their workplaces.

Organisations have to be ready to create an environment that provides opportunities for the employees to generate empowerment and enhance organisational development. With an environment where employees perceive support, access organization opportunities, access the right and timely information and are able to access the organization resources such employees are likely to get meaning of their work, develop competence to do the work and have a positive perception of the impact or outcomes of their work. Ultimately the employees will perceive positive congruence between the job requirements and their beliefs, values, and behaviours, eventually realizing the significance of their job to the organization and to themselves and pay attention to their work. As a result, they will be likely to do the good job and be proud of their success (Bowen & Lawler, 2006).

Structural empowerment therefore create a process of orienting and enabling individuals to think, behave and take action in an autonomous way (Menon, 2001 cited in Hong and Yang 2009). They help the workers to own their work and take responsibility for their results. Due to technological up-gradation and automation, organisations are dependent on a high degree of creativity and learning attitude of employees which will require individual responsibility and risk taking effort (Kanchana & Panchanatham, 2012). According to Chen, Kanfer, Kirkman, Allen and Rosen (2007), the performance outcomes of empowerment practices are higher productivity, and proactive and superior customer service; while the attitudinal outcomes comprise of job satisfaction, organisational commitment, team commitment, and individual commitment.

Like other African countries, public sector reform in Kenya have been driven primarily by the fact that the state bureaucracy in the country has been underperforming and public service delivery has not been serving the public interest within its most optimal capability. The reforms in Kenya evolved and culminated in the notion of re-engineering of the public sector in the context of public sector transformation, drawing on elements of the NPM (OPM/PSTD, 2010). The public sector in Kenya in particular has for a long time used the same management systems that were employed by the British colonialists. After independence there was no major change in the structures of the service. Instead, efforts were directed at replacing the departing expatriates with the indigenous Kenyans under a policy referred to as Kenyanization. The government focused on employing Kenyans and not offering conducive environment for employee performance. The prevailing view is that the African cultural context is different from Western culture such that western-derived and tested arguments cannot be used to explain and understand organizational problems in developing African countries (Koen & Maaik, 2011).

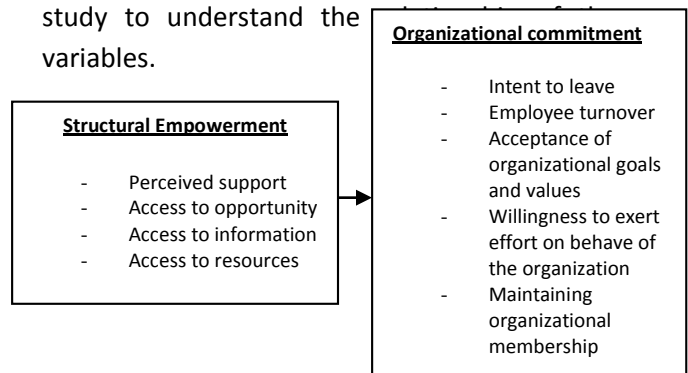
Therefore, in this era business organizations accept the challenge of providing better-quality services to their internal customers who are the employees and promoting practices of employee involvement on empowerment. Relinquishing top bottom management approach encourages employee organizational commitment and improves individual and organizational performance along with bringing flexibility in the organization (Maryam & Imran, 2012).

**Literature Review**

Structural empowerment is the power to create and sustain a work environment. It proceeds from the ability to access and mobilize information, support, resources, and opportunities from one’s position in the organization (Kanter, 1993). The components of structural empowerment are information, support, resources, and opportunity. One of the factors that help cultivate organizational commitment is employees’ structural empowerment strategies available at work. That is, when employees perceive support, access opportunities, access information and access organization resources, hence they are likely to develop a sense of commitment.

**Conceptual framework**

The conceptual framework was developed base on Vachakariat (2008), which was used in the study to understand the variables.



**Independent variable**

**Dependent variable**

**Perceived support**

Therefore, the types of support included in this study are coworker support, supervisor support, and organizational support. Coworker support and supervisor support refer to emotional, instrumental, and/or informational support that comes from coworkers and supervisors respectively (Boyun & Packianatha 2012). Support is described by Kanter (1993) as the feedback and guidance received from superiors, peers, and subordinates. Longest (as cited in Muguella et al., 2013) added that support is

backing, acknowledgment of achievements, endorsement, legitimacy, approval, advice, and problem solving of the work environment. According to Champan (as cited in Kopp, 2013), support can be divided into two broad categories: material and psychosocial. Material support includes money, equipment, supplies and the physical environment. Psychosocial support is primarily in terms of expert cognitive advice from the manager. Such structure helps the work group to do the job and share responsibilities (Straub, 2012).

Perceived organizational support has aroused a great deal of interest among researchers in the fields of psychology and management (Allen, Armstrong, Reid & Riemenschneider, 2008). Organizational support refers to individuals' perceptions about how much the organization values the employees' contributions and care about their well-being (Eisenberger, et al. 2004). Perceived organizational support is therefore refers to the extent to which employees believe that their organization values their contributions and cares about their well-being (Bishop, Scott, Goldsby, & Cropanzano, 2005). Organizational support theory supposes that to meet socio-emotional needs and to determine the organization's readiness to reward increased work effort, employees develop beliefs concerning the extent which the organization values their contributions and cares about their well-being (Orpen, 1994). Eisenberger, Cummings, Armeli and Lynch (2004) called this belief as "Perceived Organizational Support". Perceived organizational support develops by meeting employees' socio-emotional needs and showing readiness to reward employees' extra efforts and to give help that would be needed by employees to do their jobs better (Eisenberger, et al. 2004).

Supportive supervisor behaviors include emotional support, instrumental support, role modeling behaviors, and creative work-life management (Hammer, Kossek, Yragui, Bodner, and Hanson, 2009). A supervisor engages in

emotional support when they listen and show their subordinates they care about their work-life demands. Instrumental support occurs when a supervisor reacts to employee's work-life demands on a daily basis or as it is needed (Hammer et al. 2009). When supervisors actively demonstrate how to balance their work-life behaviors on the job, they are engaging in the third dimension of support, role modeling behaviors. The fourth and final dimension of supervisor support is creative work-life management. Creative work-life management takes place when a supervisor rearranges a work day in order to enhance employee effectiveness on the job and off the job. It is important to consider all four dimensions of perceived supervisor support as they relate to employee job satisfaction and organizational commitment outcomes (Hammer et al. 2009).

Supervisors also shape employee views of organizational support and its association with work-life conflict (Kossek, Pichler, Bodner & Hammer, 2011). They argue that workers view supervisors as organizational agents, organizations is combination of people who strive to achieve some common purpose and they consider supervisor actions to be equated with organizational actions. Supervisors are more influential to have an impact on employees, they bridge the relationship between management and employees. So they have to look on policy implementation as well as to look on how effectively they are working. The actions performed by the supervisor are considered as actions performed by the organization (supervisors are considered as agents of the organization).

Chiaburu and Harrison (2008) opines that a long-standing believe in research on lateral relationships is that coworkers can influence employee opinions and attitudes through varied means, including providing task related help, information, or affective support. These attitudes will eventually have an effect on their job satisfaction and organizational

commitment, as they are central to one's work experience (Harrison, Newman & Roth, 2006). Organizational commitment is typically described as an emotional attachment to, or identification with, one's firm. Factors other than formal exchanges with the firm or its authority representatives (direct leaders) can influence individuals' commitment. Research has shown that coworkers supply resources that are a part of the organizational experience: psychosocial support and sometimes even training and mentoring (Chiaburu & Harrison, 2008). These activities are designed with the explicit purpose of increasing loyalty and deepening commitment to the organization.

In conclusion, if employees feel their supervisor and coworkers are providing support for them, they would work for the supervisor's benefit, and this way, the supervisor would provide more support to the employees. Similarly, employees form their perceptions on how much the organization values their contributions and care about their well-being and respond to it with job attitudes and/or organizational behaviors that facilitate organizational commitment and consequently success. Therefore:

*H1: There is a positive relationship between perceived support and organizational commitment where employees perceive to have organizational support, supervisors support and coworkers support.*

### **Access to opportunity**

The structure of opportunity is described by Kanter (1993) as the chances for growth and mobility in the organization. It involves chances to increase knowledge and skills, competencies of individuals, give them recognition and rewards, provide possibilities for their growth and advancement in their positions, and to participate on committees, task forces, and interdepartmental work groups (Vorya et al. 2013). Promotional opportunities refer to the degree an employee perceives his or her chances to grow and be promoted within the

organization (Lambert, Hogan & Jiang, 2008). Career development is positioned as a change agent as to bridge old and new realities and reinforce the messages of change needed and educate the employees about 'what's in it for them'. Career development is like a catalyst for bringing individual expectations in line with organizational realities (Neeraj 2011).

Employees are more satisfied when they have challenging opportunities at work. These provide them with the chance of participating in interesting projects, job with satisfying degree of challenge and opportunities for increased responsibilities. When the employees are given more responsibilities, are assigned tasks that are important to the organization performance, and are allowed to have opportunities to make significant decisions, giving them more chances to voice out their personal opinions, they will in turn feel more empowered. Empowered employees tend to be more willing to remain with the organization and work harder (Liu, Fellows & Chiu, 2006).

When the employees are given more responsibilities, are assigned tasks that are important to the organization performance, and are allowed to have opportunities to make significant decisions, giving them more chances to voice out their personal opinions, they will in turn feel more empowered. Empowered employees tend to be more willing to remain with the organization and work harder (Liu, Fellows & Chiu, 2006). Managers empower subordinates when they delegate assignments to provide learning opportunities and allow employees to share in the satisfaction derived from achievement (Michel, Nabel & Adiel 2011). Managers are responsible for developing, upgrading employee's knowledge, skills and attitudes, to improve work methods and outcomes that create productive work environments. This can be achieved through planning, development and implementation of educational programs (Michel et al. 2011).

In conclusion, research constructs have identified the importance of availing access to

opportunities to the employees, in a bid to enhance their commitment to the organization and consequently ensure organizational success. Personal development opportunity (Liu & Wang, 2001), promotion equity and training (Long, Fang & Ling, 2002) and opportunity for learning (Ng, Butts, Vandenberg, DeJoy & Wilson, 2006) have independently been shown to affect employees' commitment to their organizations. Such research suggests that, in general, the ability of employees to personally grow and develop within their places of employment affects their psychological attachment to employers. Therefore:

*H1: There is a positive relationship between access to opportunity and organizational commitment when employees are provided with fair promotion opportunities, training opportunities, challenging work and there is a sense of job autonomy.*

#### **Access to information**

Information refers to the data, technical knowledge, and expertise required to function effectively in one's position (Rainey, 2003). Kanter (1993) on the other hand defined information as knowledge about work goals, plans, organizational decisions, and changes in policies, environmental relationships, and future decisions in an organization. Access to information is accomplished by providing staff members with information beyond what is required to address specific issues that affect them and their jobs (Carriere & Bourque, 2009). Access to information represents an important source of power (Xiaohui, 2007). In popular terms, "information is power".

A study conducted by Markey and Patmore (2011) found a very strong positive correlation between affective commitment and employees' job involvement. Similar results were also proven by Torka (2013) when he found that amongst Dutch metal workers that employee involvement leads to more affective and normative commitment to the department as well as to the organization. Literature on direct

participation reveals that direct participation in decision making is related with organizational commitment and organizational commitment is positively related to more favorable outcomes such as effort, coming on time (Elele & Fields, 2010). It is observed that employee's commitment to the organization is strong among those whose leaders allow them to participate in decision making. The need for employees to be more involved in decisions that affect their work has been a center of argument in current management issues (Hales, 2010).

Additionally, according to Altinoz (2008), employees ought to be aware of what they should do, how they should do what ought to be done, and the rationale behind why they should do the things identified as necessary to achieve organizational goals. To buttress the importance of effective communication, Buchanan and Luck (2008) stated that communication constituted a key component of planning, disseminating and implementing organizational goals; a process that involves frequent and timely dissemination of information about goals to addressees. Wayne (2008) additionally submitted that to be able to operate and ultimately function effectively as a system, leaders have to communicate goals and common aims of the organization to employees plainly. Access to information therefore refers to having the formal and informal knowledge that is necessary for effectiveness in the workplace. Employees must possess the technical knowledge and expertise required to accomplish the job, as well as an understanding of organizational policies and decisions. Therefore:

*H1: There is a positive relationship between access to information and organizational commitment where employee are provided with the technical skills and expertise to accomplish jobs, understanding organization polices, participation in decision making process, and, employees have information relevant and central to organization goals and objectives.*

## Access to resources

Vacharakiat (2008) posits that the success of empowerment is linked to resources. She further suggests that access to resources is the most critical empowerment factor. It refers to the ability to exert influence in the organization to bring in needed materials. Examples of these are equipment, supplies, space, and human resources necessary to do the job. They also include financial resources such as funds, time, budget allocation, recognition for work, etc., and other supplies needed to do the job efficiently and effectively in the organization (Johns, 2005).

The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization as well as levels of job satisfaction. According to David and Lauren (2009), the main factors causing job dissatisfaction are inadequate remuneration and poor working conditions, including deficiencies in the working environment such as lack of tools and equipment. Employees will be committed to perform their tasks better if they have adequate tools and equipment. Provision of modern equipment in the work place will go a long way towards enhancing motivation. The advent of the computer has made life easy in the work place. Equipment and tools using modern technology should be provided to employees to further improve their performance and to enhance their motivation. Many organizations, for example, have come into the computer era boldly and rapidly (Demet 2012). Therefore:

*H1: There is a positive relationship between access to resources and organizational commitment where employees have enough time to accomplish tasks, are provided with adequate work materials, have proper tools and equipments and there is enough human resource to accomplish tasks.*

## Methodology

## Research Design

The study used the cross-sectional descriptive survey research design to assess the influence of empowerment on organizational commitment in the Kenya civil service. This study therefore, sought to find out and analyze the opinion of the employees in the Kenya civil service on the influence of empowerment on organizational commitment. The design was suitable for the proposed study because it attempted to determine current status of the phenomenon. Orodho (2005) affirms that surveys are useful in describing opinions, beliefs and knowledge of certain phenomenon in society.

## Target Population

The target population included staff of the selected public organizations. The selected public organizations were the major institutions in the education sector. They include; Teachers Service Commission (TSC), Kenya National Examination Council (KNEC), Kenya Institute of Curriculum Development (KICD) and Higher Education Loans Board (HELB). These are the public service delivery organizations in the education sector. Service based government institutions in the education sector have constantly performed poorly for the past three years (GoK, 2012). These organizations provided good representation of factors affecting service delivery in the Kenyan Civil Service.

## Sampling Procedure and Sample Size

The study used cluster sampling techniques to select the civil servants from the selected organizations who participated in the study. The Fishers formula was used to determine the appropriate sample size of this study. This is because the target population consists of a large number of units (Civil servants in the education sector) (Yates, 2004). The researcher assumed 95% desired level of confidence, which is equivalent to standardized normal deviate value of 1.96, and an acceptable margin of error of 5% (standard value of 0.05).



$$n = Z^2pq/d^2$$

### Data Collection Instruments

The study collected both primary and secondary data. Semi-structured questionnaires were the research instrument used to collect primary data. Secondary data was collected through document reviews and analysis. Sources of secondary data include published books, journals, magazines and the internet. The semi-structured questionnaires were used to obtain information from the staff members. It was designed to contain both open and close-ended questions

### Measurement of Structural Empowerment

Structural empowerment was measured by modifying the Conditions of Work Effectiveness Questionnaire II (CWEQ-II). CWEQ II was developed by Laschinger, Finegan, Shamian, & Wilk (2001) to test Kanter's (1993) theory of structural empowerment in a nursing population. The CWEQ-II is a modified version of the original CWEQ and consists of 19 self-reported items that measure the six components of structural empowerment described by Kanter (information, support, resources, opportunity, formal power, and informal power). This study used this CWEQ-II for only four components: information, support, resources, and opportunity (3 items of each component). The items were rated on a 5-point Likert scale (1 = none, 5 = a lot). The CWEQ-II has been used in previous studies (Vecharakiat, 2008) and an acceptable internal consistency for each subscale has been established, ranging from .80 to .95 for information, .72 to .89 for support, .71 to .88 for resources, and .76 to .85 for opportunity. The overall reliability of CWEQ-II is .78 to .93 (Laschinger, 2004).

### Data Analysis and Presentation

Data analysis and presentation were both qualitative and quantitative in nature. Qualitative data obtained from questionnaires was edited/cleaned and classified into classes

or groups with common characteristics or themes. The content within the themes was then analyzed guided by the research objectives. Quantitative data was analyzed and interpreted using the Statistical Package for Social Sciences (SPSS). Inferential data analysis techniques such as regression and factor analysis were also used to analyze the collected data. Descriptive statistics such as frequencies and percentages were used to show the inherent relationship between variables and the research questions in the proposed study. The SPSS was used to generate suitable graphs and tables. Results were then be analyzed in order to draw conclusions and present the research findings.

The study used multi-linear regression analysis to test the statistical significance of the independent variable (structural empowerment) on the dependent variable (organizational commitment).

The following formula for the regression model was used to analyze the relationship:

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where;

Y = Organizational commitment in the Kenya Civil Service.

$\beta_0$  = The constant or coefficient of intercept.

$X_1$  = Structural empowerment

$\epsilon$  = Error factor

$\beta_1 - \beta_2$  = Correlation coefficients

Regression analysis of structural empowerment on organizational commitment, showed that;

There was a positive (regression weight = 0.21) and significant (critical ratio=3.782) relationship between Perceived support and affective organizational commitment. The relationship between Perceived support and Continuance Organizational Commitment is negative (regression weight = -0.14) and significant

(critical ratio=-2.462). 4% of the variance ( $R^2=0.04$ ) in the affective organizational commitment is explained by Perceived support and 2% of the variance ( $R^2=0.02$ ) in the continuance organizational commitment is explained by Perceived support.

There was a positive (regression weight = 0.39) and significant (critical ratio=7.627) relationship between Access to Opportunity and affective organizational commitment.  $R^2$  (=0.15) indicates that 15% of the variance in the affective organizational commitment is explained by Access to Opportunity.

There was a positive (regression weight = 0.38) and significant (critical ratio=7.282) relationship between Access to information and affective organizational commitment. The relationship between Access to information and normative Organizational Commitment was a positive (regression weight = 0.24) and significant (critical ratio=4.474). 14% of the variance ( $R^2=0.14$ ) in the affective organizational commitment is explained by Access to information and 6% of the variance ( $R^2=0.06$ ) in the normative organizational commitment is explained by Access to information.

There was a positive (regression weight = 0.26) and significant (critical ratio=4.785) relationship between Access to Resources and affective organizational commitment. 7% of the variance ( $R^2=0.07$ ) in the affective organizational commitment is explained by Access to Resources.

## **Results and discussion**

### **Response Rate**

The response rate for the study was within the recommended levels. A total of 384 questionnaires were administered, in the end 348 were returned, coded and used for the analysis. This resulted to 90% overall response rate. Rogers, Miller and Judge (2009) posited that a response rate of 50% is acceptable in descriptive social sciences, Mugenda and

Mugenda, (2003) who observed that 50% response rate is adequate, 60% good and above, while over 70% is rated very good. Babbie, (2010) assert that a return of 50% is adequate, although Bailey (2007) set the adequacy bar at 75%. This implies that based on this assertions, the response rate of 90% was very good.

### **Reliability Test**

The most common internal consistency measure known as Cronbach's alpha ( $\alpha$ ) was used. It indicates the extent to which a set of test item can be treated as measuring a single latent variable (Cronbach, 1971). Cronbach's alpha reliability coefficient ranges between 0 and 1. 0 implies that there is no internal reliability while 1 indicated perfect internal reliability. Cronbach's alpha reliability coefficient value of 0.6 or higher is considered sufficient (Sekaran, 2009). The recommended value of 0.6 was therefore used as a cut-off of reliability (Sekaran, 2009). Reliability results for all the set of variables in the questionnaires gave a cronbach alpha statistics of more than 0.6, thus the threshold value of 0.6 were met. This shows that the questionnaire was reliable as a tool of collecting data.

### **Factor Analysis**

Factor analysis using Principal Component Analysis was conducted to determine if all factors /questionnaire items had significant factor loadings. According to Hair, Anderson, Tatham, and Black, (1995), items / questions which have loadings above 0.5 are considered to be significant. Results of factor analysis showed that all the items had factor loadings greater than 0.5.

### **Summary of the Findings**

Factor considered on influence of employee structural empowerment on organizational commitment included; perceived support, access to opportunity, access to information and access to resources.

The findings on perceived support play a significant role on determining employee commitment to the organization. For example, most of the respondents were to a large extent, very large extent and neutral of the opinion that they receive feedback and guidance from superiors, peers, and subordinates; that their work environment acknowledges employees achievements and success; that coworkers provide helpful hints or problem solving advice; that the organization rewards increased work effort and give help that is needed by employees to do their jobs better; that coworkers value other employees' contribution and care about their well-being; that the organization provide emotional support by listening to them and caring about their work-life demands; that supervisors reacts to employee's work-life demands on a daily basis or as it is needed; supervisors rearrange work days in a manner that focuses in enhancing employees' effectiveness on the job and off the job and that the job provides substantial freedom, independence and discretion for employees to schedule work and determine the procedures used in carrying it out.

The findings on access to opportunity showed that employee access to opportunity influences their commitment to the organization. For example, respondents were to a large extent, very large extent and neutral of the opinion; that the job offers opportunity to participate in interesting projects, with satisfying degree of challenge and opportunities for increased responsibilities; that the chance to gain new skills and knowledge on the job; that the job offers chances to grow and be promoted within the organization; that the job offers benefits and rewards for better results; that there are chances for training and career development in the organization and that the organization provides employees with knowledge and skills necessary to carry out their job;

The finding on access to information showed that employee access to information significantly influences their commitment to the

organization. For example, respondents were to a large extent, very large extent and neutral of the opinion; that employees have access to sources of information and shares information with the people with whom they work to small extent; that there is employee participation within the organization such that a large number of subordinates share a degree of decision-making power with their superiors; that employees are informed on what they should do, how they should do it and why in line with the organizational goals; that leaders within the organization communicate goals and common aims of the organization to employees plainly and clearly and that information available to the employees are relevant and central to organizational goals and objectives.

The findings on influence of employee access to resources on organizational commitment showed that access to resources have a significance influences on organizational commitment. For example, most of the respondent were to a large extent, very large extent and neutral of the opinion; that the organization avails enough time necessary to accomplish tasks; that employees have the ability to exert influence in the organization to bring in needed materials; that there is adequate facilities provided within the organization; that employees with a wide range of skills and knowledge are matched with the right tools to maximize their potential; that there is enough human resource within the organization to accomplish assigned tasks and that employees access temporary help when needed.

The results of the study were in consistent with most findings from other studies that consistently emphasized on the significance of employee structural empowerment on organizational commitment (Pack et al, 2007, Insan, 2012, Narteh, 2012 and Adekunle et al, 2014).

## **Conclusion**

The objective of this research was to determine the influences of employee structural empowerment on organizational commitment in Kenya Civil Service. Results of the study showed significant influence of employees' structural empowerment on organizational commitment in Kenya Civil Service.

From the descriptive analysis it can be concluded that there is a positive relationship between perceived support and organizational commitment where employees perceive to have organizational support, supervisors support and coworkers support. This was in line with the literature review according to (Chiaburu and Harrisson, 2008) who indicated that a long-standing believe in research on lateral relationships is that coworkers can influence employee opinions and attitudes through varied means, including providing task related help, information, or affective support. These attitudes eventually have an effect on their job satisfaction and organizational commitment, as they are central to one's work experience (Harrison, Newman & Roth, 2006). To enhance perceived support, this study recommended; that the public organization should reward increased work effort and give help that is needed to do the jobs better, provide emotional support by listening and caring about employee work-life demands and supervisors should reacts to employee's work-life demands on a daily basis or as it is needed. Provide substantial freedom, independence and discretion for employees to schedule work and determine the procedures used in carrying it out.

On access to opportunities the current study show that there was a positive relationship between access to opportunity and organizational commitment when employees are provided with fair promotion opportunities, training opportunities, challenging work and there is a sense of job autonomy. This was not in line with the literature review for example, personal development opportunity (Liu & Wang, 2001), promotion equity and training

(Long, Fang & Ling, 2002) and opportunity for learning (Ng, Butts, Vandenberg, DeJoy & Wilson, 2006) shown to significantly affect employees' commitment to their organizations. It is on this view that it can be concluded that employee in the Kenya Public sector should have access to opportunities to enhance their commitment to the organization.

On access to information the current study showed that there was a positive relationship between access to information and organizational commitment where employee are provided with the technical skills and expertise to accomplish jobs, understanding organization polices, participation in decision making process, and, employees have information relevant and central to organization goals and objectives. This was not in line with the existing literature review, for example access to information is accomplished by providing staff members with information beyond what is required to address specific issues that affect them and their jobs (Carriere & Bourque, 2009). Access to information represents an important source of power (Xiaohui, 2007). In popular terms, "information is power". It can be concluded that employee in the public sector need to have access to information to enhance organizational commitment.

Similarly, on access to organizational resources the current study showed that there was a positive relationship between access to resources and organizational commitment where employees have enough time to accomplish tasks, are provided with adequate work materials, have proper tools and equipments and there is enough human resource to accomplish tasks. Vacharakiat (2008) posits that the success of empowerment is linked to resources. She further suggests that access to resources is the most critical empowerment factor. It refers to the ability to exert influence in the organization to bring in needed materials. Examples of these are equipment, supplies, space, and human

resources necessary to do the job. It's against such background it can be concluded that, it's important to ensure that employee have access to organizational resources in the public sector to enhance organizational commitment.

This study has some limitations. It confined its focus to three institutions in Kenya Civil Service only. Hence, future research should examine influences of employee structural empowerment on organizational commitment

in several organizations in Kenya Civil Service and Public sector. Whereas this research has relied on quantitative approaches to examine influences of employee empowerment on organizational commitment, an in-depth analysis of individual responses can generate useful inductive information and provide a richer understanding of the influences of employee structural empowerment on organizational commitment.

## REFERENCE

- Adekunle A. O, Samuel A. O., Olugbenga J. L. and Kehinde O. O. (2014). Personal Characteristics and Training Opportunities as Determinants of Organisational Commitment among Nigeria National Parks' Employees. *European Scientific Journal*. vol.10, No.5. pg 221-230.
- Altinöz, M. (2008). An overall approach to the communication of organizations in conventional and virtual offices. *Proceeding of World Academy of Science: Engineering & Technology*, 43, 475-481.
- Allen, M.W., Armstrong, D.J., Reid, M.F. and Riemenschneider, C.K. (2008), "Factors impacting the perceived organizational support of IT employees", *Information & Management*, Vol. 45, pp. 556-563.
- Boudrias, J. S., Gaudreau, P., Savoie, A., & Morin, A. J. S. (2009). Employee empowerment: From managerial practices to employees' behavioral empowerment. *Leadership & Organization Development Journal*, 30, 625–638.
- Boyun W. and Packianathan C. (2012). Dynamics of Perceived Support and Work Attitudes: *Human Resource Management Research*. The Case of Fitness Club Employees 2(1): 6-18.
- Bowen, D. E., & Lawler, E. (2006). The empowerment of service workers. In J. Henry, & D. Mayle (Eds.), *Managing innovation and change* (3rd ed.; pp. 155-169). Thousand Oaks, CA: Sage Publications.
- Buchanan, E., and E. Luck. 2008. The Electronic Village: Digital Challenges in Communication Strategies for Not For Profit Organisations. *International Journal of Business Environment* 2: 258-279.
- Carriere, J., & Bourque, C. (2009) The effects of organizational communication on job satisfaction and organizational commitment in a land ambulance service and the mediating role of communication satisfaction. *Career Development International* , 14, (1), 29-49.
- Chen, G., Kirkman, B. L., Kanfer, R., Allen, D., & Rosen, B. (2007). A multilevel study of leadership, empowerment, and performance in teams. *Journal of Applied Psychology*, 92, 331-346.
- Chiaburu, D. S. & Harrison, D. A. (2008) Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on: perceptions, attitudes, OCBs, and performance. *Journal of Applied Psychology*, Vol 93(5), 1082-1103.
- David, M. D., & Lauren, M. (2009). The impact of physical environment on employee commitment in call centres: The mediating role of employee well-being. *Team Performance Management*, 15(1), 35-48.
- Demet L. 2012. Impact of Workplace Quality on Employee's Productivity: Case Study of a Bank in Turkey. *Journal of Business, Economics and Finance*, 1 (1), 38-49.

- Elele, J. & Fields, D. (2010). Participative decision making and organizational commitment: Comparing Nigerian and American employees. *Cross Cultural Management: An International Journal* 17(4),368-392
- Eisenberger, R., J. Cummings, Armeli,S. & Lynch,P, (2004), "Perceived Organizational Support and Employee Diligence, Commitment, and Innovation", *Journal of Applied Psychology*,75, 51-59.
- Government of Kenya (GoK) (2012). Report on evaluation of the performance of public agencies for the financial year 2010/2011. Available at: [http://www.uonbi.ac.ke/sites/default/files/Performance Evaluation Report FY 201011 GP.pdf](http://www.uonbi.ac.ke/sites/default/files/Performance%20Evaluation%20Report%20FY%20201011%20GP.pdf).
- Hair, J.F., Anderson, R.E., Tatham,R.L., & Black, W.C. (1995), *Multivariate Data Analysis* Prentise-Hall, Englewood Cliffs, NJ.
- Hales, K. (2010), "Management and Empowerment Programs", *Work, Employment and Society*, Vol: 14, No: 3, pp: 501-519.
- Hammer, L. B., Kossek, E., Yragui, N. L., Bodner, T. E., & Hanson, G. C. (2009) Development and validation of a multidimensional measure of family supportive supervisor behaviors (FSSB). *Journal of Management*, 35(4), 837-856.
- Harrison, D. A., Newman, D. A. & Roth, P. L. (2006) How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49, 305-325.
- Insan, A. N. (2012). The effect of empowerment of the organizational commitment and the job satisfaction of the employees of the national electricity company (Ltd.) in South Sulawesi province Indonesia. *Asian Transactions on Basic & Applied Science*, 3(4), 13 – 23.
- Johns, R. (2005). Determinants of organizational commitment among U.S. workers. Unpublished master's thesis, Duquesne University.
- Kanchana, P.N & Panchanatham,N, (2012) "The Influence of Demographic Factors on Organisational Commitment", *International Journal of Exclusive Management Research*, 2 (5), 2012, 1-13.
- Kanter, R. M. (1993). *Men and women of the corporation* (2nd ed.). New York: Basic Books.
- Koen D., & Maaik van A., (2011) "Linking leadership empowerment behavior to employee attitudes and behavioral intentions: Testing the mediating role of psychological empowerment", *Personnel Review*, Vol. 40 (3). Pp.284 – 305.
- Kopp, L. R.,(2013) *The Effects of Perceived Supervisor Work-Life Support on Employee Work-Life Balance, Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior* American Psychological Association, 6th edition

- Kossek, E., Pichler, S., Bodner, T. & Hammer, L. B. (2011). Workplace social support and work–family conflict: A meta-analysis clarifying the influence of general and work family-specific supervisor and organizational support. *Personnel Psychology*, 64(2), 289-313.
- Laschinger, H.K.S., J. Finegan, J. Shamian and P. Wilk. 2001. "Impact of Structural and Psychological Empowerment on Job Strain in Nursing Work Settings: Expanding Kanter's Model." *Journal of Nursing Administration* 31: 260-72.
- Lambert, E. G., Hogan, N. L. & Jiang, S. (2008) Exploring antecedents of five types of organizational commitment among correctional staff: it matters what you measure. *Criminal Justice Policy Review*, 19 (4), p. 466-490.
- Liu, A. M. M., Fellows, R., & Chiu, W. M. (2006). Work empowerment as an antecedent to organisational commitment in the Hong Kong quantity surveying profession. *Surveying and Built Environment*, 17(2), 63-72.
- Li, C.P., (2006). Psychological empowerment: Measurement and its effect on employee work attitude in China. *Acta Psychological Sinica*. 38(1): p. 99-106.
- Liu, X. P., & Wang, Z. M. (2001). The study of organizational commitment and its development mechanism. *Nankai Business Review*, 4(6), 58–62.
- Long, L. L., Fang, L. L., & Ling, W. Q. (2002). Organizational career management: Measurement and its effects on employees' behavior and feelings in China. *Acta Psychology Sinica*, 24(1), 97–105.
- Markey, R., & Patmore, G. (2011). Employee participation in health and safety in the Australian steel industry: Port Kembla, 1935-2006. *British Journal of Industrial Relations*, 49(1), 144-167
- Maryam H. S. & Imran N. H. (2012). Investigating Organizational Commitment as the Outcome of Job Satisfaction: A Study of Banking Sector of Pakistan, *International Journal of Learning and Development*, 2(4).
- Menon, S. T. (2001). Employee empowerment: An integrative psychological approach. *Applied Psychology: An international Review*, 50 (1), 153-180.
- Michel,Z.,Nabel N.S. & Adiel S. (2011) The Impact of Human Resource Management Practices on Organizational Commitment in the Banking Sector in Kuwait. *International Journal of Business and Management* Vol. 6, No. 6.
- Muguella, A., Mohd, R. & Mohd, Y., (2013) Supervisory Support as a moderator of work-life Demands and Life Satisfaction among Malaysian Female Academicians: *World Applied Science Journal* 28:32-37.
- Narteh, B. (2012). Internal marketing and employee commitment: Evidence from the Ghanaian banking industry. *Journal of Financial Services Marketing*. 17, 284-30



- Neeraj K. (2011). Job Satisfaction of the Employees at the Workplace. *European Journal of Business and Management*. Vol 3, No.4.
- Ng, T., Butts, M., Vandenberg, R., DeJoy, D. & Wilson, M. (2006). Effects of management communication, opportunity for learning, and work schedule flexibility on organizational commitment. *Journal of Vocational Behavior*, 68(3), 474-489.
- Orodho, J. (2005). *Essentials of educational and social science research methods*. Nairobi: Masola Publishers.
- Orpen, C. (1994), "The Effects of Exchange Ideology on the Relationship between Perceived Organizational Support and Job Performance", *Journal of Social Psychology*, 134 (3), 407-408.
- Pack, S.M., Jordan, J.S., Turner, B.A., & Haines, D. (2007). Perceived organizational support and employee satisfaction and retention. *Recreational Sports Journals*, 31, 95-106.
- Rainey, H. G. (2003). *Understanding and managing public organizations*. San Francisco, CA: Jossey-Bass.
- Samavi S.A. (2011). Study of Relationship between Job Satisfaction and Organizational Commitment among High-School Managers. *Journal of Life Sci. Biomed.* 1(1), 2011, 1-3.
- Straub, C. (2012). Antecedents and organizational consequences of family supportive supervisor behavior: A multilevel conceptual framework for research. *Human Resource Management Review*, 22(1), 15-26.
- Torka T. (2013), "The Enterprise Development: Direct Employee Participation in Strategic Planning", *Total Quality Management*, Vol: 10, No: 4, pp: 739-744
- Vacharakiat, M. (2008). The relationships of empowerment, job satisfaction, and organizational commitment among Filipino and American registered nurses working in the USA. (Unpublished doctoral thesis). University of George, Mason.
- Vorya J., Mohamad A. M & Mohamad A. (2013). An examination of the relationship between empowerment and organizational commitment (Case study Kurdistan province electric staff). *Interdisciplinary journal of contemporary research in business*. Vol 4, No 12
- Xiaohui W., (2007) "Learning, job satisfaction and commitment: an empirical study of organizations in China", *Chinese Management Studies*, Vol. 1 Iss: 3, pp.167 – 179.
- Yates, J.S. (2004). *Doing Social Science Research*. Sage Publications: London.