

**RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND
ORGANIZATIONS COMMITMENT AT THE KENYAN TEACHERS
SERVICE COMMISSION**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULLFILLMENT
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2017

DECLARATION

I hereby declare that this is my original work and it has to been submitted to any university for examination purposes

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This project has been submitted for examination purposes with my approval as the university supervisor

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Signature.....

Date.....

DEDICATION

This project is dedicated to my loving husband Felix and my lovely children Brayden and Ivanka.

ACKNOWLEDGEMENT

Thanks to the Almighty God for his sufficient Grace, Mercy, and Power that sustained me throughout the project period.

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LIST OF ACRONYMS/ ABBREVIATIONS

SPSS	Statistical Package for Social Sciences
TSC	Teachers Service Commission
SET	Social Exchange Theory

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ABSTRACT

In any organization, employee engagement is most important as it forms foundation where a worker works in an organization in the best interest as he has an intrinsic desire to do so by free choice. The engaged employee goes an added mile, they trust in and associates themselves with the organization, put more effort to make things well improved, they are aware of the company framework and compliments fellow workmates. The main objective of the study was to determine the relationship between employee engagement and organizational commitment at the Kenya Teachers Services. A descriptive research survey design and Stratified sampling technique were adopted by this study. The sample size consisted 200 respondents working at the Kenyan Teachers Service Commission (TSC). The tool used to collect data from the participants was a questionnaire. From this research, it is evident that the employees of the commission are committed to serving the commission until retirement as long as their work gives them satisfaction and there is feedback on their progress and room for improvement. Also from the results, TSC employees expect the commission to appreciate their efforts towards the organization by engaging in activities that are in support of the mission, goals, and objectives of TSC as commission. It was also established that the TSC employees are aware of the need to be loyal to the organization but still asserted it was not necessary to be loyal all the time as it all depends on how the employer was treating them. Other factors that would foster employee engagement and organizational commitment include employer enhancing a culture of teamwork, career development, and growth, employee recognition, team building, training and seminars for employees and suitable working environment. In conclusion, TSC as Commission should engage the employees in making decisions and take into consideration their opinions as this would increase the levels of employee engagement and commitment. Employers should treat employees with same qualifications equally in terms of remuneration and reward as this foster employee engagement and commitment. It was also concluded that in correlation between the two variables, there existed a significant positive relationship. In an organization where employee engagement and commitment is not handled well, employees are bound to disengage and not provide their commitment and engagement with the organization. A further research study can be carried out to investigate if employee engagement causes organizational commitment or the reverse.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Human resource is significant to any organization success. Despite an organization having all the apparatuses and resources, it will not flourish without people. An organization with engaged and committed have a high competitive advantage including higher output with less employee turnover making it be an employee's choice. Through employee engagement, an employee is given an intrinsic desire to enable him to work in best awareness of the organization. Commitment can be stated as the desire of worker to remain as members of a particular organization because of the organization certain beliefs, values and goal and also the desire of the employees to strive to suit in the organization (Gbadamosi, 2003).

Employees who are fully engaged and committed to an Organization are productive, efficient, have no intentions to exit as they can do anything so as to ensure they promote the accomplishment of the company's goals, mission, and vision with the intentions to remain part of the organization. Additionally, any worker who is well engaged and committed tends to offer his service one heartedly to the organization and in return love their work. In the case where the employee is not engaged and committed, the organization will experience employee's absenteeism, poor performance at work and high rate turnover among other negative factors that may affect organization high performance (Shiraz *et al.*, 2011).

This research study was guided by the social exchange theory and Herzberg two factor theory. The social exchange theory explains employee behavior reciprocity in a social exchange relationship with the organization (Blau, 1964; Homans, 1961). The theory provides that perception formed by an employee in regard to treatment received from the organization compels the employee to reciprocate in positive and beneficial ways that include full engagement and commitment. Similarly, in Herzberg two factor theory, motivation is influenced by two factors which can promote employee satisfaction or hinder it and they include the hygiene factors and motivators or satisfiers. The satisfiers are linked to intrinsic motivation while hygiene factors attached extrinsic motivation while. The study focused on the intrinsic motivation as it encourages job fulfillment, acknowledgment, and accomplishment and offers an opportunity for growth and development.

This study focused on the Teacher Service Commission secretariat because of the strategic role it plays in managing over 300,000 teachers who are spread across all the areas of the counties (Education sector report 2016). Managing such a big and diversified workforce requires a highly devoted team of employees who should be engaged in order to generate commitment. At TSC, the engagement and commitment of staff are crucial as it will encourage the employees to work hard and go an extra mile in doing their roles and responsibility in achieving goals of the organization. A strong linkage with employees is crucial to the Teachers service commission. Organizations that value committed employees encourage its workers to participate in additional roles, be involved in creative or innovative activities hence keeping an organization competitive.

1.1.1 Employee Engagement

Employee engagement is the cognitive, behavioral and emotional state of an individual that is connected with an institution's overall output Shuck and Wollard (2010). Employee engagement can also be well-defined as a individual's involvement in and enthusiasm for his task. Engaged workers in any organization are more productive due to many positive works experience they have. Therefore, an organization will in return have high profits with less intention of employees wanting to quit the organization. It then can be concluded that engagement is a two-way situation where both the employer and employee win (Purcell, 2010).

According to Gallup, engagement has a number of dimensions and it is vital for managers to comprehend these dimensions of engagement in an organization. The four dimensions of employee engagement are physical, cognitive, affective and behavioral. Khan (1990) elaborated that people employ and express themselves physically when they are engaged in a role. In physical dimension, engagement is demonstrated by the effort an employee puts in his job. Cognitive dimension of employee engagement is associated with personal energies one invests into intellectual works (Khan, 1990). In the affective dimension of employee engagement, as much as the employees are involved in their daily tasks they also show behaviors that prove how they have put own energies and feelings as an investment to the organization. Welbourne (2007) suggest that organizations need to work on how to can improve the level employee engagement by concentrating on employee's behavior and the end result will be an outstanding performance.

1.1.2 Organizational commitment

Organizational commitment is the trust and acceptance of the organizational statements and principles with desirability by the employees to belong to that organization (Porter *et al.*, 1974). In enhancing organizational commitment among the employees, it leads to high level of employee commitment, increases job motivation, enhances employee retention, and enhance good employee's performances at the workplace. Generally, organization commitment is grouped into three levels which includes affective ,normative , and continuance commitment (Allen & Meyer, 1996; Karrasch, 2003; Turner & Chelladurai, 2005; Greenberg, 2005; Boehman et al., 2006; Canipe, 2006). At different levels of the organization, the three dimensions are shown by employees and they are independent in nature (Meyer & Allen, 1997).

Affective commitment is the person's emotive attachment toward the company. In this regard, individuals remains part of the company for long periods because they choose to and become very committed to the achievement of the company goals (Meyer & Allen, 1991). On the other hand, ccontinuance commitment, is based on the costs incurred when a worker is leaving the organization. The employee remains part of the organization not that they want to but because they need to (Meyer & Allen, 1997). In normative commitment, an employee is obligated to remain stay in that organization (Meyer & Allen, 1997). Employees are under pressure to perform in accordance with organization goals and objectives. It also states that the employees stay in an organization because they feel it's a moral need to do so.

1.1.3 Teacher Service Commission

The Teachers Service Commission (TSC), as a corporate body established in 1967 under an Act of Parliament Cap 212. The TSC was re-established as one of the constitutional commissions by Constitution of Kenya (2010). In Kenya, Constitutional Commissions are independent of parent government ministries and are mandated by the Constitution to act independently of the executive arm of the government when executing their mandate. Article 237 (2) and (3) states the mandate of TSC to include; managing teachers in the country; reviewing education standards; training of new teachers; annually reviewing the demand for and supply of teachers and advising the national government on issues affecting teachers (TSC Strategic Plan 2015- 2019). TSC helps the government of Kenya in ensuring the attaining universal education for all as enlisted in Kenya's Vision 2030 shall be achieved. It is also entrusted with the responsibility of improving the

professional capacity, maintaining the good conduct of teachers and ensuring all teachers receive the necessary support.

The secretariat staff is charged with the responsibility of execution of TSC mandate. The decision-making organ of TSC is the commission which comprises of commissioners who are appointed to the commission as per the legal guidelines stipulated in the Constitution. The chief executive and the secretary to the Commission are entrusted with the duties of ensuring the implementation of the Commission's strategies through coordination of day to day activities at the secretariat. The TSC annual report (2015) indicates that the services of TSC are devolved in line with the constitutional requirement of devolution of government services. The TSC secretariat is devolved into 47 counties directorship which is coordinated by the headquarters (TSC Devolution Plan, 2015). This study focuses on TSC secretariat which is described as TSC. TSC secretariat has over 2000 employees offering services to over 300,000 teachers in the country. This research hence seeks to determine the relationship between employee engagement and commitment at the Teachers Service Commission (TSC) headquarters in Kenya.

1.2 Research Problem

An organization with engaged and committed employees have competitive benefits including higher production and lower employee turnover. The Organization which indoctrinates employee engagement philosophy in its work environment obviously becomes the best companies for workers as it puts its employees at the heart of the company drive (Gratton, 2000). Thus, nowadays organization are investing in policies and procedures that promote employee commitment and engagement. Managers in an organization should hence cultivate engagement as disengagement leads to lack of commitment and motivation. Additionally, lack of engagement and commitment also make employees exit the organization, develop sickling behaviors, be discouraged, and to some extent encourage others to behave in disadvantaged ways towards the organization hence drain off resources needed elsewhere within the organization. To prevent such damage of resources, it is crucial for employers to fully engage their employees.

TSC is faced with issues concerning employee engagement and employee commitment. The commission is faced with challenges of teachers going on strike, employee claim of poor payment and some teachers changing profession. Many teachers are not registered with the commission despite being trained and even those registered are not teaching as they have moved to other

profession or private schools where the pay and working conditions are favorable. With some teachers' eager to change profession, it then questions the level of employee engagement and employee commitment at TSC. As a result, the TSC must understand which behaviors promote employees committed to the commission if it has to maintain the leading role in the provision of quality primary and post-primary education in Kenya exhibit (Article 237(2))

In the research carried out by (Khalid & Khalid, 2015) on the employee engagement and organizational commitment relationship with the career satisfaction at the University of Gujrat, the results indicated a positive relationship between employee engagement and organizational commitment with career satisfaction, however, organizational commitment has a close relationship to employee engagement. Several studies relating to employee engagement and organizational commitment have been carried out in Kenya. In the research done by (Mutunga, 2009) in the telecommunication industry focusing on the factors that contribute to employee engagement levels using the case of Zain Kenya, the research established that salary and benefits were main factors that contribute to employee engagement. Ndugo, (2010) in her research on employee engagement in Afya SACCO concluded that pay rise, promotions, training, and seminars were the factors affecting employee engagement. Also, (Wachira, 2013) carried a research on the commitment of employees relationship with employee engagement at Barclays Bank of Kenya. The study showed a positive correlation existing between commitment and engagement of employees working at Barclays Bank of Kenya. According to Ira, (2010) who analyzed commitment and their influence on employee turnover at TSC with key components of commitment analyzed being career commitment, continuous commitment, and Protestant work ethic. The study concluded that work environment influenced commitment. Also, Koitalek, (2016), conducted a research on the influence of compensation on employee commitment at TSC. The finding shows that compensation influences employee commitment, enhances better performance, trust and good relationship with the management.

With the review of the existing literature, it is clear that no known research has been carried out to determine the relationship between employee engagement and commitment at the Kenyan TSC. Hence, this study aimed at filling this gap by answering this research query: What is the relationship between employee engagement and organizational commitment at Kenyan Teachers Service Commission?

1.3 Objective of the study

This study objective was to determine the relationship between employee engagement and commitment at the Kenyan Teachers Service Commission

1.4 Value of the study

This study will add value to the existing body of knowledge that exists in the field of employee engagement and commitment. To the TSC employer, findings of the study will enable policymakers to address the need for employee engagement and having a committed employee. In this regard, the Commission will formulate policies and strategies to enhance employee commitment and engagement. Additionally, the outcomes of study will help other commission to implement human resource practices that impact positively on employee engagement and commitment.

The government and other stakeholders such as Human Resource practitioners, employers' associations and employee's unions and other policymakers will use the finding of the study in addressing ways of improving employee commitment and engagement by developing strategies that will facilitate the attraction, utilization, and retention of competent employees.

To researchers, the result of the study will serve as literature on their further study on employee engagement and commitment at organizations. The academicians will review the existing literature and establish gaps for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This part covers the theoretical foundation on employee engagement and organizational commitment, levels of employee engagement, types of organizational commitment as well as the link between employee engagement and organizational commitment was brought into sight.

2.2 Theoretical Foundation

The theoretical foundation aim was to bring out a clear notions of employee engagement and organizational commitment and the relationship between the two concepts. The study was anchored on social exchange theory and Herzberg two factor theory. The theories explain employee's behavior, attitudes, and perceptions arising out of employee engagement and organizational commitment.

2.3 Social Exchange Theory

Social exchange theory (Blau, 1964; Homans, 1961) explains employee behavior reciprocity in a social exchange relationship with the company. The theory provides that perception formed by an employee in regard to treatment received from the organization compels the employee to reciprocate in positive and beneficial ways that include being fully engaged and committed. Positive beneficial acts to an employee by the organization create a high exchange relationship that serves to develop an aversive sense of indebtedness to the organization which can only be reduced by reciprocation (Setton *et al.*, 1999). Social exchange reciprocity occurs at all levels of the organization and also with immediate supervisors (Eisenerger *et al.*, 1986). Employees' reciprocation a way of giving back what he interprets to be a fair and kind consideration for the organization.

Reciprocity to the organization is noted in role behaviors, citizenship behavior and organization commitment (Shore & Wayne, 1993). Social exchange leads to the trust of the employee towards the organization that it will fulfill its exchange obligations. For instance, majority employees are indebted to repay the organizations they work for in kind depending on how the organizations offer resources that are economic and social-emotional in nature (Cropanzano & Mitchell, 2005). Similarly, (D Robinson, Perryman, & Hayday, 2004) argues that engagement is a two-way scenario involving employees and employer in aid of the SET. Employees mostly repay their

organization by choosing to engage themselves to certain levels depending on the resources they receive available. In this regard, the employees are motivated to exchange organizational resources and benefits.

Commitment to the organization through the social exchange can be either affective commitment or continuance commitment. Setton *et al.*, (1999) describe the leader-member exchange to be a cordial relationship between the employee and the supervisor arising out of the perception the supervisor represents the organization to which the employee is indebted to. Local-member exchange is more associated with role behavior with employee developing personal obligation to undertake extra duties, put in more time and minimize conflicts with the supervisors.

SET was relevant to this study as it provides a theoretic basis for explaining why employees are more or less engaged to work and their institution. Kahn (1990) and Maslach *et al.*, (2001) conditions of engagement model are socio-emotional and economic exchanges within SET. Employees are more committed to delivering to an organization once they receive resources. For instances, if there's no resource provision, employees are bound to disengage and not provide their commitment and engagement with the institution.

According to Miller (2005), the SET theory faces some critiques. For instance, the theory tends to favor freedom and openness though preferred they are not good when it comes to cementing a good relationship between the employer and employees. Also, it has been stated that the theory reduces interaction between individual because of the economic needs.

2.4 Herzberg Two Factor Theory

Classical theories of employee motivation (Herzberg, 1966), provides the basis for employee engagement. The concept relates to Frederic Hertzberg's two-factor theory of motivation which has two types of motivators; (1) the hygiene factors which are the demotivators and (2) motivators that sustain effort". Bassett-Jones & Lloyd (2005) also stated that job satisfaction is related intrinsic factors while dissatisfaction is linked to extrinsic factors. Intrinsic factors are the motivational element in engagement. Also, when work itself is said to be meaningful it then possesses intrinsic motivation. This implies that pay does not foster engagement, but the work does (Macey et al 2009). Intrinsic motivation exists when one performs work for own sake without any reinforcement. Similarly, intrinsic motivation ascends from self-created issues that affect an

individual behavior. For instance, work itself can motivate an individual when they feel that what they do is significant, exciting and stimulating and offers them a sense of independence, openings to growth and development, and opportunity to be creative and innovative (Armstrong, 2012). The job itself must be challenging, complex and in a variety of jobs to engage the worker.

In Herzberg theory conclusion, dissatisfaction is affected by the hygiene factors while job satisfaction is affected by motivators. An employee is motivated through job security, pay, recognition, achievement and by means that foster growth and development (Kadushin (1992:198). Also, Banks (1997:24) supports Herzberg's study, which states that employee increase in the level of engagement and commitment to the organization is not necessarily triggered by more money being offered to them factors such as honesty, morals, individual expression or intellectual encounters. In this regard, the theory of Herzberg is of relevant to the study because it has been broadly read and applied despite its weaknesses. The theory is of value to the study as it recognizes that true motivation comes from within a person and not extrinsic factors hence promote employee engagement and organizational commitment.

The Two Factor theory faces some prejudices in its application. The theory fails to give a clear distinction between the hygiene factors and the satisfiers as some aspects fall in the two groups. Also, some factors such as salary are ambiguous in the position as a motivator or hygiene factor (Ewen, 1964).

2.5 Employee Engagement Levels

In regards to Gallup (2012), there are three levels employee's engagement which include actively disengaged employees, not engaged employees and engaged employees. All these kinds of employee's levels are different in relations of their participation and their responsibilities in any organization. An engaged worker is regarded as the foundation of organizational growth because of the critical role they play in achievement of the organization goals and mission as they perform their work perfectly. Engaged employees put their strength and talent to work every single day and they do their work with desire and feel connected to an organization. They mostly steer the organization innovations and move them forward (Vazirani, 2007). Engaged employees in an organization start their day with a sense of motive and end it with an accomplishment. They stay

with the organization for a long period hence improve employee retention and reduce intention to leave (Shaw & Bastock, 2005).

According to Dilys Robinson, Perryman, & Hayday (2004), an engaged employee is characterized as one who has an emotional attachment to the organization as well as the job itself. They have trust and confidence in the employer /organization as well as they are fully committed to their work and the organization as well. In any organization where the engaged employees work they create a conducive and healthy environment whereby there are mutual respect fellow colleagues and work in unity to perform efficiently. The engaged employee also performs their job beyond the set expectations by the employer and accept and adapt quickly to changes so as to keep abreast with new knowledge and technology. They stay with the organization for a long period hence improve employee retention and reduce intention to leave (Shaw & Bastock, 2005).

In the case of not engaged employees, they are only concerned with their own work rather than the goals and development of the organization. As opposed to engaged employees they do not have the vigor and interest to do their work (Reilly, 2014). They also do not have a good rapport with fellow workmates and their manager. Their contribution to the success and development of the organization is also so minimal. The not-engaged employees are those individuals who are absent mentally and emotionally in their workday as they are just passing time and not putting vigor into their job (Canipe, 2006).

The actively disengaged employees neither do they complete their work well but also, they do not meet the deadlines. Just as not engaged employees, their contribution to the success and development is also almost negligible. They depend on the work done by fellow workmates as most of the time they are unhappy at work. The actively disengaged employees carry the organization on a negative path and thus the organization unable to achieve its goals and objectives (Harter, Schmidt, & Killham, 2003; Vazirani, 2007) unlike engaged employees in an organization who start their day with a sense of reason and end it with an achievement the actively disengaged employees the opposite.

2.6 Types of Organizational Commitment

In Meyer & Allen, (1997) model of commitment, state that organizational commitment exists in three different levels namely; normative, continuance and affective commitments. These kinds of commitment reflect on an individual' knowledge of the company's goals and the company itself. (Bartlett, 2001).

2.6.1 Affective Commitment

Allen & Meyer, (1990) defines affective commitment as workers positive emotive attachment to a company. It is a psychological attachment established by workers to their organization in such a way that personnel who are committed to the employer identify themselves with it not only physically, but also emotionally (Ghosh & Swamy, 2014). In this regard, affective commitment tends to measure fondness from an employee to their current organization, which extends to include both involvement and identification with a given organization (Chung, 2013). Ajmal et.al. (2015) argues that affective commitment is important in establishing employee commitment. He is seconded by Pepe (2010) who acknowledges commitment to being consistent in the involvement of an activity based on the amount of knowledge one has on the costs and is vital in the general performance of a company.

According to Ehnert (2008), sensitive and mindful employer's main objective is to retain a highly skilled and motivated workforce and in return, employees are given an equal chance and attractive entities. This is because the success and competitiveness of the organization are directly linked to the quality of their workforce. Employee's commitment is displayed in their dedication to the organization, job or any activity organized in the interest of the employees. Committed employees are known for their beliefs, self-confidence, customer care and mind for consequences and concern for loyalty to the organization Meyer & Allens 2007). Commitment is key to the survival of any organizations hence employers expect their employees to contribute and deliver to their success without coercion. Affective commitment comprises generally job-related features, individual traits and job practices that dictate the magnitude of commitment exhibited from different categories of employees (Morrow, 1993).

2.6.2 Continuance Commitment

Continuance commitment refers to the extent to which any employees stay in a given organizations taking into consideration the costs that may come as result of leaving the organization. Hence, employer tends to stick to their current job place due to lack better alternatives or the consequence of failing to be committed to the employer organization(Sow, 2015). According to Piery (1997), the employee is compelled to belong to the company because he/she "has to". Continuance commitment defines the costs that organization incurs as a result of the act of an employee to leave. In most cases, employees are bound with an organization out of self-interest and also because they have created a good commitment to the organization (Newman et al., 2011).

Continuance commitment further entails an awareness by the employees of personal investments that they have made, investments that may include good work relations established between employees and their employer, career investments, benefits relating to their years of retirement, and acquired job skills at the organization as well as their years they have devoted to serving the organization (Alhassan, 2011). This reduces uncertainty through providing financial security and job stability. Furthermore, employees who experience continuance commitment have a lot to lose in leaving the present institution hence the perception of having to join another organization poses a potential threat to their survival. In continuance commitment both the employee and employer incur costs as it's a lose-lose scenario as the employee remains in that uncomfortable position because of her needs and absence of better means. Employees continue to work in a position only and at times may potentially contaminate the workgroup.

2.6.3 Normative Commitment

Normative commitment is associated with an worker sense of the necessity to reciprocate a good deed accorded to him or her by the employer(Sow, 2015). In this regard, the individual is compelled to remain in the organization because he feels it's a moral obligation to do. (Meyer & Allen, 1997, (Ghosh & Swamy, 2014). For example, if an employee was paid for by an organization to attend a training, then the employee will feel 'moral' obligation to go an extra mile in increasing her/his job performance and remains part of the organization so as to repay the debt they believe they owe the organization. Khalid & Khalid, (2015) describe normative commitment as the inner attachment that workers holds so as to make him or her to feel it his or her responsibility to continue with the company.

Wiener, (1982) asserts that the obligation by an employee to belong to an organization is due to the socialization experiences and observation of other employees as role models. Employees' cultural background at times influences an individual to remain with the organization where the behavior of collectivism than individualism is cultivated by families of these employees. They stay because they think they have an obligation to serve their employer, (Ahmadi & Avajian, 2011). Organizations that have normative commitment culture towards their employees such as willingness and loyalty will create psychological positive effects on employees' commitment and improves their performance. In most case you find employees work so hard to ensure the goals of the organization are met even if it means taking an action not prescribed in his terms of service. This is because he feels it is his moral obligation to do so.

2.7 Employee engagement and organizational commitment

Shoko & Zinyemba (2012) carried out a research at National Higher Education institute (HEI) in Zimbabwe. The study objective was to investigate the impact of employee engagement on organizational commitment among workers. They used an explanatory-descriptive survey design. The respondents were 142 employees from three universities drawn from a stratified random sample. Gallup Worker Audit (GWA) was used in the measurement of employee engagement while the Organizational Commitment Questionnaire was used in measuring commitment. Data were analyzed statistically and correlations made between two variables. The finding of the study shows that 66.2% had low levels of engagement while 33% were actively engaged. Results of the study indicated 33.8% of the staffs as actively engaged with 66.2 % with low levels of engagement. Finding of this study indicates that there a positive relationship between employee engagement and organizational commitment.

Yalabik, et al., (2015), in the study on engaged and committed? The relationship between work engagement and commitment in professional service firm (PSFs) proves the exitance of a connection between engagement and commitment. For the survival of these PSFs, they have to encourage the employees to produce an exceptional product and knowledge-based services to be competitive in the market. This means that they need to have professionals who are committed and fully engaged. A survey was drawn from 375 employees of the global PSF. Two models were used in testing the relationship between work engagement and multifocal commitment; the client,

Organization, the profession and the team. The findings suggested the link between employee engagement and commitment is essential for the context of the PSFs.

Agyemang & Ofei (2013) carried out an investigation on employee work engagement and organizational commitment in Ghana's private and public-sector employees in Ghana. The sample size included 105 employees. The results of the study indicate that there is a link between organizational commitment and employee engagement. This study reveals an organization that gives the employee's the necessary resources will perform their tasks effectively and remain fully committed.

Albdour & Altarawneh, (2014) conducted out research on Jordanian banking sector to examine the connection between employee engagement and organizational commitment. The quota and convenience sampling was used. A self-administered questionnaire 336 frontline employees of Jordanian banks were given to fill. The findings showed that, where there was a high level both affective normative and continuance commitment, it was linked to the frontline managers who also possessed a higher degree of job engagement on commitment. In conclusion, the research showed a significant positive connection between employee engagement and organizational commitment.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The research design and the methodology are covered in this section. The chapter is organized into research design, target population, sampling and sampling techniques, data collection and data analysis.

3.2 Research Design

The study adopted a descriptive research survey design which in regards to (Cooper *et al.*, 2003) entails surveying of people and recording their responses for analysis purposes. According to Orodho, (2005), a descriptive research design is used to show some parts of the population such as thoughts, demeanors, and beliefs. Descriptive survey research was appropriate to the study because data collected from a population within the case study or TSC will be profiled into department or positions. The descriptive survey allows the use of descriptive and inferential statistics in processing the collected data.

3.3 Target Population

A target population is characterized by a set of individuals, gathering of items, families, organizations, management, components which are being scrutinized (Ngechu, 2004). Therefore, the targeted population ought to be homogenous and be in accordance with what the researcher wants to study. This study targeted a population of 2,000 staff working at TSC headquarters (Teachers service commission journal,2015).

3.4 Sampling and Sampling Techniques

A stratified random sampling design with primary sampling units (PSUs) being TSC employees was used in the study. Mugenda, O. M., & Mugenda, (2008), asserts that a sample size of between 10% and 30% is a good representative of the total population. The research worked with a sample size of 10% which translated to 200 employees.

The respondents were divided into strata on the basis of the different departments. The departments include Finance, HR, Administration, Teachers' Management, Internal Audit, Information Technology (IT) and Account as shown in Table 3.1 below.

Table 3.1 Target Population and Sample Size

Department	Number of employees	10% of Total Population
Finance	50	5
Human Resource (HR)	350	35
Administration	350	35
Teachers management	450	45
Internal audit	380	38
Information Technology (ICT)	70	7
Accounts	350	35
Total	2000	200

3.5 Data Collection

The research used primary data collected from employee working at Kenyan TSC by use of a semi-structured questionnaire which consisted of five points Likert scale. A questionnaire was used as it allows for uniformity of responses to questions from the respondents and also it is a faster way of getting information when compared with others instruments (Mugenda & Mugenda, 2003). The questionnaire had three parts 1) General Information where the qualification, sex, responsibility, etc. of the respondents will be included and 2) Specific questions related to employee engagement and 3) specific questions related to organizational commitment. The questionnaires were administered to employees at various levels of each department. Drop and Pick strategy was used whereby the selected employees were expected to have filled the questionnaire after three days.

3.6 Data Analysis

The collected data was arranged to enable coding and tabulation before final analysis as recommended by Cooper & Schindler (1998). General information of the respondents was analyzed by use of descriptive statistics which were represented in form of tables. The data was then entered into a customized Microsoft Excel sheet before being exported to SPSS (Statistical Package for Social Sciences) software (v.22) for analysis (IBM SPSS Statistics, Chicago, IL, USA). Descriptive statistics were used to analyze the data by way of frequencies, weighted means, percentages and standard deviations to determine the level of influence of the independent variables on the dependent variables. The Mean \pm SD significant differences was evaluated at a p

< 0.05 significance level. Pearson's Product Moment Correlation was used to establish the relationship between employee engagement and organizational commitment at the Kenyan TSC.

CHAPTER FOUR: DATA ANALYSIS, RESULTS, AND DISCUSSION

4.1 Introduction

The purpose of this study was to determine the relationship between employee engagement and organizational commitment at the Kenyan TSC. This chapter contains response rate, demographic characteristics, and analysis of data, findings and also the discussions. The outcomes were presented in form of frequency distribution, percentages, means and standard deviation.

4.2 Response Rate

The response rate is out of the 200 questionnaires that the researcher had distributed to TSC employees at the headquarters working in the various department. However, out of the distributed questionnaire 158 were dully filled and returned in good time giving a response rate of 79%. Bailey (2002) stipulates that a reaction rate of half is sufficient, while a reaction rate more noteworthy than 70% is great. This is also inconsistent with (Mugenda & Mugenda, 2003) who suggested that a half reaction rate is sufficient, 60% great and 70% considered exceptionally well. The results are shown in Table 4.1

Table 4.1 Response Rate

Questionnaire Distributed	Frequency	Percent
Filled and returned questionnaires	158	79%
Unreturned questionnaires	42	21%
Total questionnaires administered	200	100%

Source: Survey data (2016)

4.3 Demographic Information

This part of the study looks at the background information of the respondents. It entails their sex, learning level, length of time they had worked in the various department in the organization. They were important for the research study as they would help in determining the level of employee engagement and commitment. The results are presented in Tables 4.2-4.4

4.3.1 Gender of Respondents

The participants were requested to indicate their sex on the questionnaire. Majority of the respondent from the data collected were female (55.1%) with 44.9 % being male. This shows that there is a fair representation of respondents by sex. The findings were as shown in Table 4.2 below.

Table 4.2 Gender of Respondents

Sex	Frequency	Percentage
Female	87	55.1
Male	71	44.9
Total	158	100

4.3.2 Age of Respondents

The participants were requested to specify their age in the questionnaire. From data collected, majority of the respondents (39.2%) ranged between the ages of 42-49 years, 30.4 % were aged between 34-41 years, 10.8 % were aged between 26-33 years, while 7.6% were aged 18-25 years 12.0% were above 50 years. Table 4.3 below tabulates the findings of the study.

Table 4.3 Age of the respondents

Age	Frequency	Percent
18-25 years	12	7.6
26-33 years	17	10.8
34-41 years	48	30.4
42-49 years	62	39.2
Over 50 years	19	12
Total	158	100

This implies that most of the employees at TSC headquarters are aged between 36-45 years. With this age, we expect that respondents are young and energetic and thus there is a higher chance of cooperation with the researcher.

4.3.3 Length of Service

The study wanted to determine the period the participants had operated at TSC headquarters. The study results revealed that majority of the respondents (41.8 %) had served in TSC for 10-15 yrs, 6.3% had been in the organization for 4-9 years and 8.2% below one year. 69% of the

employees had worked at TSC for over 20 years and are assumed to have gained adequate work experience and will be invaluable to the attainment of the research objectives. This is presented in Table 4.4.

Table 4.4 Length of Service

Length of Service	Frequency	Percent
Below 1 year	13	8.2
4-9 years	10	6.3
10-15 years	66	41.8
Above 20 years	69	43.7
Total	158	100

4.3.4 Department of Respondents

The study wanted to determine the department in which the respondent worked in TCS headquarters. The results show that the majority of the respondents had worked in administration departments and the human resource management at 22.78% and 18.99% respectively. 17.72% worked in Information Technology with 17.09% from the internal audit department. It can also be seen from the table that 14.56% are from the accounts department, 5.06% from finance and the least response was from teacher's management with 3.80%. From the outcome, it is evident that data was collected from all the department so that the finding could be applied to all department of the commission. These findings, as presented in Table 4.5 below.

Table 4.5 Department of Respondents

Department	Frequency	Percent
Human Resource	30	18.99
Finance	8	5.06
Information Technology	28	17.72
Accounts	23	14.56
Administration	36	22.78
Teachers Management	6	3.8
Internal Audit	27	17.09
Total	158	100

4.3.5 Respondents Education Level

The research sought to determine the highest education qualification level of the respondents as indicated on Table 4.6

Table 4.6 Respondent's Educational Qualifications

Education	Frequency	Percent
Postgraduate	35	22.2
Graduate	64	40.5
Diploma	51	32.3
Certificate	8	5.1
Total	158	100

It is evident from the table above that majority of participants held undergraduate degrees 40.5%, 32.3% held diplomas 22.2% held postgraduate or master's degrees, and the rest, 5.1 % had certificate qualifications. The level of qualification was significant in this study because it aids to determine if the respondents had the necessary knowledge to enable them understand the notion of the research study. It is clear from the table above that most respondents in this study held undergraduate education and above hence able to comprehend the concept of employee engagement and organizational commitment.

4.4 Employee Engagement

The main objective of the study was to determine the relationship between employee engagement and organizational commitment at TSC in Kenya. Each statement of employee engagement was rated on a five-point Likert scale ranging from 1=no extent, 2=to a low extent, 3=moderate extent, 4=great extent and 5= very great extent. The means was used in establishing the general feelings of the respondents as shown in table 4.7 below.

The researcher used mean scores of 1-1.5 for factors fostering employee engagement to no extent, 1.5-2.5 for factors foster employee engagement to a low extent, 2.5-3.5 for employee engagement was influenced to a moderate extent, 3.5-4.5 for employee engagement was influenced to a great extent and more than 4.5 influenced employee engagement to a very great extent as the standard deviation described the deviation of the responses to the means.

Table 4.7 Statements on Employee Engagement

Employee Engagement	Mean	SD
I will continue working for TSC for as long as I can	2.94	1.04
The organization has placed Strategic HR policies and initiatives promote employee engagement at all levels of the organization.	2.38	1.04
There is sharing of knowledge, information, and all other resources	2.20	1.09
While at work, I know what the organization expect from me	2.99	0.99
I feel motivated to do my job at TSC	2.64	1.13
My Job gives me fulfillment and satisfaction	2.38	1.02
My opinion matters at work	2.71	1.21
This organization offers me the chance to do what I know best every day	2.11	1.21
I have received reward or recognition for a job well done in the past year.	1.03	1.32
My supervisors encourage my career growth and development	2.03	1.25
The mission, vision, and goals of the organization makes me feel that my job is worthy	2.41	0.99
All my colleagues are devoted to doing quality work	2.88	4.72
I feel happy when someone at work talks to me about my progress	3.11	4.52
The organization has given me an opportunity to learn and grow this past six months	2.94	1.27
Anytime at work I feel robust and energetic	2.50	1.06
I like going to work every time I wake up in the morning	2.53	1.02
I am satisfied with my work	2.75	1.04
I can work for very long periods at a time	2.50	1.01
I am provided with all the necessary resources and apparatus I need to do my work correctly	2.18	1.15
OVERALL MEAN SCORE	2.48	1.45

It is evident from the table above that the respondents agreed to a moderate extent that they feel happy when someone talks to them about their progress especially from their supervisors as shown by a mean of 3.11. The participants also asserted to a moderate extent that they were aware of what the organization expected from them and they would work for TSC for as long as they are able and can i.e. till retirement as shown by mean of 2.99 and 2.94 respectively. It is also clear from the results that to a moderate extent, the employee of TSC asserted that their colleagues are devoted to quality work and at the same time satisfied with their work as with the means of 2.88 and 2.75. The study further revealed that the employees are moderately motivated in doing their job hence doing work in an energetic and robust way as indicates by means of 2.64 and 2.50.

The mission, vision, and goals of the organization make the respondents feel that their job is not worthy as shown by a mean of 2.41 and strategic HR policies and initiatives placed by the organization promote the level of employee engagement to a low extent as with the mean of 2.38. The study further reveals that some of the respondents said that they did not enjoy the sharing of knowledge, information, and all other resources and they were not provided with all the necessary resources and apparatus they need in performing their work perfectly as shown by a mean of 2.20 and 2.18 respectively to a low extent.

However, the study also indicated that the employees have not received any reward or recognition for a job well done in the past year as the employee response was to a no extent with a mean of 1.03. The average mean score was 2.48, and this reveals that the level of employee engagement among staff working at the Kenyan TSC is to a little extent.

From the above analysis, it is evident that employees TSC have a good relationship with their supervisors as they are talked to about their job progress and some of them are aware of what the organization expected from them in doing their work effectively. Some of the employees acknowledged that they will continue to offer their services to TSC for as long as they are able and can. Some employees asserted that their colleagues are devoted to producing quality work hence satisfied with their job.

The analysis also implies that at TSC, some of the employees were not happy with the mission, vision, and goals of the organization make them feel that their job is worth. Also, some of the employees asserted that the strategic HR policies and initiatives placed by the organization did not

promote a level of employee engagement at all. Some of the respondents asserted that there was no sharing of knowledge, information, and all other resources and they were not being provided with all the necessary resources and apparatus they need in performing their work perfectly.

However, from the above analysis, it shows a number of the employees have not received any reward or recognition for the job well done. This would have affected their level of engagement and commitment to the commission.

4.5 Organizational Commitment

The main objective of the study was to determine the relationship between employee engagement and organizational commitment at TSC in Kenya. Each statement of organizational commitment was rated on a five-point Likert scale ranging from 1 to 5; 1. No extent, 2. To a low extent, 3. To a moderate extent, 4. To a great extent, 5. To a very great extent. A Mean greater than 1 but less than 1.5 implied that the factors foster employee engagement to no extent. Means which are greater than 1.5 but less than 2.5 implied that the factors foster employee engagement to a low extent. With means greater than 2.5 but less than 3.5 indicate that employee engagement was influenced to a moderate extent. Means greater than 3.5 and less 4.5 indicated that employee engagement was to a great extent influenced while means greater than 4.5 implied that factors influenced employee engagement to a very great extent. The standard deviation describes the deviation of the responses to the means.

4.5.1 Affective Commitment

Affective commitment is the employee's positive emotional attachment to an organization. The results are summarized in table 4.8

Table 4.8 **Statements of affective commitment**

Affective Organizational Commitment	MEAN	SD
I am satisfied to stay with the organization for the rest of my career growth	4.2	1.04
I like discussing my organization with my colleagues from other organization	2.89	1.2
I take organization problems as my I take organization problems as my own	3.15	1.23
The organization makes me feel like part of the family	4.68	3.51
I am emotionally devoted to the organization	3.39	1.05
In this organization, I feel a strong sense of belonging	3.61	1.08
OVERALL MEAN SCORE	3.65	1.52

From the above findings, it is evident that TSC employees feel that the organization treats them feel like part of the family and in this sense, they have a solid sense of belonging to the organization as shown by a mean score of 4.52 and 4.22 respectively. The results also show that the staff and are emotionally devoted to the organization and are satisfied to stay with the organization for the rest on my career growth as the organization as indicated by mean of 3.98 and 3.61. However, some TSC employees don't necessarily feel that the problems facing the commission are their own as shown by a mean score 3.15 and hence they will not feel comfortable discussing the organization with colleagues from other organizations as indicated by a mean of 2.89. With the average mean score of 3.65, it indicates that the level of affective commitment among the employees of TSC is moderate.

In this regard, the above findings imply that TSC employees feel a sense of belonging to the organization as they are emotionally devoted to it. On the other hand, some of them feel that the problems facing the commission are not theirs and hence would not discuss the commission with employees from other organization.

4.5.2 Continuance Commitment

Continuance commitment relates to the extent to which any employees stay in a given organizations taking into consideration the costs that may come as result of leaving the organization. The results are summarized in table 4.9.

Table 4.9 Statements of continuance commitment

Continuance Organizational Commitment	Mean	SD
I fear to quit my job without having another I fear to quit my job without having another alternative	4.52	1.13
As much as I want to leave the organization, it would be very difficult at the moment	3.56	1.23
Leaving the organization will disrupt many things in my life	3.89	1.11
At the moment, it's a matter of necessity and desire to stay in this organization.	4.48	1.15
In considering leaving the current organization for another, I feel a have minimal options.	3.39	1.1
The main reason I still continue to work in this organization is that one has to make significant personal sacrifice when leaving and also the other organization may not have the benefit which I enjoy in the current organization	3.28	1.18
OVERALL MEAN SCORE	3.85	1.15

From the above findings, it is clear that that the employees of TSC are in fear of quitting their job without having another one to go to as shown by a mean of 4.52 and for them staying with the commission is a matter of necessity and desire as shown by a mean of 4.48. However, some staff moderately agree that leaving the organization will disrupt many things in my life and them wanting to leave the organization, it would be very difficult at the moment as indicated by means

of 3.89 and 3.56 respectively, while others also moderately agreed that in considering leaving the current organization for another, they have minimal options and also the fear of losing the benefits they enjoy which might not exist in the new organization as indicated by means of 3.39 and 3.28. The average mean score was 3.85 an indication that continuance commitment among the employees of TSC is moderate.

The above result indicates that some TSC staff fear of quitting their job without having another alternative to go to. In this regard, they stay with the organization because for them it's a necessity as well as the desire for their survival. Also, some of them were worried to a moderate extent as to whether their life would be disrupted if they left TSC and some have the minimal option of exiting because of the age and fear of losing some benefits and the cost incurred when shifting to a new organization.

4.5.3 Normative Commitment

Normative commitment is associated with an employee's individual sense of the necessity to reciprocate a good deed accorded to him or her by the employer. The results are summarized in table 4.10.

Table 4.10 Statements of Normative Commitment

Normative Organizational Commitment	Mean	SD
Nowadays, the movement of people from one organization to another is too common	3.98	1.18
The main reason I am still working in this organization is that I am obligated to remain	3.65	1.20
I believe in being loyal to one institution	4.02	1.33
If I got another job placement, I will not feel right to exit the organization	3.22	1.27
OVERALL MEAN SCORE	3.72	1.25

From the table above, the findings indicate that a majority of the employees agreed that the organization deserves their loyalty because of its treatment towards them with a mean score of 4.02 and the movement of people to other organizations is high as shown by a mean of 3.98. Also, one of the reasons employees continue to work for TSC is that they feel it is a sense of moral obligation to

remain with the commission as shown by a mean score of 3.65. However, some employees disagree that in the case of getting a better placement, they will not exit with a mean of 3.22. The overall mean score was 3.72 which is an indication that normative commitment among TSC employee is moderate.

The above results imply that some TSC employees really appreciate they owe the Commission a bit for what they have gained from working with it. They further acknowledged that TSC deserves loyalty because of its treatment towards them. Employees further agreed they would leave the commission if they got another job elsewhere.

4.6 Ways to foster employee engagement and organizational commitment

The employee was asked to state factors that would foster employee engagement and organizational commitment at the Kenyan TSC. The results are shown in table 4.11 below

Table 4.11 Ways to foster employee engagement and organizational commitment.

Opinion	Responses N	Percent of Cases
Employee reward/incentive	37	34.3%
Better communication /transparency	25	23.1%
Employee involvement in decision making	25	23.1%
Better remuneration	21	19.4%
Team work	14	13.0%
Career development and growth	16	14.8%
Employee recognition	14	13.0%
Team building	10	9.3%
Suitable working environment	12	11.1%
Training and seminars	6	5.6%
Succession management	2	1.9%
Good organizational culture	1	.9%
Total	188	174.1%

*Table is from a multiple response data sets

From the above table, 34.3% of the respondents stated the appreciation of employee by giving them rewards or incentives would foster employee engagement hence an increase in organizational commitment. 23.1% and 19.4% of the respondents stated that involvement by the management in decision making and being offered better remuneration would increasing employee engagement

and organizational commitment. 14.8%, 13.0% and 11.1% of the respondents stated that career development and growth, teamwork, employee recognition and also being given a suitable working environment will foster both employee engagement and commitment at the Kenyan TSC. Some of the respondents stated that training of employees and attending seminars and being involved in team building activities as shown by 5.6% and 9.3% respectively will promote employee engagement and commitment. The training and seminars would enable the employees to get the necessary skills to increase their competence level and remain loyal to the organization. 1.9% of the employees felt succession management would foster employee engagement and organizational commitment at TSC.

The results of the analysis imply that TSC should reward their employees as this will foster engagement and commitment respectively. It also indicates that TSC should provide a clear and transparent channel of communication between the managers and the junior staff. Managers should also engage employees in the process of decision making as this will enhance employee engagement and hence commitment. The analysis also implies that training of employees is necessary as it would refresh the necessary skills needed to produce quality work and increase the competence level and hence foster employee engagement and commitment.

4.7 Relationship Between Employee Engagement and Organizational Commitment

The relationship between employee engagement and organizational commitment at the Kenyan TSC was determined by the use of Pearson’s Product Moment Correlation. The study findings are tabulated on Table 4.12.

Table 4.12 Pearson’s correlation between employee engagement and organizational commitment

	Employee Engagement (score out of 158)	Organizational Commitment (score out of 158)
Pearson Correlation	1	.805**

Employee Engagement (score out of 158)	Sig. (2-tailed)		.000
	N	36	36
Organizational Commitment (score out of 158)	Pearson Correlation	.805**	1
	Sig. (2-tailed)	.000	
	N	36	36

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

From the table above it is evident that a positive relationship exists between employee engagement and employee commitment at the Kenyan TSC. The Correlations table shows that the correlation coefficient (r) equals 0.805, indicating a strong relationship $p < 0.001$. In this regard, an increase in engagement level leads to an increase in organizational commitment and decrease on what fosters engagement will also decrease the level of employee commitment respectively.

4.8 Discussion of the Findings

The main objective of this study was to determine the relationship between employee engagement and organizational commitment at the Kenya TSC. This research has shown that there was no noteworthy variation in gender hence TSC offers equal opportunity to all the employees. It is also found that the participant had worked with TSC for long period hence well conversant with issues to do with employee engagement and commitment. Further, the research found out that most of the respondents held graduate degree and above and in this regard the respondents well understood the concept of employee engagement and commitment.

From the results, it is evident that the employees of the commission are committed to serving the commission until retirement as long as their work gives them satisfaction and there is feedback on their progress and room for improvement. This is in line with Meyer & Allen, (1997) in their study they found out that an organization with personnel who are affectively committed, the organization have a higher degree of devotion and acceptance. Kanter (1998) also in his findings on the commitment which were based on the benefits and cost of exiting the organization concurs with this study. This finding implies that an organization which provides the employees with the necessary resources perform their daily duties effectively and they are committed. These findings are in support of Saks (2006) study findings that the engagement of employees was the mediating

factor in the study about specific relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit the job, and organizational citizenship behavior.

The social exchange theory (Blau, 1964) explains the outcome of this findings. According to the theory, an organization where employees are provided with the necessary socioeconomic resources to perform their work, the employee in return are obliged to reciprocate in a positive manner to repay the organizations hence remain loyal and fully committed to the organization. From the Kenyan TSC, employees getting engaged in their roles shows a good interaction between the boss-worker which produces encouraging work results (Badu & Asumeng, 2013).

The results also indicate that TSC employees expect the commission to appreciate their efforts towards the organization by engaging in activities that are in support of the mission, goals, and objectives of TSC as commission. This can be achieved through rewarding of the employees giving of incentives, having a clear channel of communication and transparency, individual recognition, and teamwork, employee involvement in decision making, provision of training opportunities and career growth plans and promotion for employees who have acquired requisite skills in order to improve their morale. With these factors taken into consideration, the level of employee engagement and commitment will be high. This is in conformity with Eisenberger, Robert, (2001) research where he stated that organizational support through such provisions gives employees a sense of belonging as employees will feel they are valued by the organizations.

The respondents also expressed that they are aware of the need to be loyal to the organization but still asserted it was not necessary to be loyal all the time as it all depends on how the employer was treating them. It was also clear to them that the commission did not treat employees equally and most of the times no consultation is made before making major decisions that affect their stay in the commission. Their opinion was not also regarded as important by the management at times. This finding is supported by Ehnert (2008) who asserted that all employers who are watchful and sensitive should always look forward at nurturing and retaining a committed workforce because the success of an organization is linked to quality and commitment of their workforce.

The study found out is a strong positive relationship between employee engagement and organizational commitment. This implies that in an organization where the employees are given a suitable working environment, there is a good relationship between worker and manager hence the

employee is loyal to the organization, then the level of employee engagement and commitment would be high. This will reduce the rate of turnover as employees will not be changing job easily.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1 Introduction

This chapter discusses the summary of the findings, drawn conclusions, limitations of the study, and recommendations for theory and practice, and finally, the suggestions for further research.

5.2 Summary of the Findings

This study sought to determine the relationship between employee engagement and organizational commitment at the Kenyan TSC. There was no significant variation in terms of gender. This study revealed that majority employees serving at TSC have served for more than 10 years therefore, they are well familiar with employee engagement and organizational commitment matters. From the research findings, it was evident that most of those who participated in the research held undergraduate degrees.

From the finding, it is evident that the TSC employees feel happy when someone talks to them about their progress influences employee engagement to a moderate extent. This is followed by the employee desire to continue working for TSC till retirement, they are satisfied with their work, observe punctuality to work and can work for long periods influence employee engagement to a moderate extent. The study found that in all departments, the strategic HR policies and initiatives did not encourage employee engagement. The employees also further stated that TSC did not offer rewards or recognition to its employees so as foster employee engagement. The organization also did not value opinions of the employees and also did not provide room for the employee to learn and grow as they were making a decision with hierarchical approach hence employee not allowed participate in making decisions.

In regards to affective commitment, the study shows that the Teacher Service Commission (TSC) employees devoted to the commission. Also, other employees were satisfied to a moderate extent to stay with the organization for the rest of their career growth as they felt the organization considered them as part of the family. However, some feel that the problems facing the commission are not theirs and hence would not discuss the commission with employees from other organization.

On continuance commitment, some of the TSC staff fear of quitting their job without having another alternative to going to hence tend to remain loyal to the organization. In this regard, they stay with the organization because for them it's a necessity as well as the desire for their survival. Also, some of them were worried to a moderately extent as to whether too much of their life would be interrupted if they left TSC and on the other had some have minimal option of leaving because of the age and fear of losing some benefits they enjoy and the cost incurred when shifting to a new organization.

On normative commitment, the study reveals that employee appreciates what they have gained and achieved by working with the commission. They also assert that the commission deserves loyalty because of its treatment towards its employees and indicated that they would leave TSC if they got another job placement elsewhere with better remuneration and suitable working conditions. Most of them do not believe that people should be loyal to hinder him to look for the more challenging work environment.

The results of the study further indicate factors that foster employee engagement and commitment at TSC. These included rewarding and giving incentive to employees, better communication and transparency between the management and employee, employee involvement in decision and being offered better remuneration which commensurates their education qualification and work experience. Other factors include employer enhancing a culture of teamwork, career development, and growth, employee recognition, team building, training and seminars for employees and suitable working environment.

The research results revealed an existence of a positive relationship between employee engagement and organizational commitment. In addition, the study results indicated that there was a positive correlation between the two variables with a coefficient (r) equals to 0.805. Therefore, this implies that an improvement in employee engagement leads to an improvement in organizational commitment at TSC.

5.3 Conclusion

From the results of this study, one can draw the subsequent conclusions. One, the working duration of the employees with the organization confirms that the respondents were knowledgeable about issues to do with employee engagement and organizational commitment hence their responses were very relevant to this study. This study infers that majority of the employees have served the commission for over 10 years hence had enough work experience which increases their level of confidence to perform well.

Secondly, by organization involving their employees in process of decision making, it increases the levels of employee engagement and commitment. Employers should treat employees with same qualifications equally in terms of remuneration and reward as this foster employee engagement and commitment. However, the respondents were not happy with the remuneration package, lack of recognition for their efforts and their opinion not taken into consideration in decision making despite being technically competent to perform duties.

Thirdly, engaged employees in any organization feel that they have to create a strong commitment to their organization by indicatively extending a positive reciprocation in their organization's job resources. This research study was strongly underpinned by the social exchange theory which posits that employees when the employee is given all the necessary resources they will be engaged and committed. For instances, if there's no resource provision, employees are bound to disengage and not provide their commitment and engagement with the institution.

Finally, the study found a strong link between employee engagement and organizational commitment ($r = 0.809$, $p < 0.001$) therefore the relationship is positive. This implies that when the level employee engagement improves, the level of organizational commitment also improves. These results are in conformity with the findings on social exchange theory studies (Saks, 2006; Schaufeli and Bakker, 2004).

5.4 Limitation of the Study

This study focused on employee's engagement and organizational commitment at the Kenya's Teachers Service Commission. Hence, the applicability of the outcomes is only relevant to this particular commission and may not be widespread to other Commission as they deal with different

employees and task and the level of employee engagement and commitment differs from commission to commission.

The time limit was another limitation of this research. The respondent filled and handed in the completed questionnaire hence it cannot be told if the results will be the same if the study could cover a longer period of time.

5.5 Recommendation for theory, policies and practice

This study will add substantial knowledge to the literature on employee engagement and organizational commitment. The human resource practitioners and policy formulators will use the results of this research to aid them in understanding the importance of nurturing an engaged and committed employee in an organization.

The Kenyan TSC should review the finding of this study so that they can implement Human resource strategies and policies that promote employee engagement and commitment as this will enable to retain employee and motivate them. Respondents indicated that individual work excellence should be recognized and rewarded so as boost their level of employee engagement and commitment, service delivery and also be given chances for upward mobility and promotion. Employee involvement in the process of decisions making should be improved as this directly affects their wellbeing in the commission and also creates a feeling of insecurity as an employee feel they are not part of the family and their suggestions are not welcomed by the top management.

From the outcome of this study, it is evident that for an organization to have engaged and committed employees, it is a necessity for organizations to provide resources that tend to promote growth and learning of employees. As the Herzberg's Two Factor and the Social exchange theory posits, work itself can motivate an individual when they feel that what they do is significant, exciting and stimulating and offers them a sense of independence, openings to growth and development, and opportunity to be creative and innovative (Armstrong, 2012). Also, when the employees are provided with the necessary resources they reciprocate in productive behaviors. Therefore, with a positive relationship between the two concepts, the organizations in the structuring of the selection process they should hire employees who have the desired traits that promote commitment and engagement.

5.6 Suggestion for further Research

Data was collected from employees and the administrators employed at the Kenyan TSC. Therefore, the outcomes of the study may not generalize all the commissions in Kenya as a research study in other commissions or organization may bring forth different results. It is, therefore, necessary a replication of this study to be conducted in a different set up so to determine the rationality and reliability of the present findings. This study suggests that an in-depth research study be carried out so as to determine the specific information regarding employee perceptions of work-life balance. Further, studies should focus on how this perception affects the level of engagement and commitment.

In determining if employee engagement causes organizational commitment, this research had not shown if one causes the other. The efforts made herein are limited correlation analysis only. The Correlations are limited to showing the nature of correspondence between variables but do not show if one variable causes the other. Thus, a research study can be carried out to investigate if employee engagement causes organizational commitment or the reverse.

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APPENDIX

APPENDIX I UNIVERSITY LETTER OF INTRODUCTION



UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity" Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, KENYA

03 October 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER FOR RESEARCH
JANET NYABOKE MASESE – REGISTRATION NO. D64/72899/2014

This is to confirm that the above named is a bona fide student in the Master of Science in Human Resource Management (Msc. Human Resource Management) option degree program in this University. She is conducting research on ***"The Relationship between Employee Engagement and Organization Commitment at the Kenyan Teachers Service Commission"***.

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Thank you.


Jane Muturi
For, Msc. Human Resource Management Co-Ordinator,
School of Business

JK/nwk

APPENDIX II QUESTIONNAIRE

Dear respondent,

I am a masters student in Human resource management, currently undertaking an academic research project on the relationship between employee engagement and organizational commitment at Teachers Service Commission in Kenya. I will assure you that your response will be handled with utmost confidentiality and it will strictly be used for research purposes only.

INSTRUCTIONS

This questionnaire is divided into three sections. Kindly fill all sections of the questionnaire with honesty. For purposes of confidentiality do not indicate your name. Thank you very much for your help and cooperation.

SECTION ONE: BACKGROUND INFORMATION ON RESPONDENTS

1. Gender: Male () Female ()

2. Length of continuous service with the organization
Below 1 years () 4-9 years () 10-15 years () Above 20 years ()

3. Current department employed at.
Human resource () Finance () Information Technology () Accounts ()
Administration () Teachers Management () Internal Audit ()

4. Highest education level?
Post graduate () Graduate () Diploma () certificate () others _____

5. Age:
18-25 years () 26-33 years () 34-41 years () 42-49 years () Over 50 years ()

SECTION TWO: EMPLOYEE ENGAGEMENT

6 To what degree has the organization engaged the following activities while handling employee engagement? (Please rate 1: To no extent 2. To a low extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent)

	1	2	3	4	5
I will continue working for TSC for as long as I can					
The organization has placed Strategic HR policies and initiatives promote employee engagement at all levels of the organization.					
There is sharing of knowledge, information, and all other resources					
While at work, I know what the organization expect from me					
I feel motivated to do my job at TSC					
My Job gives me fulfillment and satisfaction					
My opinion matters at work					
This organization offers me the chance to do what I know best every day					
I have received reward or recognition for a job well done in the past year.					
My supervisors encourage my career growth and development					
The mission, vision, and goals of the organization makes me feel that my job is worthy					
All my colleagues are devoted to doing quality work					
I feel happy when someone at work talks to me about my progress					
The organization has given me an opportunity to learn and grow this past six months					
Anytime at work I feel robust and energetic					
I like going to work every time I wake up in the morning					
I can work for TSC as long as am able and can					
I am satisfied with my work					
I can work for very long periods at a time					
I am provided with all the necessary resources and apparatus I need to do my work correctly					

SECTION THREE: ORGANIZATIONAL COMMITMENT

7.To what level do you agree with the following statement in regards to your commitment to the organization? 1: To no extent 2. To a low extent, 3: To a moderate extent, 4: To a great extent, 5: To a very great extent

A. Affective Organizational Commitment	1	2	3	4	5
I am satisfied to stay with the organization for the rest of my career growth					
I like discussing my organization with my colleagues from other organization					
I take organization problems as my own					
The organization makes me feel like part of the family					
I am emotionally devoted to the organization					
In this organization, I feel a strong sense of belonging					
B. Continuance Organizational commitment	1	2	3	4	5
I fear to quit my job without having another alternative					
As much as I want to leave the organization, it would be very difficult at the moment					
Leaving the organization will disrupt many things in my life					
At the moment, it's a matter of necessity and desire to stay in this organization.					
In considering leaving the current organization for another, I feel a have minimal options.					
The main reason I still continue to work in this organization is that one has to make significant personal sacrifice when leaving and also the other organization may not have the benefit which I enjoy in the current organization					
C. Normative Organizational Commitment	1	2	3	4	5
Nowadays, the movement of people from one organization to another is too common					
The main reason I am still working in this organization is that I am obligated to remain					
I believe in being loyal to one institution					
If I got another job placement, I will not feel right to exit the organization					

8. In your own view, what do you think will foster employee engagement and organizational commitment in an organization?

.....

.....

.....

THANK YOU FOR YOUR TIME.

APPENDIX III

RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MISS. JANET NYABOKE MASESE
of UNIVERSITY OF NAIROBI, 434-40200
KISII, has been permitted to conduct
research in *Nairobi County*

Permit No : NACOSTI/P/17/54386/19612
Date Of Issue : 13th October, 2017
Fee Recieved : Ksh 1000

on the topic: **THE RELATIONSHIP
BETWEEN EMPLOYEE ENGAGEMENT AND
ORGANIZATIONAL COMMITMENT AT THE
KENYAN TEACHERS SERVICE
COMMISSION**



for the period ending:
13th October, 2018

Janet Masese
.....
Applicant's
Signature

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

APPENDIX IV TSC AUTHORIZATION LETTER

TEACHERS SERVICE COMMISSION

Telephone: Nairobi
2892000
Email: info@tsc.go.ke
Web: www.tsc.go.ke
When replying please quote

REF. TSC/R.A/MEMO/VOL.03/52/9



TSC HOUSE
KILIMANJARO ROAD
UPPER HILL
PRIVATE BAG -00100
NAIROBI, KENYA
16TH OCTOBER 2017

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University of Nairobi
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Cell: +254711393711
Email: janetnyaboke41.jn7@gmail.com
NAIROBI

RE: REQUEST TO COLLECT DATA

Your request to collect data to inform your academic study titled "the relationship between employee engagement and organizational commitment at the Kenyan Teachers Service Commission" has been granted.

You are advised to proceed to Teacher Management, ICT, Administrative Service, Finance, Internal Audit, Accounts and Human Resource Management & Development Directorates to assist in providing necessary information.

FATUMA MURSAL
FOR SECRETARY/ CHIEF EXECUTIVE