

**THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT
PRACTICES AND EMPLOYEE COMMITMENT IN RETAIL BANKING OF
STANDARD CHARTERED BANK OF KENYA**

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DECLARATION

Student's Declaration

This Research Project is my original work and has not been submitted for any award in this or any other University.

Signature

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Date

D61/64023/2011

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

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DEDICATION

I dedicate this project to my parents Mr and Mrs Mudeheli for without them, I would not have made it this far. May God reward them for their persistent struggle and their immense faith in me.

ACKNOWLEDGEMENTS

I would like to thank the Lord Almighty for giving me the strength and grace to come this far.

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ABSTRACT

The general objective of the study was to analyze the relationship between human resource management practices and commitment of the employees in retail banking special focus on Standard Chartered Bank (Kenya). Descriptive research design was used for the study. The study targeted all employees, that is 1698 in retail bank at Standard Chartered Bank. The study targeted 170 respondents out of which 142 responded giving a response rate of 83.5%. Questionnaires were used as instruments for data collection. Descriptive and inferential statistics were used to analyze the data. The study found that all the human resource management practices studied influences employee commitment. This is evidenced by the findings that employee commitment is positively related with recruitment and orientation, performance management, reward management, training and, job analysis and job design health and safety and career development. The study concluded that human resource management practices such as recruitment/orientation, performance management, reward management, training and development, job analysis and job design, health and safety and career development. It was recommended that standard chartered bank should improve on other aspects of human resource management practices such as recruitment and orientation, training and development and health and safety as they had weaker relationship compared to other variables. The study finally recommended that another study be done another study be done in other banks on the challenges facing the implementation of human resource management practices aimed at motivating employees.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Human resource management is a consistent and productive approach towards the management of employees who are 'valued assets' to the organization (Schuler, 1997). According to Arthur, (1994), managing resourceful humans requires a constant balancing between meeting the human aspirations of the people and meeting the strategic and financial needs of the business. Hence linking the human resource management more explicitly to the strategic goals to improve the business and foster innovation and flexibility, thus serves the overall purpose (Vlachos, (2008).

According to Delaney & Huselid, (2006), human resource management has been linked to the success of many leading organizations. For instance, Google has good human resource management practices in place and this has made Google one of the greatest companies to work for and managed to retain their best talents (Fortune,2010). Pfeffer, (2004) argues that, leading organizations such as AT&T, Honeywell, Kodak, and 3M understand the importance of good human resource management practice and begin to develop a good and competence human resource management practice several years ago. It is clear that human resource management practice play an essential part in influencing employee's intensity of commitment and their intention to stay with the organization. Therefore it is important to understand which human resource management practices are important in the day to day running of a firm and how these specific practices influence employee commitment as it is all about developing the skills and knowledge, retaining and boosting staff morale by effectively promoting job satisfaction in the workplace (Ngo et al, 2008).

Huselid et al. (1997) and MacDuffie(1995) contends that it is widely accepted that organizational performance depends at least partly on the behavior of employees and that these behaviors can be shaped through best human resources practices. Delery and Doty (1996), also argue that through best possible use and application of human resource

policies in the organization, commitment can be encouraged thus leading to better performance, improve staff attitude and lower labor turnover. Human resource management practices affect organizational performance through their effect on employee development and behavior. These practices determine the type of employees who are selected, skills and motivation of these employees, and the opportunities and incentives that these employees have to design new and better ways of doing their jobs (McLagan, 1999). This set of human resource management practices that promote skill development, motivation and discretionary effort is often labeled as high-involvement human resource management practices (MacDuffie, 1995).

1.1.1 Human Resource Management Practices

Edwin Flippo defines human resource management as “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved. One of the first explicit statements of the human resource management concept was made by the Michigan School (Fombrun et al, 1984). They held that human resource systems and the organization structure should be managed in a way that is congruent with organizational strategy. They further explained that there is a human resource cycle, which consists of four generic processes or functions that are performed in all organizations. These are: Selection – matching available human resources to jobs; Appraisal (performance management); Rewards – ‘the reward system is one of the most under-utilized and mishandled managerial tools for driving organizational performance’; it must reward short- as well as long-term achievements, bearing in mind that ‘business must perform in the present to succeed in the future’; and Development – developing high-quality employees.

According to Porter et al, (2004) an engaged workforce generate valuable business results for an organization. The process starts with employer practices such as job and task design, recruitment, selection, training and development, compensation, performance management and career development. Such practices affect employees’ level of

commitment. According to Akerlof and Yellen (2006), the role of human resources has changed greatly since medieval times when the major motivational factors were basic human necessities and the role of human resource was to arrange for these in proportion to the work done.

Bratton (2002) asserts that today's company should consist of fast, flexible and dynamic teams of enthusiastic, motivated, creative and fully self-expressed people. According to Birdi et al, (2008) human resource will have to play a substantial role in the business in order to perform these role human resource professionals should have: Thorough knowledge of business as well as of human resource functions, the ability to lead any change process, innovation, problem solving, the leadership ability to influence the organization, since there are different sets of people who have different expectations, there have to be newer roles and newer competencies of human resources.

1.1.2 Employee Commitment

Kelvin (2010), defines commitment as both a willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course. People are simultaneously committed to multiple entities, such as economic, educational, family, political and religious institutions (Kelvin, 2010).Porter, et al., (2004)also asserts that employees also commit themselves to specific individuals, including their spouses, children, parents and siblings, as well as to their employers, co-workers, supervisors and customers. Commitment manifests itself in distinct behavior. For example, people devote time and energy to fulfill their on-the-job responsibilities as well as their family, personal, community and spiritual obligations.

According to Pfeffer (2004),commitment has both emotional and rational element, emotional component is when people usually experience and express positive feelings toward an entity or individual to whom they have made a commitment while rational element is revealed when most people consciously decide to make commitments, then they thoughtfully plan and carry out the actions required to fulfill them. Churchill et al., (1995) also asserts that because commitments require an investment of time as well as

mental and emotional energy, most people make them with the expectation of reciprocation. That is, people assume that in exchange for their commitment, they will get something of value in return such as favors, affection, gifts, attention, goods, money and property.

Today's changes in employment practices and shift in management structure have put commitment on centre stage of the strategies for gaining workplace control and competitive advantage (Lincoln & Kalleberg, 1990). In the world of work, employees and employers have traditionally made a tacit agreement in exchange for workers' commitment. Organizations would provide forms of value for employees, such as secure jobs and fair compensation (Becker and Huselid, 1998). Bratton, (2002) also contends that reciprocity affects the intensity of a commitment. When an entity or individual to whom someone has made a commitment fails to come through with the expected exchange, the commitment erodes. According to Porter, et al., (2004) Employee commitment could be pursued by different techniques i.e. performance appraisal related to employee development, team work practice, providing employment security, bilateral communication, respect and reward focusing on employee development and performance.

1.1.3 Retail Banking in Standard Chartered Bank of Kenya

Newbert (2008) defines retailing as a conclusive set of activities or steps used to sell a product or a service to consumers for their personal or family use. The market today gives us a challenge to provide multiple and innovative contemporary services to the customer through a consolidated window as so to ensure that the bank's customer gets uniformity and consistency of service delivery across time and at every touch point across all channels (Steers et al., 2009). The concept is not new to banks but is now viewed as an important and attractive market segment that offers opportunities for growth and profits. Retail banking and retail lending are often used as synonyms but in fact, the later is just the part of retail banking. In retail banking all the needs of individual customers are taken care of in a well-integrated manner (Newbert, 2008).

According to Kelvin and Boaz(2007),Retail banking in Kenya is characterized largely by the independent direct sales agents (casual employees) of the bank who earn their wages entirely based on commissions on sales they make. Main stream banking also have tellers, customer service officers and customer consultants as another arm of retail banking. Newbert(2008) contends that there are three basic characteristics of retail banking sector which includes; Multiple products (deposits, credit cards, insurance, investments and securities), Multiple channels of distribution (call center, branch, and internet) and, Multiple customer groups (consumer, small business, and corporate). One of the prominent features of Retail Banking products is that it is a volume driven business.

1.1.4Standard Chartered Bank of Kenya

Standard Chartered Kenya, whose official name is Standard Chartered Bank (Kenya) Limited, but is sometimes referred to as Stanchart Kenya, is a commercial bank in Kenya. It is a subsidiary of the British multinational financial conglomerate headquartered in London, United Kingdom, known as Standard Chartered. Stanchart Kenya is one of the banks licensed by the Central Bank of Kenya, the national banking regulator.Standard Chartered Kenya is a large financial services provider in Kenya. According to Kenyan sources, the bank was the 5th largest commercial bank in the country, by assets, as of December 2011. At that time, its total asset valuation was in excess of US\$2 billion (KES: 164 billion). The value of the shareholders' equity in the institution is not available at this time

Standard Chartered Bank Kenya Limited was established in 1911 with the first branch opened in Mombasa Treasury Square. Today, over 101 years later, Standard Chartered Bank is one of the leading Banks in Kenya, with an excellent franchise. It has a total of 33 branches spread across the country, 90 automated teller machines (ATMs) and 1,698 employees. Standard Chartered Bank Kenya Limited has local shareholding of about 26%, comprising about 32,000 shareholders. It has remained a public quoted company on the Nairobi Securities Exchange since 1989.Their capital, deposit base, and lending portfolio is reported in Kenya Shillings, and offer a variety of local and foreign currency

accounts, both deposit and loan, to the customers. They have a diversified portfolio cutting across select sectors that include business services, manufacturing, wholesale and retail trade, transport and communication, real estate, agriculture, energy and water. Further underpinning its importance, Standard Chartered Bank Kenya Limited hosts the regional Shared Service Centre supporting the Bank's technology operations in Uganda, Tanzania, Zambia and Botswana and South Africa on a real time basis.

1.2: Research Problem

Nyambegera et al.,(2014) asserts that by matching human resource management with strategy, the critical human resource skills, attitudes, behaviours' and performance that are needed to successfully implement strategies can be acquired, developed and motivated and effective and thus contribute to the organizations bottom line. Researchers, for instance Meyer & Allen (1997) have concluded that committed employees are better performers, have less well-being related issues and are more likely to stay in the organization. Many studies on human resources management practices have been conducted from time to time and researchers have identified different human resource practices. As quoted in Kok de et al., (2003), researchers variously refer to certain sets of human resource management practices as "best practice," or "high-performance" (Huselid, 1995).

According to the website of Standard Chartered Bank of Kenya, at the end of year 2012, it became increasingly clear to Standard Chartered Bank of Kenya Ltd. senior management that there was a need to re-examine its entire policy towards managing staff. Other local banks like Equity bank registered massive growth and gained bigger market share was clear to the management that grounds were shifting. There was little point in producing corporate plans and major strategic changes envisaged unless the staff were committed to achieving these. As the then Chairperson of the board of Directors, Ann Mutahi stated that it was beginning to register among management, that unless the staff were gotten up to scratch and were on board with change, the bank was not to get to where they had anticipated. Hence, the need to manage human resource more efficiently

was formally recognized in the corporate plan of 2013 and in particular it was seen as necessary to change the attitude of staff towards customers, create profit awareness and encourage a greater identification with the organization. In the year 2014 Standard Chartered Bank Kenya pushed to top spot as Kenya's most profitable foreign owned bank. It posted a 16 per cent increase in pre-tax profit to Sh13.4 billion compared to Sh11.6 billion recorded the previous year. Stanchart becomes the third most profitable bank in Kenya after Equity group, whose pre-tax profit hit Sh19.15 billion.

Different studies have been done in Kenya on different aspects of Human resource management. Kuya (2010) did a study on the influence of demographic characteristics on employee performance in standard chartered bank, Kenya. The findings showed that demographic characteristics influence employee performance as indicated by the variations in performance achievement among different demographic categories such as age and gender. Wachira (2011) did a study on the relationship between employee engagement and commitment in Barclays bank of Kenya. The study found that employee commitment is evidenced by good reward and salary programs, approaches that show interest in employee career development. Namuganza ((2005) did a study on manager's perception of the effect of employee career development programmes on employee commitment at Oxfam international, Kenya. The study found that Oxfam International in Kenya does have and actually implements career development initiatives aimed at building the careers of its employees and that employees are committed to Oxfam and are willing to work and stay with Oxfam as an employer. Kataike (2012) did a study on the relationship between talent management and employee retention in Kenyan commercial banks. The study found that there is a strong positive relationship between Talent Management and Employee Retention and therefore management must give more attention to talented staff in order to retain their services in the long term. However, the studies mentioned above do not analyze the influence of human resource management practice and employee commitment. To fill the knowledge gap that exists, this study seeks to find out whether there is a relationship between human resource practices and employee commitment in Standard Chartered Bank. This study therefore sought to answer the following question:

what is the relationship between human resource practices and employee commitment in retail banking of Standard Chartered Bank?

1.3 Research Objective

The general objective of the study was to analyze the relationship between human resource practices and commitment of the employees in retail banking special focus on Standard Chartered Bank (Kenya).

1.4 Significance of the Study

The importance of human resource management in an organization cannot be overemphasized due to the fact that human beings are the driving force behind any organization. In this respect, the findings of this study will help commercial banks human articulate strategies' and to implement well-planned and well-thought out human resource ideas that will be implemented to coordinate and channel the human capital into increased productivity.

As a strategic business partner, human resources management can justify adequate funding for human resources activities. Funding for training, employee development, and competitive salaries and benefits packages strengthens the company's position and competitiveness in attracting and retaining valuable talent and expertise. Without employees' talent and expertise, the business risks losing production capabilities the inability to achieve maximum production levels directly affects revenue, profitability and company standing in relationship to its competitors.

This study will also act as a useful resource for those who will be undertaking research on issues related to human resource practices and retail banking performance in commercial banks-Kenya. The study will also act as source for literature for future researchers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review on theoretical literature and empirical literature on human resource management practices and employee commitment.

2.2 Theoretical Foundation of the Study

This study was founded on two factor theory and social exchange theory.

2.2.1 Two-Factor Theory

In his Two-Factor Theory Frederick Herzberg (1959) addresses the issue of workplace motivation. The theory introduces two elements or “factors” to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary, safe working conditions, status, job security, etc. Motivators are related to the characteristics of the job itself and they include challenging work, recognition, responsibility etc. According to the theory motivators and hygiene factors are non-exclusive.

Satisfaction and dissatisfaction cannot be considered as the opposite ends of one continuum. Therefore an increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different. The Two- Factor is also often referred to as the Motivation-Hygiene Theory (Davies, 2008). Herzberg’s theory offers an explanation to why employees still lack motivation when confronted with high salaries and great working conditions. The latter two elements only represent hygiene factors, which keep dissatisfaction at bay. According to Herzberg, motivation comes from the job itself. Therefore, it is important for managers to look into the nature of the jobs they ask their

employees to do. Herzberg's idea is that if you want an employee to perform well and do a good job, he should have a good job to begin with. So, in order to improve job attitudes and productivity, employers must attend to both factors and not assume that an increase in satisfaction leads to a consequential decrease in dissatisfaction. In consequence, Herzberg's work implies that almost anyone will respond positively to a job with highly motivating factors. This theory was used to explain how human resource management practice impact on employee commitment.

2.2.2 Social Exchange Theory

Social exchange theory is said to be among the most influential conceptual paradigms for understanding work place behavior. Its roots can be traced back to at least the 1920s (e.g., Malinowski, 1922; Mauss, 1925), bridging such disciplines as anthropology (e.g., Firth, 1967; Sahlins, 1972), social psychology (e.g., Gouldner, 1960; Homans, 1958; Thibault & Kelley, 1959), and sociology (e.g., Blau, 1964). One of the basic tenets of social exchange theory is that relationships evolve over time into trusting, loyal, and mutual commitments. To be able to do so, parties must abide by certain “rules” of exchange, whereby the rules and norms of exchange are the guidelines of the exchange process.

Exchange theory is based on the premise that human behavior or social interaction is an exchange of activity, tangible and intangible (Homans, 1961), particularly that of rewards and costs (Homans 1961). It treats the exchange of benefits, that is giving others something more valuable to them than is costly to the giver, and vice versa (Homans, 1961), as the underlying basis or open secret of human behavior and so a phenomenon permeating all social life (Coleman, 1990). Homans (1961) defined social exchange as the exchange of activity, whether tangible or intangible, and more or less rewarding or costly, between at least two persons. Cost was viewed primarily in terms of alternative activities or opportunities foregone by the actors involved. This theory was used to explain the relationship between human resource management practices and employee commitment.

2.3 Human Resource Management Practices

According to Michael Armstrong, 2013, the practice of human resource management is

concerned with all aspects of how people are employed and managed in organizations. It covers activities such as strategic human resource management, human capital management, corporate social responsibility, knowledge management, organization development, job analysis and job design, resourcing (human resource planning, recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations, employee well-being and health and safety and the provision of employee services. The traditional human resource management function, or technical human resource management activities, covers a wide range of employment practices, including recruitment, selection, performance appraisal, training and development and the administration of compensation and benefits. By combining the human resource management function with business strategy, it reflects a more flexible arrangement and utilization of human resources to achieve the organizational goals, and accordingly helps organizations gain a competitive advantage. Schuler and Jackson (1987) defined human resource management practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members.

Recruitment and selection is often presented as a planned rational activity, comprising certain sequentially-linked phases within a process of employee resourcing which itself maybe located within a wider human resource management strategy. Bratton and Gold (2007), differentiate the two terms while establishing a clear link between them in the following way: ‘Recruitment is the process of generating a pool of capable people to apply for employment to an organization. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to success in the job(s), giving management goals and legal requirements.’

According to Weiss and Hartle (1997) performance management is a process for establishing a shared understanding about what is to be achieved and how it is to be achieved, and an approach to managing people that increases the probability of achieving success. Armstrong and Baron (1998) defined it as a “strategic and integrated approach to

increase the effectiveness of companies by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.” Therefore, performance management involves more than simply providing an annual review for each employee. It is about working together with that employee to identify strengths and weaknesses in their performance and how to help them be a more productive and effective workers.

Reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. Rewarding employees based on their performance enhances firm performance. Lazear (2000) found that high-performance organizations persistently sought to recognize and reinforce valuable contributions made by employees whether by promotion or compensation. “Promotion is a shifting of employee for a job of higher significance and higher compensation (Lazear, 2000)”. “The movement of an employee upward in the hierarchy of the organization, typically that leads to enhancement of responsibility and rank and an improved compensation package is a promotion.” Another definition of promotion is “the reassignment of an employee to a higher-rank of job (McCausland, 2009). While compensation is the amount of monetary and non-monetary pay provided to an employee in return for work performed as required.

When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Training and development programs may be focused on individual performance or team performance but its main purpose is to improve employee capabilities and organizational capabilities. The creation and implementation of training and management development programs should be based on training and management development needs identified by a training needs analysis so that the time and money invested in training and management development is linked to the mission or core business of the organization (Watad & Ospina, 1999).

Job analysis is defined as the collection of data on job-oriented behaviors, worker-oriented behaviors, behaviors involved in interactions with machines, materials, and tools, methods of evaluating performance, job context and personnel requirements (Harvey, 1991; McCormick, Jeanneret, & Mecham, 1972). Job analysis is “one of the most widely used organizational data collection techniques” (Morgeson & Campion, 1997, p. 627), but the true purpose of the job analysis is to assist in other areas of human resource (Ash & Levine, 1980). These human resource functions include job descriptions, job classifications, job evaluation, performance appraisal and training, and job specifications (Ash, 1988; Ash & Levine, 1980; Brannick et al., 2007; Levine et al., 1988). Benne (1940) states that as long as there is enough detail in the job analysis, it can be used for a wide variety of functions including merit ratings, selection, training, incentive pay, improving work conditions, improving work methods, charting lines of responsibility, functions of jobs, and lines of promotion.

Miller and Wheeler (1992) found that the lack of meaningful work and opportunities for promotion significantly affected employees' intentions to leave an organization. Organizations were able to improve their employees' retention rate by adopting job enrichment programs and enhancing their advancement opportunities. Besides promotion opportunities, the evaluation criteria used in the promotion and reward system also have significant effects on employees' turnover intentions (Quarles, 1994). Ineffective performance appraisal and planning systems contributed to employees' perceptions of unfairness and they were more likely to consider leaving the organization (Dailey and Kirk, 1992).

2.4 Employee Commitment

According to Muthuveloo and Rose (2005), organizational commitment refers to the ability of employees to be loyal and identify with the organization in relation to the duties and responsibilities being held. In organizational commitment, the employees identify themselves with the goals and values of the organization they work for to enable it

achieve increased performance (Herscovitch and Meyer, 2002). They argue that commitment can be in form of affective, normative and continuance. Commitment comes with job related behaviours such as reduced absenteeism and this leads to effective quality service. Affective commitment is related to emotional attachment to the organization based on positive feelings of job characteristics. This type of commitment is associated with age and organizational tenure (Rowden, 2003). Continuance commitment emerges when the employee perceives the costs of leaving being high and decides to remain with the organization. Normative commitment refers to an employee's obligation to stay working with the organization due to clear understanding of organizational values and goals (Meyer and Allen, 1997).

Past findings have also established that employees who are committed to the organization will remain loyal and are inversely related to turnover (Elmadag et al., 2008). In such conditions, employees were known to spend more time and energy in assisting the organization realize its goals and they also put their own self-interest aside (Yiing and Ahmad, 2008). They would subscribe to the idea of being a citizen of the organization and be fully committed to the goals of the organization (Rashid et al., 2003). They would therefore be fully committed in achieving the organizational goals. Hashim and Mahmood (2011) argue that committed employees put in efforts that go beyond normal expectation in the delivery of high service quality because they feel strongly about improving service quality and personal accomplishments in providing service quality. They further assert that it seems that such employees are not only dedicated in ensuring the continuous improvement of service quality but may also have derived personal satisfaction in terms of delivering service quality.

Maignan and Ferrell (1999) perceived higher commitment level to contribute towards increased or higher performance. Joolideh and Yeshodhara (2009) noted that "organizational commitment is critical to retain and attract well-qualified personnel". This was also reinforced by Malhotra and Mukherjee (2004) that Service quality in banks suffers when employees are unwilling or unable to perform a service at the level required.

Bank's energy entirely depends on the willingness of their employees to support their cause. During the crucial service encounter, it is the willingness of these employees to engage in discretionary effort that determines the level of service quality delivered and the satisfaction of the customer (Zeithaml et al., 1990). Hence, the willingness of employees to accept and support organizational goals and to behave in a manner likely to promote them influences the level of service quality (Boshoff and Tait, 1996).

2.4.1 Affective Commitment

Employees' emotional bond to their organization (i.e., their affective commitment) has been considered an important determinant of dedication and loyalty. Affectively committed employees are seen as having a sense of belonging and identification that increases their involvement in the organization's activities, their willingness to pursue the organization's goals, and their desire to remain with the organization (Meyer & Allen, 1991; Mowday, Porter, & Steers, 1982). In agreement with this view, studies have found associations between affective commitment and absenteeism, performance, and turnover (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday et al., 1982) with turnover being most strongly related to affective commitment (Meyer & Allen, 1997).

Meyer and Allen (1991) indicate that the relationship between organizational structure characteristics and affective commitment is not examined thoroughly, nonetheless they expect, based on research of Brooke, Russell and Price (1988); Morris and Steers (1980); O'Driscoll (1987); Podsakoff, Williams and Todor (1986), that decentralization of decision making and formalization of policy and procedure are related to affective commitment. Podsakoff et al. (1986) suggest that organizational structure characteristics do not have a direct effect on affective commitment, but rather, that the relationship is mediated by work experiences, Meyer and Allen (1991) included work experiences as mediator in the relationship between organizational structure characteristics and affective commitment. The social exchange view of commitment (Eisenberger, Huntington, Hutchison, Sowa, 1986) suggests that employees' perceptions of the organization's

commitment to them (perceived organizational support, or POS) creates feelings of obligation to the employer, which enhances employees' work behavior.

2.4.2 Normative Commitment

Normative Commitment reflects a perceived obligation to remain in the organization (Meyer et al. 2001). The underlying construct of normative commitment is that commitment is the totality of internalized normative pressures to act in a way which meets organizational goals and interests (cf: Wiener, 1982). Such perceived feelings generally motivate individuals to behave appropriately and do what is right for the organization (Meyer and Allen 1991). Employees with a high level of normative commitment remain in the organization because they feel that they 'ought to' do so (Allen and Meyer 1990, 1996). Normative Commitment has great value for organizations and their human resources. It reveals visible responsibility of staying with institute or organization (John, David, Lynne, & Laryssa, 2002). Normative commitment relaxes an employee's compulsory feelings towards collaborators or management; people stay because they think an obligation to perform (Ahmadi & Avajian, 2011).

Normative commitment is the new phase of the organization's commitment that tells the employees' duty at workplace and their faithfulness to the organization (Bolon, 1997). Normative commitment is defined as a general worth of faithfulness and responsibility (Weiner, 1982). It is also defined as a sensation of duty (Meyer et al., 1991). If organizations have normative commitment culture towards employees it will create psychological positive effects on employees, which improve their performance. These are; willingness, loyalty and emotions of employees, which make able the employees to use their vigor, ability and knowledge with full concentration to do their job. -Employee commitment and loyalty are optimistically connected with higher level of place of work performance (Sarah, Jolian, Robert, & Karl, 2011).

2.4.3 Continuance Commitment

Employee commitment continues to be a major focus of inquiry given its predicative power on employee, and organizational, relevant outcomes (Meyer et al., 2002). In a traditional employer-employee relationship, employee perceptions of human resource practices of their employing organization influence their commitment to the organization (Kinnie, et al., 2005), which, in turn, influences their organizational citizenship behaviour (Van Dyne et al., 1994; Bowen & Ostroff, 2004). Continuance commitment describes an individual's need to remain with the organization resulting from her/his recognition of the costs (tenure, pay, benefits, vesting of pensions and family commitment, etc.) associated with leaving the organization (Meyer & Allen, 1984, 1991).

Existing research indicates that continuance commitment is not associated in the same way as affective commitment with various antecedents of employee commitment (e.g. Allen & Meyer, 1996; Meyer et al., 2002). Perceived organizational support lessens feelings of entrapment that develop when employees have no other choice but to continue working for the organization because of the high costs associated with leaving (Shore & Tetrick, 1991; Rhodes & Eisenberger, 2002). Consequently perceived organizational support, whilst increasing affective commitment, lowers continuance commitment (Aubé et al., 2007). Given this, it seems probable that the more positive employees perceive support from the management company, the less likely they are to feel entrapped in the organization.

2.5 Relationship between Human Resource Practice and Employee Commitment

A central theme within the human resource management literature concerns the identification of 'best practices' that enhance both organizational performance and employee commitment. Research in this area is driven by efforts to find links between these practices and firm level outcomes, such as higher productivity, lower turnover, low rates of absenteeism and higher levels of financial performance (Arthur, 1994; Huselid, 1995). Research exploring the impact of these human resource practices on employee

commitment is considerably more limited (Guest, 1999). Yet, there is an implicit assumption within the literature that these human resource practices may be applied both across and within organizations, yielding desirable firm level outcomes and employee behaviors.

Research has reported that employee perceptions regarding the transferability of skills are negatively associated with continuance commitment (Allen and Meyer, 1990). Taormina (1999) found that training was a significant predictor of affective, continuance and normative commitment. Randall and O'Driscoll (1997) found that agreement with training policies was associated with higher levels of affective commitment among employees in New Zealand, though not employees in Ireland. Research studies also suggest that attitudes towards career development may be related to different commitment components. For example, Iverson and Buttigieg (1999) found that promotional opportunity was a significant predictor of affective commitment. Taormina (1999) and Meyer and Smith (2000) found that career development was one of the most powerful predictors of both affective and normative commitment. Meyer et al. (1989) found that continuance commitment was higher among employees that were rated as less promotable by their superiors. Shouksmith (1994) also found that perceptions of promotion opportunities were positively associated with continuance commitment.

Regarding the design of jobs, Iverson and Buttigieg (1999) found no predictive relationship between autonomy and affective, normative or continuance commitment, though routine work has been found to be a negative predictor of both affective and normative commitment. They also found that job security was a significant predictor of both affective and continuance commitment and that pay was a significant predictor of continuance commitment. In general, there is little research examining the impact of reward practices on multiple dimensions of commitment. This study therefore filled this gap by looking at how different human resource management practices impacts on employee commitment

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter discusses the methodology which was used in the study in order to achieve the research objectives. The areas covered include research design, population of the study, sampling, data collection procedures and data analysis.

3.2 Research Design

This study used descriptive research design. Descriptive research is defined by Gay (1981), as a process of collecting data in order to test hypothesis or to answer questions, concerning the current status of the subject in the study. This design was used because it was ideal in describing the characteristics of the targeted population, it was appropriate for a large sample which is expected to participate in the study, the design also accommodates both quantitative and qualitative approaches of analysis. The main aim of descriptive research was to provide an accurate and valid representation of the factors and variables that are relevant to the research question.

3.3 Population of the study

A population refers to an entire group of individuals, events or objects that have a common observable characteristic (Orodho, 2003). It describes the parameters whose characteristics the research attempted to describe. The study targeted all employees, that is 1698 in retail bank at Standard Chartered Bank

3.4. Sampling

The sample size was 170 staff, which is 10% of the whole target population. Stratified random sampling technique was used to select the sample size. Employees were randomly selected from each stratum. The strata comprised of senior managers, managers, supervisors and non management employees. According to Mugenda (2003),

10% of the accessible population is enough for sampling in a descriptive study. Table 3.1 shows the sample size.

Table 3.1: Sample Structure

Category	Target Population	Sample Size(10%)
Senior Managers	26	3
Managers	85	9
Supervisors	273	27
Non-management employees	1309	131
Total	1698	170

3.5 Data Collection

Questionnaires were used as an instrument for data collection. The instrument contains closed ended questions. The questionnaire was administered through ‘drop and pick’ and vial email. The questionnaires were used for the following reasons: its potentials in reaching out to a large number of respondents within a short time, able to give the respondents adequate time to respond to the items, offers a sense of security (confidentiality) to the respondents and it is objective method since no bias resulting from the personal characteristics (as in an interview) (Owens, 2002). Likert type scale was used in questions testing on the degree of the respondents’ agreement with particular statements on human resource practices. The questionnaire had three parts: Section A provided information on demographic characteristics, Section B provided information about the human resource practices, Section C focused on employee commitment.

3.6 Data Analysis

The researcher first edited the primary data collected from the field. Coding was then be done to translate the responses into specific categories. Coding was expected to organize and reduce research data into manageable summaries. The coded quantitative items were entered into SPSS for analysis. Descriptive statistics such as frequencies, means, standard deviation and percentages were used to describe the data so as to establish the

relationship between human resource practices and employee commitment, a Pearson's product-moment correlation technique was used. The analyzed data was presented in form of tables and figures where applicable.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents the findings of the study. The study targeted 170 respondents out of which 142 responded giving a response rate of 83.5%. The chapter begins with the presentation of general information of the respondents, human resource management practices, employee commitment and finally correlation analysis on the relationship between the study variables

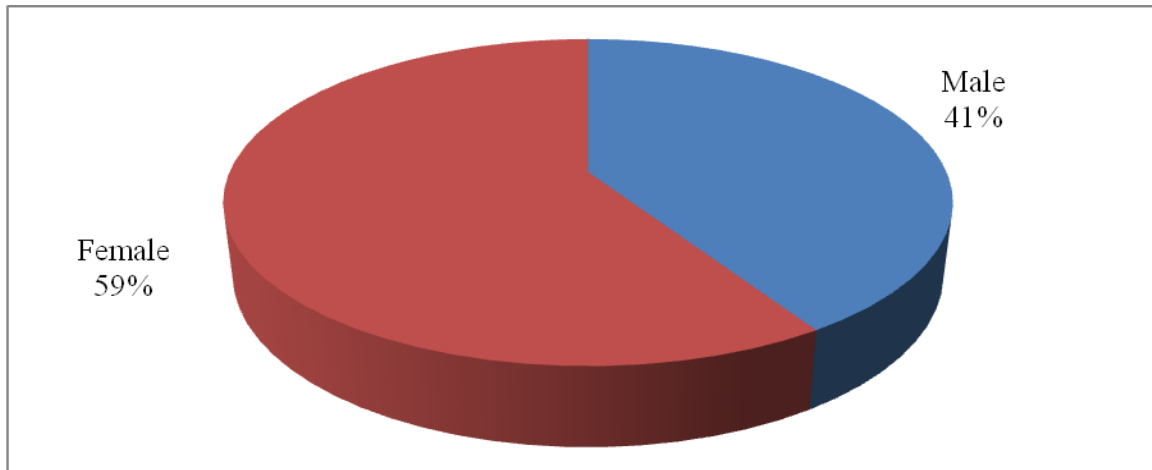
4.2 General information of the Respondent

This section presents general information of the respondents such as: gender, age, position in the organization, highest level of education, type of employment and period of service in the organization

4.2.1 Distribution of the respondents by Gender

To establish the distribution of the respondents by gender, respondents were asked to indicate their gender. The findings of the study revealed that 59% of the respondents were female and 41% were male. Therefore there are more males than females and the difference is not significant to show the findings of the study. The findings were as presented in Figure 4.1

Figure 4.1: Distribution of the Respondents by Gender

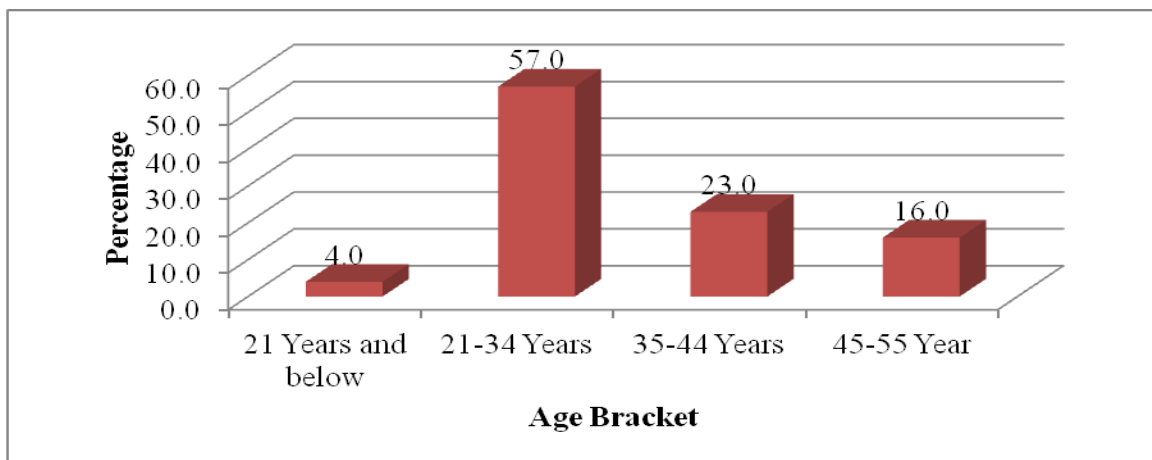


Source: Author (2014)

4.2.2 Distribution of the respondents by Age Bracket

On the distribution of the respondents by age bracket, the study found that 57% of the respondents were aged between 21-34 years. The study also found that 23% were aged between 35-44 years, 16% were aged between 45-55 years and 4% were below 21 years. The results therefore show that all ages were represented although majority of the employees were youth, the study represented all ages. The findings were as presented in Figure 4.2.

Figure 4.2: Distribution by Age Bracket

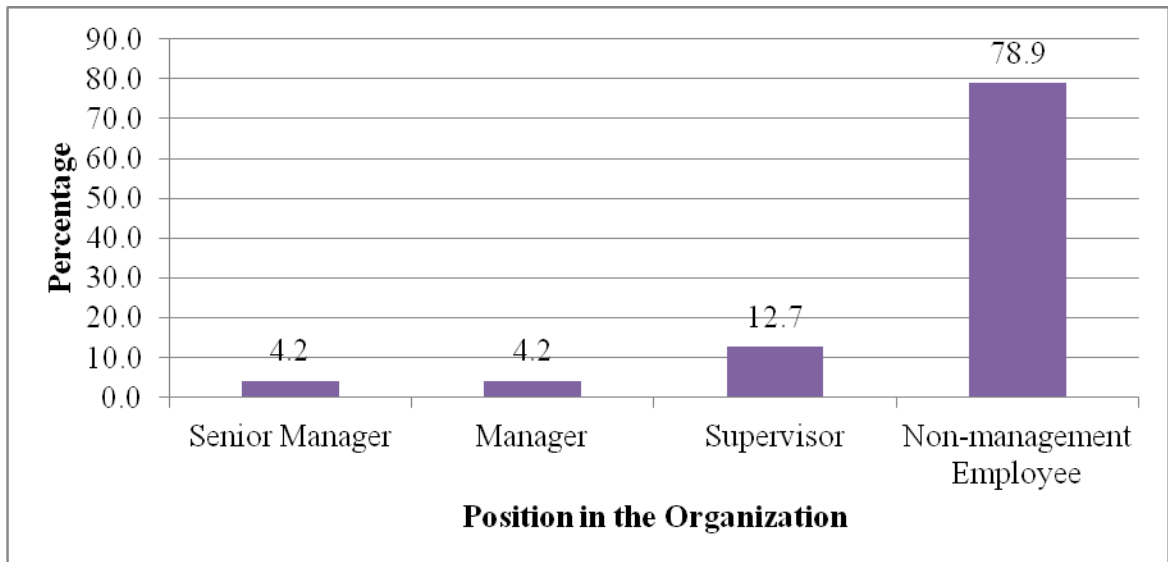


Source: Author (2014)

4.2.3 Distribution of the respondents by Position

On the distribution of the respondents by position, the study found that 78.9% were non-management employees, 12.7% were supervisors, 4.2% were managers and another 4.2% were senior managers. The analysis implies that all levels are represented in the study. The findings were as presented in figure 4.3.

Figure 4.3: Distribution of the respondents by position

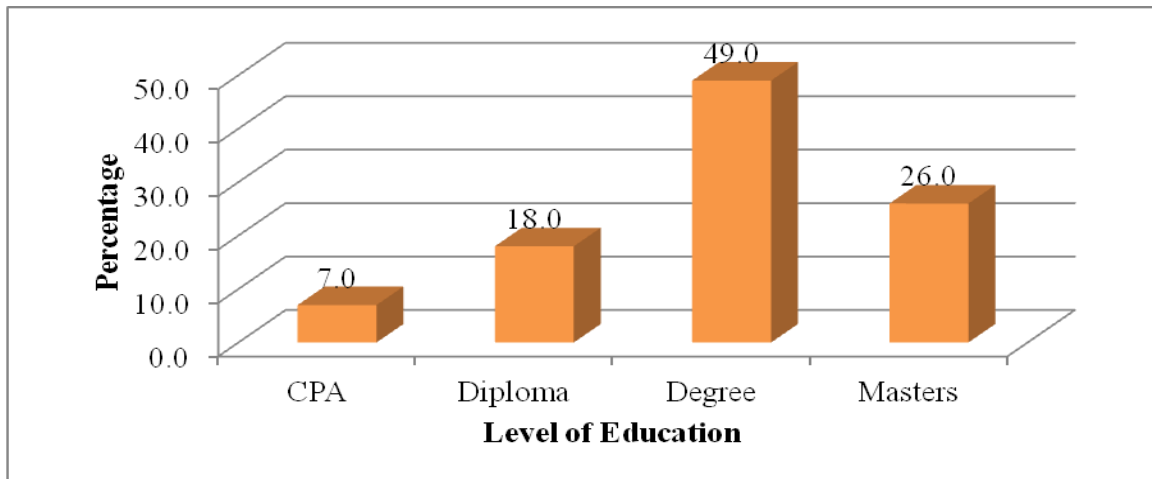


Source: Author (2014)

4.2.4 Distribution of the respondents by Level of Education

On the levels of education, the study found that 49% were bachelor's degree holders, 26% were masters degree holders, 18% were diploma holders, and 7% did CPA. The analysis reveals that the representation of the study had adequate levels of education to understand the concept of the study. The findings were as presented in figure 4.4.

Figure 4.4: Distribution of respondents by Level of Education

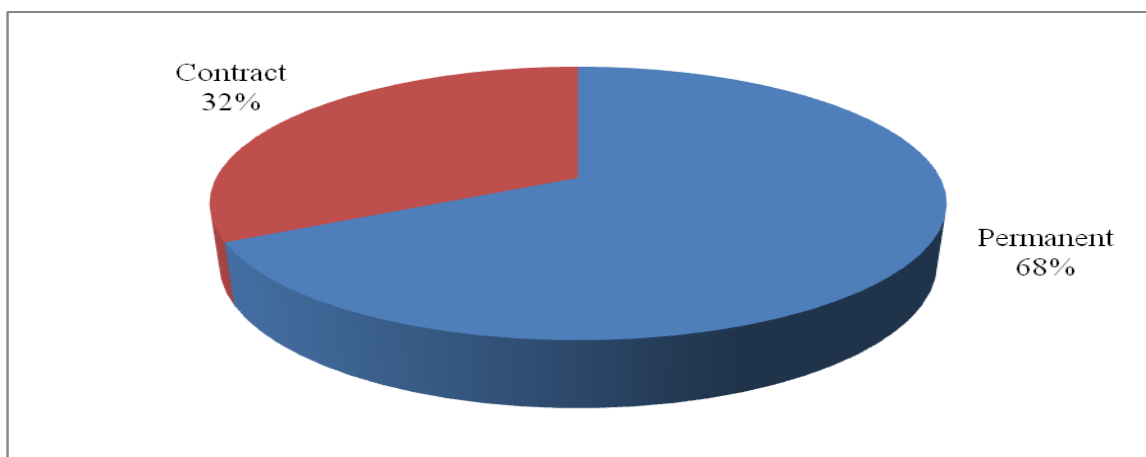


Source: Author (2014)

4.2.5 Distribution of the respondents by the Type of Employee Contract

To establish the type of employment contract of the respondents, they were asked to indicate the type of their contract. The findings of the study revealed out that 68% were permanent employees while 32% were on contract. The findings were as presented in Figure 4.5.

Figure 4.5: Distribution of the respondents by the Type of Employee Contract

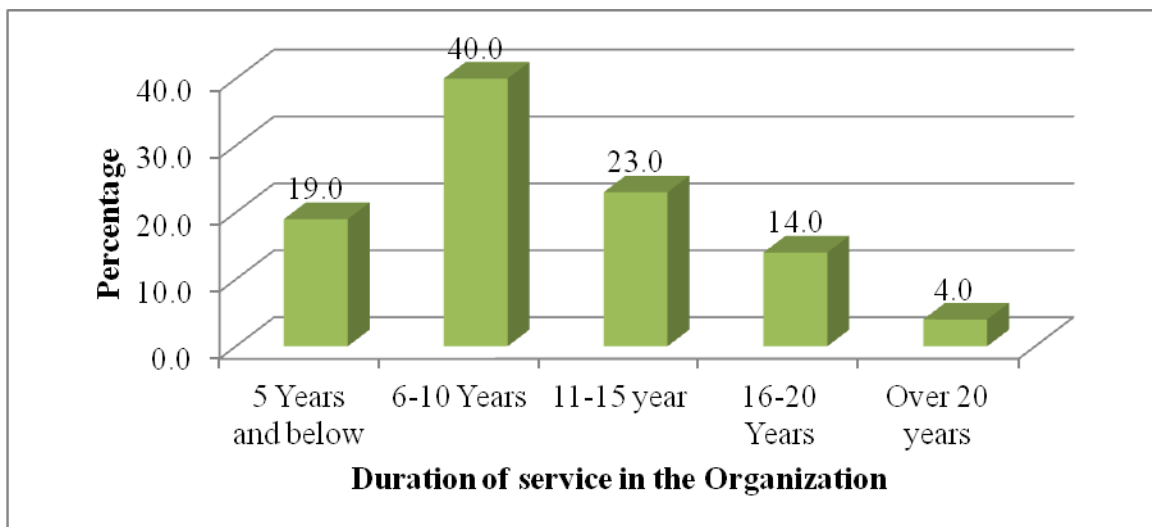


Source: Author (2014)

4.2.6 Distribution of the Respondents by duration of service in the Organization

On the duration of service in the organization, the study found that, 40% served in the organization for a between 6-10 years, 23% had served for a duration between 11-15 years, 19% had served for a duration of 5 years and below and 4% had served for a duration of over 20 years. The results indicate that the respondents have been employees of the organization for a long duration and are therefore able to respond to the issue of human resource management practices and employee commitment in the organization. Findings were as presented in Figure 4.6.

Figure 4.6: Distribution of the respondents by duration of service in the Organization



Source: Author (2014)

4.3 Human Resource Management Practices

The objective of the study in this section is to show the various human resource management practices and how each of the practice affects employee commitment with in the organization. The human resource management practices were analyzed in levels of recruitment and orientation, performance management, reward management, training and

development, job analysis and job design, health and safety and career development. This was tested on a five point likert scale of 1-5; where 5 represented ‘Strongly Agree’, 4 represented ‘Agree’, 3 represented ‘Neutral’, 2 represented ‘Disagree’ and 1 represented ‘Strongly Disagree’.

The scores ‘Strongly Disagree’ was taken to be equivalent to mean score ranging from 0.0 to 1.5, ‘Disagree’ with mean score ranging from 1.5 to 2.5, ‘Neutral’ with a mean score ranging from 2.5 to 3.5, ‘Agree’ with a means score ranging from 3.5 to 4.5 and ‘Strongly Agree’ with a means score ranging from 4.5 to 5.0.

4.3.1 Recruitment/Orientation

The respondents were asked to indicate their level of agreement with statements on recruitment and selection in Standard chartered Bank. The analysis on Table 4.1 shows that the respondents were neutral about being well informed about their job before being employed during recruitment process (mean score 2.54, standard deviation 0.891), they were also neutral on being well informed of both positive and negative aspects of the job being employed(mean score 2.73, standard deviation 0.930) and they were also neutral about the information received at the recruitment process about the job was accurate(mean 2.60, standard deviation 1.039).

Table 4.1 Recruitment/Orientation

Statement	Mean	Std. Deviation
I was well informed about my job before being employed during recruitment process	2.54	.891
I was informed of both positive and negative aspects of the job being employed	2.73	.930
All the information I received at the recruitment process about the job is accurate	2.60	1.039

Source: Author (2014)

From the analysis above the, it can be implied that standard chartered bank retail banking division sometimes provides new recruits with adequate information about the company , they were also neutral as not all employees agreed to being informed of both negative and positive aspects of the job. Most employee Standard chartered bank retail banking division also provided accurate information about the job the new recruits.

4.3.2 Performance Management

Respondents were asked to indicate their level of agreement with different statement on the performance management within their organizations. The analysis represented in Table 4.2 indicated that performance evaluations conducted for all the employees were fairly done as respondents were neutral (mean 2.68, standard deviation 0.786), also showed that the respondents were neutral with the statement that performance plans/goals are reviewed frequently to all employees (mean 2.54, standard deviation 0.814), however most employees disagreed with organization needs to improve on its current performance management system (mean 2.13, standard deviation 0.836)

Table 4.2 Performance Management

Statement	Mean	Std. Deviation
Performance evaluations conducted for all employees fairly done	2.68	.786
Performance plans/goals are reviewed frequently	2.54	.814
Organization needs to improve on its current performance management system	2.13	.836

Source: Author (2014)

From the analysis above it is implied that employee performance plans/goals are not done as frequently as they should at Standard Chartered bank retail banking division as most employees were neutral. It was also evident that at Standard chartered bank retail banking division needs to improve on its performance goals as most employees were neutral. However most employees' disagreed, standard chartered bank does not review organization needs to improve on its current performance management system.

4.3.3 Reward Management

Respondents were asked to indicate their level of agreement with different statements on reward management in their organizations. The findings on table 4.3 show that the respondents are neutral with the statement that the rewards are rightfully distributed (mean 2.75, standard deviation 1.162), they were also neutral with reward matching their effort with a mean of 2.95, standard deviation 1.268, employees were also neutral with the statement that they work more as a team in order to gain the rewards (mean 2.50, standard deviation 0.873). Employees agreed to being satisfied with the quality and quantity of reward given standard Chartered bank retail banking division, (mean 3.25, standard deviation 1.046). However, most employees disagreed with the statement that rewards have a positive effect on the work atmosphere (mean 2.25, standard deviation 1.055). The findings were as presented in Table 4.3.

Table 4.3 Reward Management

Statement	Mean	Std. Deviation
The reward are rightfully distributed	2.75	1.162
The reward matches my effort	2.95	1.268
I am satisfied with the quality/quantity of my reward	3.25	1.046
Employees work more as a team in order to gain the rewards	2.50	.873
The rewards have a positive effect on the work atmosphere	2.25	1.055

Source: Author (2014)

The analysis on table 4.3 show that standard chartered bank retail banking division needs to improve on its reward management system, rewards given to employees and team work amongst employees as most of its employees were neutral with the above. They were satisfied that the quality and quantity of the reward. Most employees at standard chartered bank, retail banking division disagreed with the reward having a positive effect on the work atmosphere.

4.3.4 Training and Development

Different statements were given to the respondents who were asked to indicate the level of their agreement with each in relation to their organizations. The analysis on Table 4.4 showed that employees disagreed with that specific training courses ensured departmental goals were accomplished (mean 2.11, standard deviation 0.916). they also disagreed with the statement that trainings conducted are relevant (mean 2.32, standard deviation 0.916), training courses assist in developing both professional and personal career goals (mean 2.42, standard deviation 1.040). However, employees agreed with the findings that HR ensures that all staff attend trainings (mean score 1.67, standard deviation 0.751). The findings were as presented in Table 4.4.

Table 4.4 Training and Development

Statement	Mean	Std. Deviation
The specific training courses ensure departmental goals are accomplished	2.11	.916
Trainings conducted are relevant	2.32	.747
Training courses assist in developing both professional and personal career paths	2.42	1.040
HR ensures that all staff attend trainings	2.67	.751

Source: Author (2014)

From the analysis above, it can be implied that at standard chartered bank retail banking division, employees were neutral that HR ensures that all staff attend training. However,

at standard chartered bank retail banking division, the respondents disagreed with the statements that the specific training courses ensure departmental goals are accomplished; trainings conducted are relevant and that specific training courses ensure departmental goals are accomplished. This provided accurate information about training and development at standard chartered bank.

4.3.5 Job Analysis and Job Design

On job analysis and job design, respondents were asked to indicate their level of agreement with different statements. The analysis on Table 4.5 showed that the respondents were neutral on the statement that the programs and systems in place are useful in performing their duties and that any additional training is required to do your job (mean score between 2.56, standard deviation 0.97), and disagreed that additional training is required to do your job (mean 2.04, standard deviation 0.879). The findings were as presented in Table 4.5.

Table 4.5 Job Analysis and Job Design

Statement	Mean	Std. Deviation
Are the programs and systems in place useful in performing your duties	2.56	.957
Do you think any additional training is required to do your job	2.04	.879

Source: Author (2014)

From the analysis above was implied that at standard chartered bank retail banking division, that the programs and systems in place are useful in performing duties. However employees were not in agreement that at standard chartered bank, employees need additional training is required to do your job.

4.3.6 Health and Safety

The respondents were further asked to indicate their level of agreement with different statement on health and safety in their organizations. The analysis presented in Table 4.6 showed that employees were neutral when it came to health and safety information is communicated to employees frequently (mean 2.59, standard deviation 0.868), also showed i that the company's health and safety advisor has health and safety qualifications/experience (mean 2.51, standard deviation 0.712)

Table 4.6 Health and Safety

Statement	Mean	Std. Deviation
Health and safety information is communicated to employees frequently	2.59	.868
The company's health and safety advisor has health and safety qualifications/experience	2.51	.712

Source: Author (2014)

From the analysis above it shows that the respondents were neutral on both statements that the health and safety information is communicated to employees frequently and that company's health and safety advisor has health and safety qualifications/experience. This implied that not all staff at standard chartered bank retail division were informed on health and safety regulations.

4.3.7 Career Development

On career development, the respondents were asked to indicate their level of agreement with different statements on career development. The analysis as presented in Table 4.7 showed that the respondents were neutral with the statements that the organization provides mentorship programs to employees (mean 2.92, standard deviation 0.911), and that the organization provides opportunities for growth to its employees (mean 2.75, standard deviation 1.055).

Table 4.7 Career Development

Statement	Mean	Std. Deviation
The organization provides mentorship programs to employees	2.92	.911
The organization provides opportunities for growth to its employees	2.75	1.055

Source: Author (2014)

The analysis on figure 4.7 showed that staffs were neutral when it came to mentorship programs and opportunities for growth to its employees at standard chartered bank retail banking division. This implied that standard chartered bank retail banking division needed to look at its mentorship programs and opportunities for growth of its employees which would then to encourage career development to its employees.

4.4: Employee Commitment

4.4.1 Affective commitment

The study sought to establish affective commitment of employees of standard chartered bank. To establish this, the respondents were given statements to indicate their level agreement with each. The analysis in Table 4.8 showed that the respondents agreed to the statement that they don't feel emotionally attached to this organization (3.26, standard deviation 1.177) and that they would be very happy to spend the rest of their career with this organization (mean 3.74, standard deviation 0.965). They were however neutral that they enjoy discussing my organization with people outside (mean score of 2.53, standard deviation 1.022). The results were as presented in the Table 4.8.

Table 4.8: Affective Commitment

Statement	Mean	Std. Deviation
I enjoy discussing my organization with people outside	2.53	1.022
I do not feel emotionally attached to this organization	3.26	1.177
I would be very happy to spend the rest of my career with this organization	3.74	.965

Source: Author (2014)

The analysis above showed that the respondents agreed with the statements that they do not feel emotionally attached to this organization and that they would be very happy to spend the rest of my career with this organization. The analysis above implied that employees at standard chartered bank retail banking division would not be very happy with the idea of spending the rest of their career with the organization but sometimes could discuss about the organization.

4.4.2 Continuance Commitment

The study sought to establish continuance commitment of employee of standard bank. To establish this, the respondents were given statements to indicate their level agreement with each. The analysis in Table 4.9 showed that the respondents are they would not feel it was right to leave the company (mean 3.75, standard deviation 0.869), however respondents were neutral that if they got another job offer for a better job elsewhere were neutral that jumping from organization to organization does not seem at all unethical to them (mean score of 2.75, standard deviation 0.998) as well as they were taught to believe in the value of remaining loyal to the organization (mean 2.99 and standard deviation 1.033). The results were as presented in the Table 4.9.

Table 4.9 Continuance Commitment

Statement	Mean	Std. Deviation
If I got another job offer for a better job elsewhere I would not feel it was right to leave my company	3.75	.869
Jumping from organization to organization does not seem at all unethical to me	2.75	.998
I was taught to believe in the value of remaining loyal to one organization	2.99	1.003

Source: Author (2014)

The analysis above implied that the respondents agreed with the statement that if they got another job offer for a better job elsewhere they would not feel it was right to leave my company. There was a difference in the response given by the respondents on the statements that they were taught to believe in the value of remaining loyal to one organization as were neutral and it was also seen that most of the respondents were neutral when it came to remaining loyal standard chartered bank. Past findings have also established that employees who are committed to the organization will remain loyal and are inversely related to turnover (Elmadag et al., 2008). In such conditions, employees were known to spend more time and energy in assisting the organization realize its goals and they also put their own self interest aside (Yiing and Ahmad, 2008).

4.4.3 Normative Commitment

The study sought to establish normative commitment of employee of standard bank. To establish this, the respondents were given statements to indicate their level agreement with each. The findings in Table 4.10 showed that the respondents disagreed with the statements that they would feel guilty if they leave my organization, they would not leave their organization because they have a sense of obligation to the organization and that their organization deserves their loyalty (mean score of 3.33, standard deviation 1.230). The results were as presented in the Table 4.10.

Table 4.10 Normative Commitment

Statement	Mean	Std. Deviation
I would feel guilty if I leave my organization now	3.33	1.230
I would not leave my organization right now because I have a sense of obligation to the organization	3.20	1.186
This organization deserves my loyalty	3.03	.974

Source: Author (2014)

The analysis above implied that there was a significant difference in the response given by the respondents on the statements that they would feel guilty if they leave my organization, they would not leave their organization because they have a sense of obligation to the organization to standard chartered bank retail banking division which provided accurate information about employees feelings.

4.5 Discussion

The study found that human resource management practices such as reward management, training and development, job analysis and job design, health and safety, career development and performance management influence employee commitment at standard chartered bank. This was evident as it was implied in the analysis that most employees either agreed or were neutral when it came to human resource management practices at standard chartered bank retail banking division.

Organizations today are not only concerned with preventing individuals from leaving but with being able to create a sustainable and mutually beneficial exchange with employees which would then affect their commitment to the organization. Agarwal and Ferrett (1999) recommended that considering the variety of human resource practices available, the management of organizations must choose among those practices that are likely to

address and retain employees simply because employee loyalty (low turnover) drives performance. This can be evidently seen in human resource management practices such as training and development, reward management, performance management, recruitment and orientation, job analysis and job design, health and safety and career development to affect employee commitment be it normative, continuance or affective commitment.

The findings are in line with that of Herscovitch and Meyer (2002) who found that committed employees identify themselves with the goals and values of the organization they work to enable it achieve increased performance. Commitment comes with job related behaviours such as reduced absenteeism and this leads to effective quality service.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In the previous chapter, the findings and discussion of findings has been presented. This chapter therefore presents the summary of findings, conclusions, limitations of the study and recommendations of the study. The general objective of the study was to analyze the relationship between human resource practices and commitment of the employees in retail banking special focus on Standard Chartered Bank (Kenya).

5.2 Summary of findings

The aim if the study was to determine the relationship between human resource management practices and employee commitment in retail banking of standard chartered bank of Kenya. The study found that all the human resource management practices studied influences employee commitment. The study revealed that majority of the respondents were graduates and they therefore have a good understanding of the human resource management practices in the organization. The study also revealed that all ages were represented although majority of the employees were middle aged and therefore the study represented all ages. Majority of the employees were found to have been working at the bank for more than five years and thus understand the organization set up in terms of human resource practices.

From the analysis on the human resource management practices, it was discovered that most respondents/employees were neutral to most of the human resource practices such as recruitment/orientation, performance management, reward management, job analysis and job design, health and safety as well as career development but this was not the same in the case as most employees disagreed when it came to training and development.

The study showed that human resource practices help to provide the top management with information about what is going on with its employees at the bank and this allows

them in the designing and implementing through linking the practices with long term objectives of the bank especially when it came to employee commitment. Human resource management practice was found to be a very useful tool as it allows the organization know its areas of weakness and strength when it came to designing and implementing best human resource practices that would in turn translate in to employee commitment in the organization.

All organizations, private or public connect employees to execute certain activities in order to attain goals and objectives that are in sync with organizational goals and objectives. The study found out that human resource practices such as reward management, performance management, training and development, recruitment and orientation, job analysis and job design, health and safety and career development tend to affect employee commitment at any level, from management level to non management level when it came to employee commitment. This is evidenced by the findings that employee commitment is positively related with: recruitment and orientation, performance management, reward management, training and, job analysis and job design, health and safety and career development.

5.3 Conclusion

Employees of an organization are considered as an important resource for the organization of the firm's objectives and that every effort should therefore be made to ensure that all aspects of the human resource management practices are all catered for all employees so as to retain them through ensuring employee commitment within the bank. Therefore from the findings of the study, it can be concluded that human resource management practices such as recruitment/orientation, performance management, reward management, training and development, job analysis and job design, health and safety and career development influence employee commitment at standard chartered bank be it affective, normative or continuance commitment in the organization.

On recruitment and orientation influences employee commitment in that it informs them about the job. Performance management through evaluations helps in identify employee

needs and putting in place what they require to improve their performance. Reward management system influence employee commitment as they feel motivated to perform when they are satisfied with the rewards. Employee training and development influences both professional and personal career development. Health and safety influences employee commitment in that when they feel safe and secure, they are motivated to work.

5.4 Recommendations

From the findings of the study, it can be recommended that standard chartered bank should improve on other aspects of human resource management practices such as recruitment and orientation, training and development and health and safety as they had weaker relationship compared to other variables such as performance management which are also an essential part of employee commitment within the bank.

Recruitment and orientation should be done in clear and fair way to improve employee commitment in the organization. The organization should organize for more training and development programs with the sole aim of improving employee commitment and job performance. Finally, on health and safety, the organization should ensure that the environment in which their employees in conducive and up to the expected health and safety standards

5.6 Recommendations for further research

This study was carried out in standard chartered bank. The researcher therefore recommends that another study be done in other banks on the challenges facing the implementation of human resource management practices aimed at motivating employees.

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APPENDIX I: QUESTIONNAIRE

SECTION A: Demographic Characteristics

Kindly indicate your position

Senior Manager	
Manager	
Supervisor	
Non-Management Employee	

1. What is your highest level of education?

- PHD.....
- Masters
- Degree.....
- Diplomas
- Professional qualifications (CIMA, etc.)

2. Please indicate type of employee contract?

- Permanent
- Contractual.....

3. How long have you worked for Standard Chartered Bank Kenya?

- One year to less than two year
- Two year to less than three years.....
- Three years to less than five years
- Five years to less than ten years.....
- Ten years or more

4. What is your sex?

- Male
- Female.....

5. What is your age?

- Under 21.....
- 21 to 34
- 35 to 44
- 45 to 54
- 55 or older.....

SECTION B: Human Resource Management Practices

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Recruitment/Orientation					
1. I was well informed about my job before being employed during the recruitment process					
2. I was informed of both positive and negative aspects of the job before being employed					
3. All the information I received at the recruitment process about the job is accurate					
Performance Management					
4. Performance evaluations conducted for all employees fairly done					
5. Performance plans/goals are reviewed frequently					
6. Organization needs to improve on its current performance management system					
7. Development plans reviewed for employees are done frequently					
Reward management					
8. The reward are distributed rightfully					
9. The reward matches my effort.					
10. I am satisfied with the quality/quantity of my reward					
11. Employees work more as a team in order to gain the rewards					
12. The rewards have a positive effect on the work atmosphere					

Training and development					
13. The specific training courses ensure departmental goals are accomplished					
14. Trainings conducted are relevant					
15. Training courses assist in developing both professional and personal career paths					
16. HR ensures that all staff attend trainings					
Job Analysis and Job Design					
17. Are the programs and systems in place useful in performing your duties					
18. Do you think any additional training is required to do your job					
Health and Safety					
19. Health and safety information is communicated to employees frequently					
20. The company's health and safety advisor has health and safety qualifications/experience					
Career Development					
21. The organization provides mentorship programs to employees					
22. The organization provides opportunities for growth to its employees					

SECTION B: EMPLOYEE COMMITMENT

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Affective Commitment					
1. I enjoy discussing my organization with people outside					
2. I do not feel emotionally attached to this organization					
3. I would be very happy to spend the rest of my career with this organization					
Continuance Commitment					
4. If I got another job offer for a better job elsewhere I would not feel it was right to leave my organization					
5. Jumping form organization to organization does not seem at all unethical to me.					
6. I was taught to believe in the value of remaining loyal to one organization					
Normative Commitment					
7. I would feel guilty if I left my organization now					
8. I would not leave my organization right now because I have a sense of obligation to the organization					
9. This organization deserves my loyalty					

Thank you very much for your co-operation.