

**ORGANISATIONAL FACTORS AND EMPLOYEE COMMITMENT IN THE
WORKPLACE: A CASE STUDY OF KOLE DISTRICT LOCAL GOVERNMENT**

ANGWECH JACKLYN

**A DISSERTATION REPORT SUBMITTED TO THE HIGHER DEGREES
DEPARTMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF A MASTERS DEGREE IN MANAGEMENT
STUDIES (HUMAN RESOURCE MANAGEMENT) OF
UGANDA MANAGEMENT INSTITUTE, KAMPALA**

NOVEMBER, 2017

DECLARATION AND APPROVAL

This project is my original work and has not been presented for a degree or a diploma in any other University or institution of higher learning.

Signature: Date:

Angwech Jacklyn
16/MMSHRM/39/109

This project has been submitted for examination with our approval as the Institute Supervisors.

Signed: Date:

Dr. Wilberforce Turyasingura
Uganda Management Institute

Signed: Date:

Ms. Maria Kafeero
Uganda Management Institute

DEDICATION

I dedicate this dissertation report to God Almighty, My Family, The Family of Reagan Alfred O'dongo, The Family of the Late Shelina Oceng, The Family of Thomas Otema and my entire friends.

ACKNOWLEDGEMENT

I thank God the Almighty for granting me the gift of life in this journey.

I would like to sincerely thank my supervisors Dr. Wilberforce Turyasingura and Ms. Maria Kafeero, for the tireless effort and timely response you gave me to accomplish this task; you were all the best.

I appreciate Kole District Local Government staff for providing me with all the information that greatly gave this research a success.

My appreciation to you my colleagues Fred Ongom, Choda Edward and Adur Lorna for I cannot forget to thank you all, you interpreted for me a lot of policies and laws in human resources management. As for Lorna your encouragements were of great inspirations.

My family members thank you so much for your support and for endurance when I was away, seriously researching especially you Jovia and Janice who reminded me how you missed me. I love you all. To my husband, thank you for giving me the time.

To my friends and classmates; specifically, Milly Akullo, Alex Omara, Patrick Ongima, Immaculate Alanyo, Moreen, Lillian, Moses and all MMS39; you encouraged me.

May the Almighty God bless you all.

TABLE OF CONTENTS

DECLARATION AND APPROVAL.....	i
DEDICATION.....	ii
ACKNOWLEDGEMENT.....	iii
LIST OF TABLES.....	vi
LIST OF FIGURES.....	vii
ACCRONYMS AND ABBREVIATIONS.....	viii
ABSTRACT.....	x
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Background to the Study.....	1
1.3 Statement of the Problem.....	9
1.4. General Objective.....	10
1.5 Research Questions.....	11
1.6 Hypothesis of the Study.....	11
1.7 Conceptual Framework.....	11
1.8 Scope of the Study.....	13
1.9 Justification of the Study.....	14
1.10 Significance of the Study.....	14
1.11 Limitations and Assumption of the Study.....	15
1.12 Operational Definitions.....	15
CHAPTER TWO.....	17
LITERATURE REVIEW.....	17
2.1 Introduction.....	17
2.2 Theoretical Review.....	17
2.3. The Relationship between Working Environment and Employee Commitment.....	22
2.4 The Relationship between Training and Employee Commitment.....	25
2.5. The Relationship between Rewards and Employee Commitment.....	28
2.7 Summary of Literature Review.....	30
CHAPTER THREE.....	32
RESEARCH METHODOLOGY.....	32

3.1 Introduction.....	32
3.2 Research Design.....	32
3.3 Study Population.....	32
3.4 Sample Size and Selection Technique	33
3.5 Sampling Techniques.....	34
3.6 Data Collection Methods	34
3.7 Data Collection Instruments.....	35
3.8 Data Collection Quality Control	35
3.9 Data Collection Procedure	36
3.10 Data Analysis.....	37
3.11 Ethical Considerations	37
CHAPTER FOUR	39
PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS.....	39
4.1 Introduction.....	39
4.2 Response Rate.....	39
4.3 Results on the Demographic Characteristics of Respondents.....	40
4.4 Empirical findings on Organizational Factors and Employee Commitment.	44
CHAPTER FIVE	61
SUMMARY, DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS.....	61
5.1. Introductions	61
5.2. Summary of the Findings	61
5.3 Discussions of the Findings	63
5.4 Conclusions.....	66
5.5 Recommendations.....	67
5.6 Contribution of the Study.....	70
5.7 Areas for further Studies	70
REFERENCES.....	71
APPENDICES	77
Appendix I: Questionnaire for Organizational Factors.....	77
Appendix II: Interview guide for C.A.O, DCAO, PHRO, Secretary-DSC, Sector Heads and All Heads of Departments.....	82

LIST OF TABLES

Table 3.1: Population category and sample size of the respondents.....	33
Table 4.1: Response rate of respondents.....	39
Table 4.2: Distribution of Gender of the Respondents	40
Table 4.3: Distribution of Age Bracket of Respondents.....	41
Table 4.4: Distribution of marital status of respondents.....	41
Table 4.5: Distribution of Education Levels of Respondents	42
Table 4.6: Distribution of Job Category of Respondents.....	43
Table 4.7: Distribution by duration of Service	43
Table 4.8: Distribution by training attended in Kole DLG by respondents.....	44
Table 4.9: Descriptive Statements on Employee Commitment	45
Table 4.10: Descriptive Statistics on Work Environment in Kole DLG.	48
Table 4.11: Correlation results between Working Environment and Employee Commitment. ...	50
Table 4.12: linear regression results (Work environment and employee commitment).....	51
Table 4.13: Descriptive Statistics on Training in Kole DLG.....	52
Table 4.14: Correlation results between Training and Employee Commitment	54
Table 4.15: Linear regression results (Training and employee commitment)	55
Table 4.16: Descriptive Statistics on Rewards in Kole DLG	56
Table 4.17: Bivariate Correlation between Rewards and Employee Commitment	59
Table 4.18: linear regression results (reward and employee commitment)	59

LIST OF FIGURES

Figure 1.1: Abraham's five stage pyramid. Saul McLeod 2007 updated 2016	4
Figure 1.2: Conceptual Framework	12

ACCRONYMS AND ABBREVIATIONS

BMAU : Budget Monitoring and Accountability Unit

CAO : Chief Administrative Officer

CFO : Chief Finance Officer

CVI : Content Validity Index

D/CAO : Deputy Chief Administrative Officer

DEO : District Education Officer

DHO : District Health Officer

DLB : District Land Board

DLG : District Local Government

DP : District Planner

DPC : District Production Coordinator

DSC : District Service Commission

FY : Financial Year

HRM : Human Resource Management

LCIV : Local Council Five Chairperson

MoPS : Ministry of Public Service

NUSAF : Northern Uganda Social Action Fund

PAC : Public Accounts Committee

PHRO : Principal Human Resource Officer

PRDP : Peace Recovery and Development Plan

PSC : Public Service Commission

PSRP : Public Service Reform Programmed Review Report

SEC : Secretary

SPSS : Statistical Package for Social Scientist

TC : Town Council

ULGA : Uganda Local Government Association

UMI : Uganda Management Institute

ABSTRACT

The study was to determine the influence of organizational factors on employee commitment in Kole District Local Government. The salary increment and spending on staff plus staff incentives seem not to have effect on employee commitment. The researcher wants to establish the factors responsible for employee commitment in Public Service in Kole District.

Objectives were to establish the influence of work environment, training and rewards on employee commitment. Intermediate variable being culture and beliefs; and the dependent variable was employee commitment. The study used a case study design; adopting both qualitative and quantitative approaches using a sample of 317 respondents.

Data was collected using self-administered questionnaires and interview guide. Quantitative data was analyzed using descriptive and inferential statistics to test the influence of independent variable on the dependent variable. Qualitative data was analyzed through thematic analysis and generation of themes in a narrative form. The study findings revealed that work environment, training and rewards significantly affect employee commitment.

The conclusions were; work environment needed more management attention since it registered the lowest correlation coefficient, need to take training needs assessment seriously by top management since staff nomination for training has been recorded poor, need to address in house variations of salaries.

These scenarios could explain the low commitment levels of Kole DLG employees. The study recommends that Kole DLG needs to widen its local revenue base so as to improve on its infrastructure; there is need for a review on its selection criterion for training, and management need to cooperate with ULGA for a salary review drive.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

In most public and private organizations across the globe employee commitment possess a big challenge to management. Many studies have been conducted but no conclusive positions have been reached; acceptable to majority researchers (Buchanan, 1974; Allen & Meyer, 1990). This study examined the organizational factors that influence employee commitment in Kole District Local Government (DLG) located in Northern Uganda. The study examined the factors in human resource management responsible for the enhancement of employees to commit to the organization. The factors in this case were the independent variable and employee commitment was the dependent variable with moderating variable of culture and beliefs.

The chapter contains the study background, the problem statement, the overall objective, specific study objectives, the research questions, research hypothesis, significance of the study, study justification, the scope of study, anticipated limitations and operational definitions.

1.2 Background to the Study

This section comprises of the historical, theoretical, conceptual, and contextual perspective of the study. The historical looked at the evolution of employee commitment while theoretical looked at the theoretical lenses of the study. The conceptual background defines the key concepts that underpin the study and contextual background is about the history of the organization in which the research was conducted.

1.2.1 Historical Background

Employee commitment is not a new phenomenon in organizations. In the developed countries, commitment of employees has been spoiled badly in the late 20th century throughout corporate re-organization and down – sizing of companies, which damaged work security and led to less promotion opportunities (Harley, 2001 as cited in Mariam, 2014); this prompted another

negotiation of the psychological contract and the urge to come up with measures to increase commitment. These included personal characteristics like age, job characteristics like task variety and autonomy, work experiences and organizational characteristics like training, career prospects, team work, salary, human resource policies and work environment (Mowday *et al.*, 1982).

In Africa, the emergence and changes in technology, business merging, globalization, and marketplace set up have basically altered organizational operationalization. Concurrently a labor force has emerged that is more diverse, mobile, discerning and educated in work-life choices than ever before. For organizations are looking for measures to explain the dynamics of the new commitment agreement that will create the relationship between the employer and employee into the 21st century, how much commitment workers will be willing to give to their companies and what companies ought to do to win that commitment (David, 2009).

In Uganda and Kileleshwa District in particular, employee commitment has been at the center of organizational existence. This has been due to various changes such as restructuring, liberalization and technology that organizations have been experiencing overtime and have led to employees becoming less committed to their organizations. The researches concerning commitment carried out in Uganda are hardly any (Peter, 2014).

Employee Commitment is a sacred covenant without which life is unimaginable (Soliven, 2009). Lee and Kim (2010) define employee commitment as being perceived psychological condition that binds a person towards an entity. The three machinery of organizational commitment comprising normative, continuance and affective commitment is extensively studied across the globe in the past decades (Buchanan, 1974; Allen & Meyer, 1990).

Employee Commitment is basically considered as emotional belonging or a feeling of obligation. For the past years, research has proved that commitment ought to be perceived in terms of a multi-dimensional composition. Allen and Meyer (1990) came up with an early model which has

acknowledged valuable consideration. They relied on a three (3) component model basing their observation where obtainable meanings of commitment since then showed in any case three separate themes that is affective commitment which is an emotional attachment towards an association; continuance commitment which means recognition of costs connected with exiting an association and normative commitment which implies a moral obligation to stay and work for an organization. Therefore, the need to study factors that influence employees' commitment was crucial because the findings would provide a clearer understanding and what would make an employee feel committed to his or her work.

1.2.2 Theoretical Background

Different theories have been developed to understand the concept of organizational factors and employee commitment such as Herzberg two factor theory (2003) which states that motivation of employees is regulated by two factors, those are; hygienic and motivational, the contribution of this theory is that commitment of workers is determined by various factors; the Vroom 's expectancy theory which says that an employee will be provoked to devote maximum effort when he believes that this effort will lead to excellent results and that these results will then lead to the expected form of reward and Maslow's hierarchy of needs theory which will guide the study supported by the Three-Component Model of Commitment by Allen & Myer (1990).

Maslow (1943) defined need as a physiological or psychological deficit that a person feels the pressure to please. Such desires create tensions that can manipulate an individual's attitude towards work and commitment. Abraham created the premise relying on his description of need suggesting that human beings get provoked with numerous desires of which he say exists in the hierarchical order. He believes that a need not fulfilled is not a motivator.

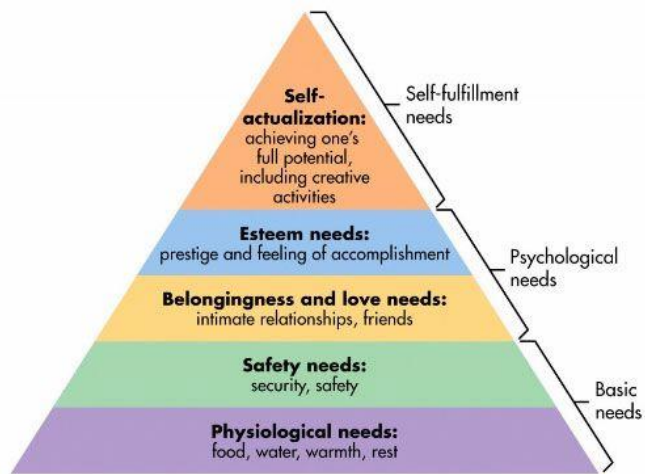


Figure 1.1 Abraham's five stage pyramid. Saul McLeod 2007 updated 2016

In his study he explained that an individual begins from the bottom of the pyramid of which he/she will start by pleasing his or her physiological need such as housing, clothing and when those basic needs are fulfilled, these needs are termed not a motivator anymore. These desires can be met by good rewards at the workplace then enhanced commitment. A person tends to shift to a higher level, Safety needs at the workplace might include protective clothing, riding gears as well as guarding against job loss, loss of earnings through illness. These wants can be met by good working environment in order to improve employee commitment. Social needs will recognize that a good number of individuals desire to fit in a group. Such social needs consist of the need for love and belonging like teamwork, good communication channels. These are effectively enhanced by good rewards and employee trainings to improve work behaviors hence creating a network of committed employees. Esteem needs concerns recognition given for a well done job. This reflects the believe that employees search for esteem and respect of others like promotions which is achieved through good training systems in place that can enhance this in order to promote employee commitment. Self-actualization concerns how individuals feel about themselves this is often considered by the degree of success or challenges at the workplace (Ramlall, 2004). Maslow however, cited that only one out of hundred human beings turn out to be completely self-actualized since our community recognizes motivation mainly as a result of social needs, love and esteem.

Abraham's five staged pyramid has various limitations one of which reflects the method used. He formalized features of people who are self-actualized through carrying out a qualitative study named biographical analysis which conceptualized the biographies and writing of eighteen individual he branded as already self-actualized, in his findings he came up with listings of traits which formed features of this particular set of individuals, as divergent to humanity. In another criticism, Maslow assumes that in-order for a person to self-actualize one must first satisfy his/ her lower needs of which in real sense this is false; therefore this order of needs brought by Maslow is sometimes considered false.

Maslow also failed to equalize perfection with self-actualization. Since this includes enhancing one's potential hence one can be rude, stupid but still self-actualized. Populations below 2% do reach self-actualization (McLeod, 2016). To which it is true that self-actualized people are the most committed employees and perform to their best, therefore, keeping all factors constant Maslow's theory is undertaken in this study to explain meeting of employee's needs by employer such as rewarding them, providing them with good working environment and adequate training that will eventually enhance employee commitment (McLeod, 2016).

It's noted that workers do not only labor for financial returns but there is need to create a good working atmosphere where workers perform their task because they enjoy their jobs thus increased commitment. The point is obvious if administration identifies which hierarchy each worker has covered, thus decision can be made on possible factors to excel the employee's potential, in order for employee to remain committed, the execution of new ideas and initiatives will be compromised (John & Elyse, 2010).

1.2.3 Conceptual Background

The two major concepts used in this study were; namely organizational factors and employee commitment.

Literature has identified various Organizational commitments' antecedents. Mowday *et al.* (1982) proposed four (4) types of dimensions that influence commitment that is individual characteristics like age and educational level where according to (Morris *et al.*, 1993) personal characteristics do not give a huge hand in shaping commitment; job characteristics like tasks, autonomy and job interest which according to (Gallie & White, 1993; Peters & Meijer, 1995) are more influential in determining commitment and experiences structural characteristics (organizational characteristics) such as teamwork, career prospects, human resource policies, training, reward systems, work conditions and communication. The relationship between various factors relating to organizations and commitments have been studied extensively and several dimensions of organizational policies and practices relating to organizational commitment have been cited and measured. Different researchers have also independently identified the contribution of such factors on commitment for instance training and commitment by (Lau & Idris, 2001), Rewards and commitment by (Schein, 1990), teamwork and commitment was studied by (Denison, 1990, O'Reilly *et al.*, 1991), and Communication and commitment by (Tsui *et al.*, 2006; Xenikou & Simosi, 2006).

The organizational factors chosen for this study as the independent variables are work environment, training and rewards as listed alongside the most important dimensions as identified by BMAU briefing paper (2015) which stated that the key challenges that affected employee commitment in effecting service delivery was majorly found to be poor working environment, inequitable pay and inability of local governments to attract and retain qualified and committed personnel which emanated from the training policies in place.

Employee commitment is referred to as the psychological situation where the worker shares the ideals of his / her company and performs towards its objectives (Paille' *et al.*, 2011). MacLeod and Clarke (2009) states that organizational support for workers do promote workers welfare in three (3) ways; firstly, this helps a worker to adjust a stressful state; secondly, it helps a worker build up a new perception on a stressful state and thirdly, emotional upset connected with a problematic condition can be reduced.

Organizational commitment is explained and brought clearly in 3 (three) scope of affective, continuance and normative perspective by Allen & Meyer (1990) through the use of tri-dimensional model; organizational commitment development ways and its implications on employees' level of commitment is explained by these dimensions where affective commitment is the employee's desire to stay as an employee of company as a result of emotional attachment to his/her place of work; demographic features like tenure, age and training do affect this commitment. Where continuance commitment means the desire of a worker to stay as a member of a particular workplace because of fear of the costs that can be incurred with leaving the organization. An employee may commit to his/her place of work as a result of assuming huge expenses associated with losing organizational membership (e.g. financial costs like pension accruals) social costs (i.e. companionship with colleagues). But one will not see the positive cost as adequate to remain with an organization; employees need to also consider the availability of opportunities like any other organization, disrupted own relationships.

Normative commitment meant an employee commits to and stays with a particular place of work as a result of obligatory feelings. Such affection is a result of a strain on an employee as he/she joins the organization and maybe after. In some cases, an employee may feel a moral obligation to work hard and stay with a particular organization as a payback for instance if the organization has

injected funds in training such an employee. Therefore, this study sought to excavate the influence of rewards, work environment, and training on employee commitment while being intervened by culture and beliefs. Rewards, working environment and training were the organizational factors for this study as the independent variable. Numerous global researches such as Boon *et al.* (2006) and Zain *et al.* (2009) have established important relation linking these organizational factors of rewards, working environment and training with employee commitment.

Bratton and Gold (2007) stated that reward systems are more than just compensation or monthly salaries. Reward systems are all of the financial, non-financial and psychological costs a company incurs on its workers. Milkrich and Newman (2002) looked at reward systems as an exchange strategy, they stated that: “employees may see reward systems as a return in exchange between their employer and themselves, as an entitlement for being an employee of the company; or as a reward for a job well done.” The way the employee views this exchange determines their levels of organizational commitment.

Lawler (2003) explained that the relationship linking rewards and organizational commitment depends on two factors; first is the quantity of reward given and secondly the value attached on a particular reward by the employee. Gordon (1992) explained that training is a form of planned action which is organized and it enhances ones’ skill level, competency and knowledge which are essential in promoting tasks performance effectively.

For this study, reward took monetary reward like basic pay, allowances, salary increment, timeliness of pay and non – monetary reward like promotion, recognition, career growth and development while work environment meant the work equipment, work processes and facilities whereas training meant induction, professional development and performance improvement (Uganda Public Service Training Policy, 2006).

1.2.4 Contextual Background

Kole District Local Government forms part of the districts in northern Uganda, having been carved out of Apac District in July 2010. Kole comprises of two counties of Kole south and Kole north covering a total area of 1,061 square kilometers. The district has suffered two conflicts specifically the Lord's Resistance Army insurgency and the Karimojong cattle rustlers. Having suffered from these insurgencies, Kole District is characterized by an alarming poverty rate, dislocation and distraction of the socio – economic structure. Nevertheless, presently, the district is peaceful and poverty reduction strategies are put in place by government of Uganda like Northern Uganda Social Action Fund (NUSAF1, 2, 3), Peace Recovery & Development Plan (PRDP), Operation Wealth Creation, and other operating Non-Governmental Organizations (NGOs).

It is a corporate body which has its mandate from the Local Government (LG) Act- 1997 Cap 243 as amended and the Republic of Uganda Constitution of 1995 article 176. Kole District Local Government has in sum 1,865 employees consisting of employees in the education department, health department, statutory body, and traditional civil service. Despite the fact that the district has well established structure with a staffing position filling of up to 85% and paid by the government as timely as 28th of every month, employee commitment seems a dream to the entire management team (5thPublic Service Reform Programmed (PSRP, 2012).

1.3 Statement of the Problem.

Employee commitment is generally becoming a central factor towards the attainment of employee commitment in the public sector as according to BMAU briefing paper (2015) the key challenges affecting employee commitment in effecting service delivery was majorly found to be poor working environment, inequitable pay and inability of local governments to attract and retain qualified and committed personnel which emanates from the training policies in place.

Kole District Local Government under the Uganda public service has in the recent past developed a number of initiatives to promote organizational commitment such as employee training opportunities where every financial year a total of Ugx 83,500,000 (eighty three million and five hundred thousand shillings only) is spent on training and approximately 105 (one hundred and five) employees benefit under induction, performance and professional development training programs (Training Committee Report, FY 2015/16); pay reforms of 50% salary increment of all primary teachers in Kole District Local Government (Mops Circular Standing Instructions, FY 2014/15), and performance allowances such as consolidated health and lunch allowance for health workers, science grade allowance of 30% of the total gross pay to improve on employee commitment towards the organization.

In spite of the above employee commitment in Kole District Local Government is still a dream to be realized. Employee attendance still ranges from 0.5% to 56% (Attendance analysis for 2nd quarter FY 2015/16) below the Kole District Local Government set standard of 70% and high labor turnover in the health sector standing at 50% (Health Department Report, FY 2015/16) and very high intention to leave by most senior and junior staff. This failure to retain, motivate and enhance employee commitment is not only affecting the corporate image of Kole District Local Government but also failing its smooth operations in terms of service delivery while leaving the future labor base at a high risk.

This survey thus, examined the influence of work environment, training and rewards on employee commitment in Kole District Local Government – Uganda in order to improve service delivery.

1.4. General Objective

The general objective of this study was to examine the influence of organizational factors on employee commitment in Kole District local Government in order to improve service delivery.

1.4.1 Specific Objectives

- i. To establish the effect of work environment on employee commitment in Kole District Local Government.
- ii. To assess the influence of training on employee commitment in Kole District Local Government.
- iii. To examine the contribution of rewards on employee commitment of Kole District Local Government.

1.5 Research Questions

The study sought to answer the following questions:

- I. Does work environment affect employee commitment at Kole District Local Government?
- II. Does training influence employee commitment at Kole District Local Government?
- III. How do rewards contribute to employee commitment at Kole District Local Government?

1.6 Hypothesis of the Study

The study was guided by the following hypothesis:

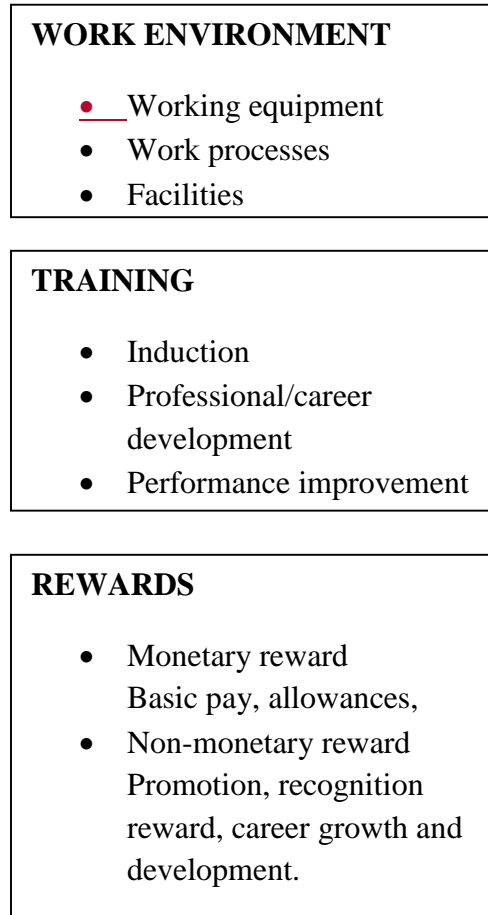
- i. There is a significant positive effect of work environment on employee commitment.
- ii. There is a positive influence of training on employee commitment.
- iii. There is a positive contribution of rewards on employee commitment.

1.7 Conceptual Framework

The conceptual framework was used to conceptualize the correlations between variables of this study and is represented graphically. It is an assumed model clarifying the concepts in the study and their relationship (Mugenda & Mugenda, 2003)

It explained the relationship between organizational factors (rewards, work environment and training) and dependent variable (employee commitment) plus the moderating variable as shown in the figure below:

INDEPENDENT VARIABLE



DEPENDENT VARIABLE

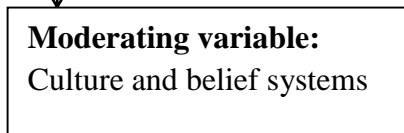
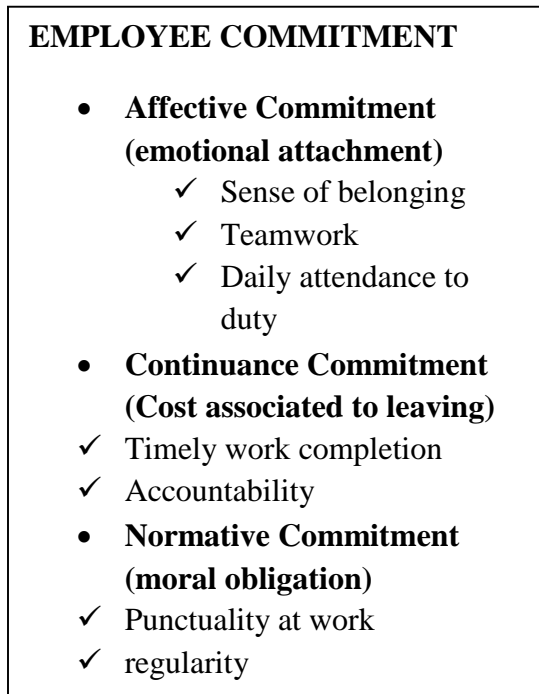


Figure 1.2: Conceptual Framework

Source: Adopted from Armstrong (2009), Uganda Public Service Training Policy (2006), Allen & Meyer (1990) and modified by the Researcher

In the scheme above organizational factors was conceptualized as rewards, work environment, and training where rewards was classified according to monetary reward such as basic pay, allowances, salary increment, timeliness of pay and non-monetary reward such as promotion, recognition, career growth and development, while work environment was the work equipment, work processes

and facilities and training was classified as induction, professional development and performance improvement meaning these organizational factors have direct influence on employee commitment

In the framework above, organizational factors was hypothesized to influence employee commitment where organizational factors was defined as work environment, training and rewards basing on the analysis of Mowday *et al.* (1982) who proposed four (4) types of dimensions that influence commitment that is individual characteristics like age and educational level where according to (Morris *et al.*, 1993) personal characteristics don't give a huge hand in shaping commitment; job characteristics like tasks, autonomy and job interest which according to (Gallie & White, 1993; Peters & Meijer, 1995) are more influential in determining commitment and experiences/ structural characteristics (organizational characteristics). Therefore this study based its factors on organizational characteristics of training, human resource policies which encompassed rewards and working environment (Mowday *et al.*, 1982) while employee commitment being affective, continuance and normative commitment (Allen & Meyer, 1990) of Kole District Local Government employees.

The framework postulated that the status of work environment, training and rewards in local governments directly affect the affective, continuance and normative commitment of workers of Kole District.

1.8 Scope of the Study

Content scope: In terms of content, the researcher looked at organizational factors of rewards, training and work environment as independent variable and employee commitment which is dependent variable.

Geographical scope: The study was conducted in Kole District Local Government which is a public institution under the Ministry of Local Government operating in the northern region of

Uganda with approximately 1,900 employees. The study was conducted in all the departments of Kole DLG that is Health, Education and Traditional civil service.

Time scope: The study was carried amongst employees of Kole District Local Government covering selected staff in the various departments for a period of 6 years from 2010 to 2016.

1.9 Justification of the Study

The issue is very critical and there is limitation in the past studies though many scholars have dealt with organizational factors and employee commitment, but this is not in Kole district local government. The study made recommendations on rewards, work environment and training. Such recommendations may inform policy makers in other local governments and the central government since they are originated through valid research data. The study may also influence the governance system in the local governments in Uganda.

In an attempt to deal with poor performance, and its related repercussion, the district leaders may focus on specific issues of commitment generated through research. The use of such specific knowledge may improve on the quality of governance of local governments and raise the employee commitment level and service delivery.

Therefore, the study was justifiable basing on the fact that employees who have high commitment levels make an organization to portray high productivity and performance and lower absenteeism levels and lateness (Cohen, 2003). Implying that, workers with high level of commitment tend to exert greater efforts in performing and investing their resources in the company (Saal & Kright, 1987).

1.10 Significance of the Study

This study was to build on the existing literature that leads to correlation linking organizational factors; rewards, work environment, training and employee commitment, this research may create

an evaluation platform to the Uganda Public Service with a view of enforcing rewards, working conditions and training policies in directing human resource in the Ugandan Public Service so as to improve employee commitment towards achieving improved service delivery.

The study may also help the top management team in the district of Kole to enhance employee commitment in order to improve service delivery. This study may play a great role in the scholarly world for reference and furthering knowledge and the community as a whole.

1.11 Limitations and Assumption of the Study

The study experienced the following limitations:

- The Poor road network to the various sub county offices where selected participants of the study were located were very hard to reach.
- There was little revenue available to facilitate the process of the research study hence causing delay in data collection since some respondents were demanding cash in exchange for participation which delayed the research time scope.
- There was limited resource persons and low level of participation by the respondents at the top management level.
- The time allocated was also a big challenge since the study was conducted under tight working schedules attending to employment as well as beating deadlines of the research schedules.

1.12 Operational Definitions

Work Environment referred to the physical geographical location and the direct atmosphere surrounding the work setup. Normally, this includes factors like quality communication flows, amenities, processes, safe surroundings, manageable workload and other additional perks and benefit of work.

Training meant activities that make an individual to learn and the aim is to attain a particular skill, knowledge and attitude to develop one's career. The main focus is to improve work routine.

According to Ur Reham et al., (2010) **Rewards** represent things obtained from work by a worker or worker's perception of cash payments to work conditions.

According to Meyer & Herscovitch (2001) **Commitment** meant a push factor binding a person towards a line of action significant to a specific goal.

Paille' et al., (2011) explained **Employee Commitment** as a psychological state where the workers share the values of organization and performs towards its aims.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents related writings on organizational factors and employee commitment as discussed. The review conceptualized the objectives of the study and examined work environment, training as well as rewards and employee relationship with work commitment. These are the main issues in this study. Finally this section presents a summary of the reviewed literature.

2.2 Theoretical Review

Many scholars such as Abraham Maslow, Herzberg and Vroom have written and come up with related theories on organizational factors of work environment, training and rewards in relation to employee commitment.

These among others included, the ‘two factor theory’ (Herzberg *et al.*, 1957), which stated that motivation of employees is regulated by two factors, those are; hygienic and motivational, the contribution of this theory is that commitment of workers is determined by various factors; the expectancy theory (Vroom, Porter & Lawler, 1964), which says that an employee will be provoked to invest great effort when he believes his/her effort will lead to better results and that these results will then lead to the expected form of reward and Maslow’s hierarchy of needs theory which will guide this study plus the Three-Component Model of Commitment by (Allen & Myer, 1990)

Robbins and Judge (2007) defined commitment as a state where a person is attached to the organization the same as the wishes and goals to sustain his or her attachment in the organization. This means commitment is a sense of identification (self-confidence in organizational goals) involvement (eagerness to seek one’s greatest interest in the organization), and loyalty (longing to stay as a member in the organization as well as commitment meaning emotional attachment

towards an organization which is affective commitment; acknowledgment for costs connected to exiting a company which is continuance commitment; and normative commitment as a moral obligation to stay with a particular company (Allen & Meyer, 1990).

On the other hand Craft and Neale (1996) defined employee commitment as the attitude that reflects a worker's dedication to the organization, and a continuous process where members of the organization put across their concern for the organization and its continued well-being and success. These scholars contend that organizational commitment is ascertained following a series of characteristics such as tenure, age in the organization and organizational factors like work environment as well as non-organizational factors like availability of alternatives.

Every school of thought had employee commitment and organizational factors in their arguments. Several scholars do put forth different views on how organizational factors of rewards, work environment and training can be driven positively within an organization important in the midst of them is Abraham Maslow who came up with his theory of five stage pyramid.

Maslow (1943) explained that individuals have an internal need driving them to the point of being self-actualized and own superiority. Maslow reasoned that there are five (5) differing stages of needs where when one is satisfied at one stage, it will definitely have an influence on ones' performance. At such level ones' performance tends to reduce, one will then put a more powerful influence on his or her performance for meeting the need at the next stage up the pyramid. For when management has good organizational factors in place like better rewards, good working environment and adequate training then employee zeal to work harder increases in a bid to meet the next need hence high employee commitment.

Firstly Maslow (1943) stated that human beings are motivated by physiological needs, that these physiological needs defined the basic need for survival in life such as food, water, clothing and

housing. Hunger, lack of housing or clothing, individuals become more motivated to fulfill such needs basing on the fact that these physiological needs form a greater impact on their behavior (i.e. commitment at the workplace). Whereas when individuals don't have a deficit in those basic needs (physiological needs), their desires tend to move to the next level which is security needs; security needs tend to be the most essential need to an individual at this stage. This is articulated in good working conditions for the employee and his/her family.

Thirdly, Social needs form the next order of need in the hierarchy by Maslow, where it is argued that when employees are feeling safe and secured at their place of work, they will then place job relations as their point of concern where their focus will be in a bid to have good friendship building at work, love and intimacy, this type of relation is put forward by Allen & Meyer (1990) as affective commitment.

Fourthly, the next level in the ladder becomes the self-esteem need where at this level Maslow asserted that individuals need recognition of acceptance and being valued by others, this type of recognition is put forward by Allen & Meyer (1990) as normative commitment.

Self-actualization is the last level in the pyramid where one feels he or she is developed into what he/she wanted to become in life i.e. all that one is competent of becoming; therefore, it is upon management to satisfy the very basic needs employees wish to meet which is mostly fulfilled by reward and then meet the need of safety i.e. good working conditions which will be followed by social and self-esteem need that can be training hence producing high level of commitment by employees in reaching self-actualization.

This theory can improve productivity in a way that showing employees the worth of their work contributions would make them motivated and improve on their commitment levels, making sure management supports them in other aspects of their lives, providing flexible working hours to give

workers opportunity to focus on their families and granting them a fair pay for work done to make them financially stable. This will enable them work hard and be committed to the organization.

This theory has limitations, firstly Maslow did not specify the extent to which a need can be satisfied before it ceases to be a motivator and however, some needs may be demanded at the same time and not in a hierarchy as Maslow puts it. Waliba and Bridge in their broad review of Abraham's theory states that little evidence is found to explain the needs ranking.

Considering these weaknesses, Abraham's theory continues to flourish to some extent because the theory can easily be understood basing on real life situations apart from academic situations and most importantly fitting very well with the vastly appreciated ideas of Herzberg and Mc Gregor on the positive values of the intrinsic motivators which lead to job satisfaction and commitment. Therefore, the Abraham Maslow's need theory (1943) will largely guide this study as hitherto proposed with support of Three-Component Model of Commitment by (Allen & Myer, 1990).

Four major approaches emerged since Lawrence's study for organizational commitment conceptualization and exploration namely; attitudinal approach which was developed by (Porter *et al.*, 1974) where he explained organizational commitment to mean the relative strength of an individual's identification with and participation in a particular organization.; the behavioral approach which emphasizes the view that employee investments like pension, time in the organization binds the employee to be loyal to the organization; the normative approach where it explains that congruency linking employee values and goals plus aims of the organization compose one to feel a sense of obligation to the organization; and lastly the Multidimensional approach, this is the most recent approach where it assumes that organizational commitment does not build up through emotional attachment, perceived costs or moral obligation, but through the interplay of

all these three components. A number of important studies have attributed to the origin of this new conceptualization:-

Kelman (1958) proposed the underlying basic principles in this approach in his research titled “compliance, identification, and internalization: three processes of attitudinal change” according to Kelman “the underlying process in which an individual engages when he adopts induced behavior may be different, even though the resulting overt behavior may appear the same” (Kelman, 1958). The side-bet theory was adopted by Meyer and Allen (1984) adopted (Becker’s 1960) to introduce the notion of continuance commitment alongside affective commitment that was dominating commitment studies.

Reichers (1985) introduced three different organizational definitions, based on individual/organizational goal congruence, side-bets and attributions. Her argument was that researchers should disregard the universal view of organizational commitment and pay attention to particular commitments to various entities within the organization. O’Reilly and Chatman (1986) also called for consideration of organizational commitment as a multidimensional construct. They brought Kelman’s three processes approach again to the front position by adopting it in their study as a starting point for conceptualizing organizational commitment.

Allen and Meyer (1990) extended their side-bet of organizational commitment proportion presented in 1984 to include normative commitment as a third dimension of organizational commitment. They contended to the net sum of a person’s commitment of these separable psychological states (affective attachment, perceived costs and obligation) (Allen & Meyer, 1990). Since then the multidimensional approach has been gaining support year after year. Many scholars such as (Allen & Meyer, 1996; Benkhoff, 1997; Brown, 1996; Jaros, 1997) proposed that it could bring an end to the disappointing and inconsistent results often reported for organizational commitment studies.

The multidimensional approach was adopted to conceptualize employee commitment and taking on the three component model by Allen & Meyer (1990) where in this model commitment is seen as having three separable forms of affective, continuance and normative commitment where affective is the emotional attachment of employees to the organization, identification with and involvement in organization therefore this form of commitment is based on desire which is further explained by Maslow's theory of need where he explained that such desires create tensions that a person feels the pressure to please thus organizations need to understand the organizational factors affecting the employee affective commitment and address them in-order to improve employee commitment; continuance commitment which is associated to costs if an employee leaves and finally normative commitment which means a person's obligatory feeling to remain with the organization.

This explains how factors like work environment, training and reward affect employee commitment and as further explained by Maslow's need theory where organizations need to manage organizational factors that will enable improving commitment levels since a need satisfied no longer becomes a motivator to an individual. The affective, continuance and normative commitment signify three distinct psychological states reflecting a need, desire and an obligation to stay with the organization though some evidence exist to suggest that they are not completely independent (Allen&Meyer,1990;Randall *et al.*, 1990)

2.3. The Relationship between Working Environment and Employee Commitment

Work environment is the physical location and the environment of the work place. This included other features in connection to the workplace for example communication network quality, workload and other additional perks and profit or the job.

Armstrong (2009) stated that effective discretionary behavior and high performance is encouraged through conditions set by an enabling environment. Such an enabling environment include

physical setup in which employees do their duties, facilities for work, work processes and equipment for work. An environment which is conducive consist of an environment where good attention is given to wards attaining satisfactory work – life balance, non-excessive emotional demands, paying attention towards provision of safe & healthy working conditions, major consideration placed on job security and growth of individuals are highly considered.

Purcell (as cited in Armstrong, 2009) outlined that an inspirational surrounding will be referred to as ‘the big ideas’ is present – the organization has a clear goal and a group of integrated values that are managed, measured, collective and embedded.

Onuka (as cited in Urshie *et al.*, 2015) asserted that apart from the work scope itself, one reason that notably influences employee commitment is the work environment. While Chuah (as cited in Urshie *et al.*, 2015) suggested that employee commitment with an organization could be notably improved by improving organizational fairness, mainly favorable work environment in terms of job security, manageable workload, communication flow, which would accordingly decrease workers turnover.

Ongori (as cited in Urshie *et al.*, 2015) further stated that if the employee’s work fails to fulfill and satisfy employee’s expectation then it leads to boredom, fatigue, inadequate efficiency and dependency. Therefore, employee commitment stands high when an organization values its working environment.

Onuoka (as cited in Urshie *et al.*, 2015) also stated that “ if a worker is not carried along in terms of good working environment and given all the necessary assurances and incentives to convince him that the days of militarizing the work is over, he will continue to live in fear and unsatisfied, the fear according to him will cause lack of commitment and it is in support of this statement that Maicibe (as cited in Urshie *et al.*, 2015) maintained that “ if workers are not depressed of what

they are supposed to get from their work surroundings it stops them from being discontented, possible objection or complains.

Anugwom (as cited in Urshie *et al.*, 2015) affirmed that un-conducive work environment creates a feeling of un-fulfillment, neglect for the workers and inhuman treatment and with this feeling; they can't really perform to their best.

Ribelin (as cited in Urshie *et al.*, 2015) further stated that absenteeism, early retirement, turnover, low workers performance and job dissatisfaction can be caused by poor working environment. For it is the committed workers that generate and uphold competitive advantage and attain superior performance thus conducive environment would always enable an organization to exist since it promotes employee commitment.

Okoh (as cited in Urshie *et al.*, 2015) further articulated that where basic services are in place and there is conducive work surroundings, the employee's morale and productivity may be affected positively.

Regrettably, (BMAU, 2015) indicated that several of the new and rural district local governments and lower local governments which Kole District Local Government (Kole DLG) is among, is affected by inadequate working space and facilities for example in Bulambuli District Local Government, the Human Resource office in Bulambuli District is accommodated in an old building which leaks and official documents are kept in wooden filing cabinet with an old desk computer; in comparison Kole DLG is not far from this where office premises are in dilapidated state, thus, an employee with the zeal to work, when faced with such work environment feels demoralized and frustrated therefore, such an employee will possibly do his or her personal things in office and report late for work and leave early hence such un-conducive work environment lead to low employee commitment yet according to Awonusi (as cited in Urshie *et al.*, 2015) employee

commitment is believed to be one of the antecedent determinants of high performance of employees. Ribelin (as cited in Urshie *et al.*, 2015) therefore acknowledged the importance for organizations to take into account the key aspects that play significant role in enhancing employee commitment in the organization.

Hienja (as cited in Urshie *et al.*, 2015) asserted that committed workers who are greatly motivated by good working atmosphere do give in their moment and vigor to the chase of organizational aims and are progressively more recognized to be the key asset existing to an organization.

In another view, some scholars over assumed that a conducive working environment leads to job commitment and satisfaction which is misleading given the high level of technological advancement where some customers today necessarily conduct work online and at home.

In conclusion, it should be noted that if the working environment is conducive, employees are more committed to work since Kole DLG still transacts business from office.

2.4 The Relationship between Training and Employee Commitment

Training means activity for learning which is geared towards acquiring specific attitude, skills and knowledge for the aim of a particular job. It is geared towards improving job performance.

The aim of training is for workers to learn the skills, behaviors & knowledge emphasized in training and uses them in carrying out their duties and responsibilities. Traditionally, organizations do rely on training through a course program or event to teach employees the knowledge, skills and behaviors they require to successfully carry out their work (Noe *et al.*, 2015).

Thus, for Public Service to remain competitive, they need to equip their workers with relevant skills that will allow the workers to be innovative and creative employees of the organization and to allow them to contribute to their overall achievement and excellence in delivery of service.

Richard *et al.* (2009) focused on the support offered by the supervisor through interpersonal on-the-job training arrangements and observes that because immediate managers are seen as agents of the association their behaviors contribute significantly in shaping the worker's attitudes and behaviors and their degree of commitment to their organizations.

Training do enhance employees' commitment, which can further offset the various direct and indirect expenses connected with employee turnover (Brum, 2010; Owen, 2006). Armstrong (2006) stated that for the employer, investments in training and developing employees is a way of attracting and retaining human resource and also acquiring greater returns from those investments. Employee commitment does improve due to these returns.

Cappelli and Singh (1992) suggested that competitive advantage comes from firm – specific, precious resources that are hard to copy and stress “the role of human resource policies in the creation of valuables and firm – specific skill” other writers confirm this view for instance, Storey (1989) asserts that Human Resource Management (HRM) means a strategy of managing labor that looks at workforce as a valuable asset other than a variable expense subsequently and negates funding for the employees via training and development and via designed measures of attraction and retention of committed employees.

Torrington (1989) further argued that human beings are to be seen as an asset, rather than a cost and thus an asset to invest so as to add their inherent value. Owens (as cited in Mohammed, 2014) in his study of correlation between training and organizational outcomes assumed that greater levels of commitment and low turnover will be recorded if training programs are taken by employees.

Scholl (as incited in Owoyemi *et al.*, 2011) lamented that; commitment within the place of work normally results from the interaction and relationship a worker has with a firm. Down these lines,

Walton (1985) looked at the establishment of commitment in an organization within a very wide framework “stretching objectives”, giving assurances to workers, ensuring workers participation, and reward systems are among the measures that firms must integrate into a commitment based approach. Therefore, training is one of the various human resources practices that can have a large effect on workers commitment. Burke (1995) confirmed that the workers who took training as the most significant to their present roles were in position to get optimistic commitment outcomes and had less intent to exit. Many researchers affirmed the assumption that training has a greater effect on commitment as discussed above.

In another view, other writers and practitioners concur that although training can greatly impact commitment, simply providing training to workers is not sufficient for example; Hearly (2001) stated that various training programs were obtainable in public organizations in a few developing countries, but they were very fruitless in the sense that they were very theoretical and too broad, and were not aimed at achieving any particular objectives. The training programs were not responsive to the needs of the workers as the needs or weaknesses of these employees have not been identified. There was also no coordination among the different stakeholders within these organizations. While Gaertner and Nollen (1989) also found that commitment was related to workers’ perceptions of organizational efforts to grant them with training, but not to their actual training experiences.

BMAU brief paper (2015) noted that public servants have remained self-centered and inward looking amidst various capacity building initiatives and enforcement of existing laws.

In conclusion, training is an instrument that can enable firms to build a productive and committed labor force, thus, the payback of training will be achieved only to the degree that the workers of Kole DLG admit and have a say to it.

2.5. The Relationship between Rewards and Employee Commitment

Workers compensation policies consist of the firm's integrated policies, processes and practices for rewarding its workers in agreement with their involvement, skills and competence and their market worth.

It emanates from the framework of the organizations reward strategies and policies. The reward systems of employee has arrangements in the form of processes, practices, structures and procedure which will offer and sustain appropriate categories and levels of pay, benefits and other categories of reward.

The reward system comprised of monetary (fixed and variable pay) and non-monetary (recognition, praise, promotion) Armstrong (2002). Effective reward system shall allow competitiveness with those of the other organizations looking for a specific type of competency and talent which is more pleasing to the workers.

According to Lawler (2003), organizations can design reward systems to reduce absenteeism by relating bonuses to levels of attendance hence improving employee commitment to the organization. Porter and Lawler (as cited in Chelladurai, 2006) suggest that linkage between reward (intrinsic and extrinsic) is a strong reason influencing subsequent performance which end up in promoting employee commitment to the organization.

Robbins (2005) contends that employee need to know not only how well they have done their work but also that their achievements are appreciated and this is through a reward hence such a reward makes the employee commitment towards achievement continuous.

According to Nelson (2003), personalized instant recognition as a reward system is one of most powerful tools of motivation and commitment to the organization. In this similar event, recognition needs are linked to Maslow's hierarchy of needs, this can be inform of awards, written note, email

message and handshake all of which are part of the reward system hence enhancing commitment of all the employees.

Maslow encouraged proper use of rewards by considering employees non-financial rewards if job commitment was to be realized, it is argued that when employees are rewarded focusing on the needs as suggested by the theory, their job commitment increases and the reverse is true.

De la Vergne (2011) argues that purpose not financial reward drives employment commitment. She, thus, observes that “Missions motivate, dollars do not... employees commitment requires knowing the purpose of the organization and fulfilling it beyond the bottom line”. Sankar *et al.* (1991) proposed that extrinsic rewards are tremendously motivational, promote creativity and are valued more than intrinsic rewards.

It should be noted that large organizations like Kole District Local Government employ almost all categories of employees in terms of skill and technical backgrounds concurrently such as doctors, nurses, engineers, teachers, social scientists among others which need employ all reward strategies across the board which is against the view of such scholars.

Research has shown that public sector employees place little value on financial rewards (Houston 2000; Jurkiewicz *et al.*, 1998) and more value on service delivery (Crewson, 1997) other than their counterparts in the private entity. Empirical support for these disparities however has not always been consistent. Numerous studies have failed to find disparities in preference for monetary rewards (Gabris & Simo, 1995), while others have found that even if public workers do value monetary rewards less than private workers, such financial incentives are still greatly valued (Wittmer, 1991).

On the other hand, reward policies must fit with the plan and structure of the firm to be effective and the firm to be innovative (Agarwal & Singh, 1998), if this is not done or if the reward structure

is not accurately implemented, workers needs are not satisfied and de- motivation and lack of commitment are possible (Ellis, Honiy & Haftel, 1992).

Also the assumption of some scholars that rewards are constant (generalist pay system) and readily available at all times yet in the liberalized economy of today, the market forces of demand and supply dictate the reward system at play by any organization. Yes their assertions hold but there are some other reward systems currently at play given the prevailing market competition of which if organizations like the public sector of Uganda which Kileleshwa District Local Government falls in fail to reward according to such prevailing market forces, the rate of employee commitment falls and hence poor service delivery and high turnover of labor. It can largely be agreed that organizations that give both monetary and non-monetary rewards motivate their employees highly and achieve high commitment levels by employees.

2.7 Summary of Literature Review

The literature on the influence of organizational factors of training, rewards and work environment on employee commitment although diverse does not provide a conclusive position on the correlation of these organizational factors and employee commitment of local government staff to moderate a basis for explaining why local government staff become more committed or less committed following improved work environment, training and good rewards.

In the same way, the literature did not provide adequate evidence on the extent to which these factors contribute to affective, continuance and normative commitment in the local government setting.

The literature was also not conclusive on the likely outcome of better reward, training and improved work environment vis a vis employees being highly committed to act as a justification of employees being committed to their jobs when such are done. This study therefore seek to cover this void by examining and documenting the influence of these organizational factors and

employee commitment in the local government of Uganda basing on the fact that a labor force has emerged that is more diverse, mobile, educated, and discerning in life and work choices than ever before thereby analyzing how much committed workers will be eager to offer to their organizations and what organizations should do to win that commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the research design, population of study, sample size and selection, data collection procedures, data analysis, data collection tools, validity and reliability that are to achieve the study objectives.

3.2 Research Design

Amin (2005) defined research design as conceptual composition where research is collected and this includes a blue print for collection, measurement and data analysis. In this study the researcher used a case study design adopting qualitative and quantitative approaches. The case study approach was used because it allows an in-depth analysis of the variables of organizational factors and employee commitment than other study approaches would do.

The qualitative approach was included to enable the researcher gain deep explanations to events while quantitative approach was to enable the researcher provide the statistics needed to test the relationships between variables and study hypothesis (Mugenda & Mugenda, 1999).

3.3 Study Population

Population means the complete set of people to which a researcher intends the result of the survey to apply (Awu & Cups, 2008, as cited by Ayele, 2014).

The target population of this study consisted of 317 employees of Kole District Local Government including the primary teachers, secondary schools, tertiary teachers, traditional civil servants and health workers in Kole District. The target population spread in the departments of Planning , Finance, Administration, Community Based Services, Works and Technical Services, Health, Education, Natural Resources, Internal Audit and Production and six(6) Sub-counties of Alito, Aboke, Ayer, Bala, Akalo and Ayer Town council.

This population was considered because they are the priority for high commitment level by the government to offer service delivery and their commitment is vital for achievement of the overall goal of the Uganda Public Service.

3.4 Sample Size and Selection Technique

A sub set obtained from the accessible population is called a sample and each element there in, is named as a subject, respondent or interviewee. Sampling is an activity undertaken to select groups of persons for research purpose to ensure that the persons identified is a reflection of the entire population from which they were sourced. The aim of sampling is to acquire a sampled group that will enable the person undertaking the study to obtain data about a population (Mugenda & Mugenda, 2003).

Sample size, therefore, is the total number of respondents selected to represent the study population. The sample of 317 participated in this study and was determined by the researcher scientifically by use of simple random and purposive sampling technique basing on Krejcie & Morgan (1970) sampling technique as shown in table 3.1;

Table 3.1: Population category and sample size of the respondents.

Population category	Total population	Sample size	Sampling technique
Traditional civil servants (administrative officers) and Top Managers	180	80	Purposive sampling
Primary teachers	1,342	100	Simple random sampling
Secondary teachers	163	50	Simple random sampling
Tertiary teachers	33	10	Purposive sampling
Health workers	147	77	Simple random sampling
Totals	1,865	317	

Source: Kole District Local Government staff list as at FY 2016/17. And technique adopted from

Krejcie & Morgan (1970) and modified by the Researcher.

3.5 Sampling Techniques

Sampling techniques refer to the methods the researcher uses to come up with a sampled population (Mugenda & Mugenda, 2003). Simple random and purposive sampling technique was used by the researcher for the purpose of this study.

In probability sampling approach, the goal was to select a reasonable number of subjects, objects or cases that represent the target population Mugenda & Mugenda (2003) where in this study simple random sampling was used.

In the non-probability approach, is used when a researcher is not interested in selecting a sample that is representative of the population Mugenda&Mugenda (2003) where in this study purposive sampling was used basing on researchers judgment. Sampling was done with no replacement. This method is chosen because it's free from classification errors and accuracy of the estimates could easily be assessed (Mugenda & Mugenda 2003).

3.6 Data Collection Methods

The researcher used questionnaire and interviewing survey approaches for the purpose of this study in-order to obtain both quantitative and qualitative data.

3.6.1 Questionnaire Survey

Questionnaires are usually used to acquire significant data about the target population. Each point in the questionnaire was developed to tackle a particular objective, research question or hypothesis of the study (Mugenda & Mugenda, 2003). This was designed in English. The method was chosen because it enables the respondents to answer questions that are personal more accurately, and it was cost effective and time saving as per the scope of the study.

3.6.2 Interviews

Interviewing is a method of data collection where the researcher collects information from the targeted respondents through forms of face to face conversations and probing of the respondent's responses to gain detailed explanations to the study phenomenon (Amin, 2005). This involved

the use of interview schedules where a number of questions was set by the researcher and asked to the respondents when interviewing. It can be structured, semi structured and unstructured and the researcher used all these instruments. This method was chosen because it provides in detail data which a questionnaire cannot collect and it allows the full participation of key informers on the area of study.

3.7 Data Collection Instruments

The researcher used the ordinal likert scale type of self-managing questionnaires for both organizational factors and employee commitment ranging from (1) to mean strongly agree (2) agree, (3) not sure, (4) disagree and 5(five) for strongly disagree as developed and validated by William and Anderson (1991) and the interview guide used where face to face, one on one semi structured interview schedule. The method was selected because it is easy to arrange and control.

3.7.1 Questionnaire

Self-administered questionnaires containing two categories of questions were used in data collection that is structured and semi-structured questions where structured were closed-ended and semi-structured were open-ended.

3.7.2 Interview Schedules

An interview guide with unstructured, semi – structured and structured questions was used in data collection. This was both face to face and a telephone interview.

3.8 Data Collection Quality Control

3.8.1 Validity

There were justifications of each research question in relation to the objective of the study; there was pre-testing done after the designing of the questionnaires and approval by the Supervisor in Caritas – Lira (a non-governmental organization) where 20% of the questionnaires were pretested on the different categories of Caritas employees, the instruments were used on a selected and sizeable number of people to ensure that the instruments provide the needed responses, from a

representative number of people and also to determine whether the instruments were dependable. This was to check the effectiveness, efficiency and appropriateness of the method.

The instrument validity was measured with the use of content validity index which is a measure of the extent to which collected data from the use of a particular instrument is a representative of a specific domain of indicators of a certain concept (Mugenda & Mugenda, 2003) where consensus judgment on each variable scoring above 0.70 will be taken from the results got from scores by experts in regard to the relevance of the questions in the instruments in connection to the study variables. This was done using the formula below;

$$C.V.I = \frac{\text{Total valid items declared}}{\text{Total sum of items}}$$

3.8.2 Reliability

It therefore helps in avoiding the incomparable results if the same methodology is applied elsewhere on a population that has the same characteristics and under the same conditions.

The reliability of the research instruments (i.e. questionnaire and interview guide) was then established using Cronbach's alpha coefficient with SPSS (Statistical Package for Social Sciences) considering only variables with 0.70 above score as suggested by (Nunally, 1978). With the help of the supervisor the researcher ensured that data control techniques were valid and reliable.

3.9 Data Collection Procedure

The procedures the researcher used included (1) terms of reference which in this case was obtaining an introductory note from the department of Business & Entrepreneurship (UMI) (2) printed enough copies of the questionnaires and interview guide (3) established a work plan which was to guide the places and how many questionnaires and interviews would be carried out per day (4) trained 4 (four) enumerators who helped in the collection of data (5) pretested the instrument

with Caritas –Lira to check the validity of the instruments (6) sampling was then done on the targeted population to ascertain those who participated in the survey (7) distributed the instrument where the questionnaires were then distributed to the sampled employees to fill and return (Mugenda&Mugenda, 2003).

3.10 Data Analysis

This concerns the use of analytical techniques where raw data was manipulated to establish inferences, implications or conclusions on the study problem or objective or hypothesis. It takes the form of quantitative or qualitative analysis while using quantitative techniques and qualitative techniques respectively as explained below:

3.10.1 Quantitative Data Analysis

Both descriptive and inferential analysis was used for quantitative data using frequency, tables and percentages as per all elements in the study by SPSS and a simple regression analysis was run to establish the predictive strength of organizational factors of rewards, work environment, training and leadership style on employee commitment.

3.10.2 Qualitative Data Analysis

For qualitative data, the researcher progressively edited, sorted out data, developed theories, and coded data before compiling them.

Content analysis was then concluded according to the themes developed as gathered from the interviews on rewards, work environment, training and employee commitment.

3.11 Ethical Considerations

The collection of moral principles and norms that serve as a standard of good or bad and serves as conduct and behavioral guide of a person is referred to as ethics.

The study was conducted after obtaining official permission from the CAO Kole DLG and anonymity and confidentiality were upheld. An assurance to protecting the respondent's dignity

was made in light with every respondent and this too led to a higher response rate from the respondents for the study. Lastly objectivity was observed and considered during the study to avoid biasing the results and participation in the study was voluntary.

Respondents were made aware of the confidentiality issue and consent before the interview and this was maintained.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter comprises of the presentation, interpretation and analysis of findings based on the specific objectives of the study. The study aimed at ascertaining the influence of organizational factors on employee commitment in Kole District Local Government. The chapter is arranged starting with the presentation of results which includes the response rate and demographic characteristics of the respondents. The next section analyses the findings on the effect of work environment on employee commitment, the influence of training on employee commitment and the contribution of rewards on employee commitment. The last section presents the interpretation of the findings. The findings were derived from responses obtained by use of questionnaire and interviews on the respondents in Kole DLG.

4.2 Response Rate

According to Fredrick and Wiseman (2003), response rate ought to be presented for purposes of ensuring validity and avoidance of doubt.

The researcher issued 317 self-administered questionnaire, out of which were returned 298 fully filled constituting (94%). On the other hand 15 interview sessions were planned, of these only 8 were conducted constituting (53%), for details (see Table 4.1 below);

Table 4.1: Response rate of respondents

Administered questionnaires/ Interviews Conducted	Received Questionnaires/ Interviews Conducted	Percentage Response Rate
317 Questionnaires	298	94%
15 Interviews Targeted	8	53%

Source: Author

Interviews were conducted, analyzed, and results were presented from the findings of the number of interview schedules conducted.

It can be said that the results obtained are in line with Mugenda and Mugenda (1999) who says that a response rate of 50% is a good representation of survey population.

4.3 Results on the Demographic Characteristics of Respondents

This section describes the demographic variables of respondents by gender, age groups, marital status, level of education, job category, years in service and training attended while in Kole DLG. This was considered necessary because the ability of the respondents to give satisfactory information on the study variables was considered to greatly depend on their background. The background information helped to provide a balanced understanding of the phenomenon under study as presented by different genders, age bracket, thus promoting the quality of the findings.

Table 4.2: Distribution of Gender of the Respondents

	Frequency	Percent	Cumulative Percent
Male	195	61.7	61.7
Female	121	38.3	100.0
Total	316	100.0	

Source: Field Data

Table 4.2 above shows that the males were the larger number of the respondents responding to the item at 61.7% than the females at 38.3%. Though the number of males was higher than that of the females, the results indicate that both gender fully participated in the study only that it is evident that there are more males than females employed in Kole District Local Government.

The difference of 1 (which is 317 response minus 316) under frequency is a result of a registered missing response (which constitutes a total of 6%).

The table 4.3 below describes the demographic variables of respondents by age groups;

Table 4.3: Distribution of Age Bracket of Respondents

	(f)	%age	Cumulative %age
Below 30 years	81	25.7	25.7
30 - 45 years	160	50.8	76.5
45 - 60 years	74	23.5	100.0
Total	315	100.0	

Source: Field Data

The statistics in Table 4.3 above indicate that the larger number of the respondents were between 30 - 45 years that is 50.8% and followed by those below 30 years who were 25.7%, and 45 – 60 years constituting the least with 23.5%. The statistics show that the respondents were selected from different categories of age bracket. Therefore, this provided chance of balanced opinions about commitment and organizational factors in Kole DLG. These statistics show that Kole has a vibrant young and middle working employees which needed good organizational factors of work environment, training policies and rewards to enable her achieve recommendable commitment of employees and enhance her zeal for service delivery.

The difference of 2 (which is 317 response minus 315) under frequency is a result of a registered missing response (which constitutes a total of 6%).

Table 4.4: Distribution of marital status of respondents

	(f)	%age	Cumulative %age
Single	48	15.2	15.2
Married	260	82.0	97.1
Others	9	2.8	100.0
Total	317	100.0	

Source: Field Data

Majority of the respondents were married as noted by 82.0% in the Table 4.4 above while 15.1% responded single and 2.5% others like engaged, cohabiting, divorced/separated and widowed. This indicates that the views of all categories of marital status participated in the study. Therefore, such categories represented that all needs associated with marital status have fully given their views to enhance employee commitment for instance the married are associated with struggling for good pay whereas the singles are in search of greener pastures, good working conditions and training opportunities in order for them to show their commitment.

The table 4.5 below describes the demographic variables of respondents by education levels;

Table 4.5: Distribution of Education Levels of Respondents

	(f)	%age	Cumulative %age
Masters	13	4.1	4.1
Bachelor Degree	79	24.9	29.0
Diploma	135	42.6	71.6
Certificate	90	28.4	100.0
Total	317	100.0	

Source: Field Data

As evidenced from the Table 4.5 above, the largest number of respondents which is 42.6% had attained diploma, followed by certificate courses at 28.4%, then 24.9% with bachelor's degree leaving at least of 4.1% with a master's degree. This provided the researcher with valid confidence that the respondents were aware of giving valuable information towards the study purpose basing on the fact that training was one of the objective of the study.

The table 4.3 below describes the demographic variables of respondents by job category;

Table 4.6: Distribution of Job Category of Respondents

	(f)	%age	Cumulative %age
Traditional Civil Servant	80	25.2	25.2
Health Worker	78	24.6	49.8
Teacher Primary	99	31.2	81.1
Teacher Secondary	50	15.8	96.8
Teacher Tertiary	10	3.2	100.0
Total	317	100.0	

Source: Field Data

As seen in the Table 4.6 above, the largest number of respondents which is 31.2% were primary teachers, followed by 25.2% traditional civil servants, then 24.6% health workers, and 15.8% secondary teachers and the least 3.2% of tertiary teachers. This result showed the fair distribution of representation of all the workers of Kole according to the numbers that exist in the different job category of employees in Kole as the researcher used the Krecjie& Morgan population table (1970) suggestion which helped in identifying the distribution with the help of the researcher's judgment.

Table 4.7: Distribution by duration of Service

	(f)	%age	Cumulative %age
Less than a year	17	5.4	5.4
1 - 3 years	58	18.4	23.7
4 - 6 years	94	29.7	53.5
6 years and above	147	46.5	100.0
Total	316	100.0	

Source: Field Data

Table 4.7 shows that the majority of the respondents 46.5% had served with Kole DLG for 6 years and above, 29.7% had served for 4-6 years while 18.4% had served for 1-3years and only 5.4% had served for less than a year. The fact that the majority had served in Kole DLG for longer periods indicate that they would have an informed opinion of the study.

Table 4.8: Distribution by training attended in Kole DLG by respondents

	(f)	%age	Cumulative %age
Postgraduate diploma	22	6.9	6.9
Certificate	23	7.3	14.2
Capacity Building Training	118	37.2	51.4
None	154	48.6	100.0
Total	317	100.0	

Source: Field Data

Table 4.8 above shows that 48.6% of the respondents had not benefitted from the different training categories that existed in Kole District Local government which is the majority, followed by 37.2% who had benefitted from capacity building training then 7.3% had benefitted from certificate courses whereas 6.9% benefited from postgraduate diploma courses. This distribution shows a good representation in discovering the influence of training on employee commitment since those that attended training and those that haven't attended have approximately a 50:50 distribution.

4.4 Empirical findings on Organizational Factors and Employee Commitment.

This section presents descriptive and inferential findings based on the specific objectives of the study including establishing the effect of work environment on employee commitment, assessing the influence of training on employee commitment, examining the contribution of rewards on employee commitment. Data was interpreted basing on test of the research hypothesis, descriptive and qualitative data obtained through interviews was used to substantiate the results of the test statistics, as per the Likert scale used in the study.

4.4.1 Employee Commitment

For interpretation purposes, in table 4.9 below, the agreed and strongly agreed scores are combined to represent agreed, while disagreed and strongly disagreed are combined to represent disagreed and not sure is not grouped.

Table 4.9: Descriptive Statements on Employee Commitment

Questions about Employee Commitment	Percentage Response (%)					Mean	Std. Deviation
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree		
AFFECTIVE COMMITMENT-emotional attachment (sense of belonging, teamwork, daily attendance to duty)							
I enjoy discussing my organization with people outside	12.5%	47.0%	8.5%	14.9%	17.1%	2.77	1.325
I am very happy being a member of Kole DLG	26.8%	49.8%	7.5%	9.2%	6.8	2.19	1.134
I would be very happy to spend the rest of my career with Kole DLG	18.5%	32.9%	23.2%	13.1%	12.4%	2.68	1.264
I don't feel emotionally attached to Kole DLG	8.2%	22.8%	12.6%	38.4%	18.0%	3.35	1.241
I don't feel a strong sense of belonging to Kole DLG	5.2%	20.1%	12.1%	40.5%	22.1%	3.54	1.187
CONTINUANCE COMMITMENT-cost associated to leaving (timeliness, accountability)							
I often feel anxious about what I have to lose with this organization.	3.8%	33.7%	28.0%	23.3%	13.2%	3.08	1.117
I worry about the loss of investments I have made in Kole DLG	4.8%	32.9%	19.4%	28.4%	14.5%	3.15	1.171
If I wasn't a member of Kole DLG, I would be sad because my life would be disrupted	9.6%	30.7%	15.7%	28.3%	15.7%	3.10	1.263
I am loyal to Kole DLG because I have invested a lot in it, emotionally, socially and economically	16.2%	45.4%	12.0%	16.8%	9.6%	2.58	1.219
NORMATIVE COMMITMENT-moral obligation (punctuality, regularity)							
I feel that I owe Kole DLG quite a lot because of what it has done for me	10.7%	45.7%	16.6%	20.1%	6.9%	2.67	1.121
Kole DLG deserves my loyalty because of its treatment towards me	11.9%	53.9%	15.4%	14.3%	4.4%	2.45	1.021
I feel it is morally correct to dedicate myself to Kole DLG	19.9%	56.7%	10.3%	8.9%	4.1%	2.21	.996
I feel I would be letting my coworkers down if I wasn't a member of Kole DLG	14.8%	38.8%	18.2%	14.8%	13.4%	2.73	1.264

Source: Field Data

Table 4.9 reveals that a majority of the respondents 59.5% agreed that they enjoy discussing their organization with people outside, 8.5% were undecided and 32% disagreed, similarly 76.6% agreed that they are very happy being a member of Kole DLG, 7.5% were not sure while 16% disagreed, additionally, 51.4% agreed that they would be very happy to spend the rest of their career with Kole DLG, 23.2% were not sure and 25.5% disagreed, on another note 31% agreed that they do not feel emotionally attached to Kole DLG, 12.6% were not sure while 56.4% disagreed and lastly on affective commitment 25.3% agreed that they do not feel a strong sense of belonging to Kole DLG, 12.1% were not sure and 62.6% disagreed. This implies that majority Kole DLG staff are affectively committed.

The above statistical findings are in line with a statement held by an interviewee that,

“The reward system in Kole DLG is one of the contributor towards low commitment of some staff in that some staff are not getting the kind of rewards they deserve.” This affects operations and is the reason why some staff do not feel emotionally attached to the organization.

While another statement held that,

“Sometimes payments are not made in time and also there are cases of variation in payments of people in the same scale.” This variation has caused the low commitment of other staff whereas the contented continue to remain affectively committed.

Based on the results, it can be suggested that most employees were in agreement with the emotional attachment they relay onto their organization. The study findings therefore clearly indicate that Kole DLG staff employees generally feel emotionally attached to their organization.

Many of the respondents 37.5% agreed that they often feel anxious about what they have to lose with the organization, 28.0% were not sure, while 36.5% disagreed; 37.7% agreed that they worry

about the loss of investments they have made in Kole DLG, 19.4% not sure whereas 44.1% disagreed; 40.3% of Kole staff agreed that if they were not members of Kole DLG, they would be sad because their life would be disrupted, while 15.7% were not sure and 44% disagreed; 61.6% agreed that they are loyal to Kole DLG because they have invested a lot in it, emotionally, socially and economically, 12.0% were not sure whereas 26.4 disagreed. The findings implies that a higher number of Kole staff are committed to their work for fear of meeting cost associated with leaving the organization.

More staff expressed the agreement to continuously remain with Kole District LG has a result of cost associated with leaving the organization meaning those who are in disagreement are fairly represented in regard of any cost associated with their commitment to Kole DLG, they do send a signal of less commitment basing on varied reasons.

Under Normative commitment, 56.4% of Kole DLG employees agreed that they feel they owe Kole DLG quite a lot because of what it has done for them, where 16.6% not sure whereas 27% disagreed; 65.8% agreed that Kole DLG deserves their loyalty because of its treatment towards them, 15.4% were not sure whereas 18.7% disagreed; 76.5% agreed that they feel its morally correct to dedicate themselves to Kole DLG, 10.3% were not sure, while 13% disagreed; on whether they feel they would be letting their co-workers down if they weren't members of Kole DLG 53.6% agreed, while 18.2 were not sure and 28.2% disagreed.

The study findings therefore imply that Kole DLG staff generally feel a sense of obligation to remain with the organization.

4.4.2 To establish the effect of Work Environment on Employee Commitment in Kole DLG

Objective one of the study was to establish the effect of work environment on employee commitment in Kole DLG. For interpretation purposes, in table 4:10 below, the agreed and

strongly agreed scores are combined to represent agreed, while disagreed and strongly disagreed are combined to represent disagreed and not sure is not grouped.

Table 4.10: Descriptive Statistics on Work Environment in Kole DLG.

Questions about Work Environment	Percentage Response (%)					Mean	Std. Deviation
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree		
The physical working conditions (heating, ventilation, space, cleanliness, toilet system) are very good.	10.9%	45.2%	6.9%	31.7%	5.3%	2.75	1.166
My work place is safe	15.6%	46.8%	9.9%	19.1%	8.65	2.58	1.207
I have the resources (computers, desk, printers, chair) I need to do my work	11.9%	31.1%	6.7%	30.1%	20.2%	3.16	1.370
Organization's policies and procedures used are clear to me	14.1%	39.1%	19.1%	19.1%	8.6%	2.69	1.182
Individual differences are respected here (gender, race, education, family background)	26.3%	38.1%	6.0%	17.1%	12.4%	2.51	1.367
I have all the information I need to do my job effectively	12.5%	39.9%	9.9%	26.8%	10.9%	2.84	1.257

Source: Field Data

Table 4.10 above showed a mean score of 2.75, a percentage response of 56.1% clearly indicated that Kole DLG physical working conditions are very good that drives the commitment levels of

the employees of Kole DLG, 37% disagreed and 6.9% are not sure, similarly, 62.4% agreed that their workplace is safe, 9.95 were not sure whereas 27.8% disagreed. This implies that Kole DLG staff have affordable and workable environmental conditions that boosts their morale.

These statistical findings are in line with a statement held by an interviewee that, *“There is office space and supportive equipments but the office space is inadequate to accommodate all the sectors.”*

While another interviewee said that, *“There is office accommodation, management commitment, and equitable allocation of resources, fair application of rules and regulations, effective communication and information flow systems in Kole DLG”*

On the another hand 43% of respondents agreed that they have resources (like computers, desk, printers, chair) they need to do their work, 6.7% were not sure while 50.3% disagreed this is supported by the argument of Armstrong (2009) who stated that effective discretionary behavior and high performance is encouraged through conditions set by an enabling environment, such an enabling environment include physical setup in which employees do their duties, facilities for work, work processes and equipments for work.

Also 53.2% of respondents agreed that organization’s policies and procedures used are clear to them, 19.1% were not sure and 27.7% disagreed. Similarly, 64.4% respondents agreed that individual differences are respected in Kole DLG that is gender, race, education and family background while 6.0% were not sure and 29.5% disagreed.

Lastly, 52.4% of respondents agreed that they have all the information they need to do their job effectively, 9.9% were not sure and 37.7% disagreed.

These statistics seem to suggest that efforts made by management to create a conducive working environment to date for its employees in Kole DLG created a good foundation for a healthy environment and improved employee commitment.

4.4.2.1 Correlation between Work Environment and Employee Commitment

In an effort of establishing whether there is a relationship between working environment and employee commitment, Pearson’s product moment correlation coefficient index was analyzed.

The responses were presented in table 4.11.

Table 4.11: correlation results between Working Environment and Employee Commitment.

		W1-6	E1-9
W1-6	Pearson Correlation	1	.199**
	Sig. (2-tailed)		.001
	N	315	296
E1-9	Pearson Correlation	.199**	1
	Sig. (2-tailed)	.001	
	N	296	298

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

Table 4.11 shows that a moderate positive and statistically significant relationship exists. This analysis shows that (r=0.199: p>0.01). This analysis shows that a unit increase in working environment (W1-6), increases the employee commitment (E1-9) by 19.9%. This analysis is not conclusive hence the need go further and compare the coefficient of determination by use of regression analysis. Therefore, work environment does not influence employee commitment.

4.4.2.2 Regression Results between Work Environment and Employee Commitment

In establishing the extent to which predictor variable is influencing the dependent variable, coefficient of determination was used using linear regression. The detailed response was presented in table 4.12.

Table 4.12: linear regression results (Work environment and employee commitment)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.199 ^a	.040	.036	.090

a. Predictors: (Constant), W1-6

Source: Field Data

Table 4.12 comprises of the model summary with scores including R as (.199), R squared as (.040), adjusted R square as (.036) and standard error of the estimate as (.090) using the predictor; working environment. The adjusted R squared value of (.036) explains up to 3.6% ($0.036 * 100$) variance that working environment had on employee commitment. The obtained results suggest proof of other variables other than work environment contributing 96.4% to the variance.

4.4.2.3 Hypothesis One: The statement that there is no significant positive effect of Work Environment on Employee Commitment is accepted. This means that work environment does not influence employee commitment.

4.4.3 To assess The Influence of Training on Employee Commitment in Kole DLG

Objective two of the study was to establish the Influence of Training on Employee Commitment in Kole DLG. For interpretation purposes, the agreed and strongly agreed scores are combined to represent agreed, while disagreed and strongly disagreed are combined to represent disagreed and not sure is not grouped.

Table 4.13: Descriptive Statistics on Training in Kole DLG.

Questions On Training	Percentage Response (%)					Mean	Std. Deviation
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree		
I have benefited from training for career growth since I joined Kole DLG	17.5%	37.6%	6.4%	22.3%	16.2%	2.82	1.307
I have undergone training for performance improvement in my profession since I joined Kole DLG	18.4%	47.6%	8.6%	16.5%	8.9%	2.50	1.219
I have benefited from training to gain more skills and knowledge in my profession since I joined Kole DLG?	17.8%	40.4%	10.2%	21.7%	9.9%	2.65	1.270
Effort is undertaken to identify Kole DLG staff training needs.	10.1%	32.4%	30.4%	18.0%	9.2%	2.84	1.119
There are high opportunities for local government staff training in Kole DLG.	10.3%	30.1%	26.3%	21.8%	11.4%	2.94	1.180
Staff nomination for training is done on merit	9.2%	26.0%	27.3%	18.7%	18.7%	3.12	1.247

Source: Field Data

Table 4.11 above reveals that a portion of respondents 55.1% agreed that they have benefitted from training for career growth since they joined Kole DLG, 6.45 were not sure whereas 38.5% were in disagreement. 66% respondents agreed that they have undergone training for performance improvement in their profession, 8.6% were not sure and 25.4% disagreed. This implies that the

staff of Kole DLG agree towards benefitting from the training programs put in place showing the reason for their various commitment levels.

These statistical findings are in line with a statement held by an interviewer that, *“Some members of staff got promoted after their training”*

This highlights the view that out of the training acquired, some employees got promoted hence increasing their commitment levels towards Kole DLG.

58.2% agreed that they have benefitted from training to gain more skills and knowledge in their profession since they joined Kole DLG, 10.2% were not sure and 31.6% disagreed. These statistical findings are in line with a statement held by an interviewee that,

“The training has equipped staff with current skills requirements to the changing labor market”

42.5% agreed that effort is undertaken to identify Kole DLG staff training needs, 30.4% were not sure and 27.2% disagreed; 40.4% agreed that there are high opportunities for local government staff training in Kole DLG, 26.3% were not sure and 33.2% disagreed,

Similarly 35.2 % agreed that staff nomination for training is done on merit, 27.3% were not sure and 37.4% disagreed. This shows that a number of staff are not contented with the way nominations for training are done, thus affecting their morale towards work commitment.

This statistical finding is supported by the views of one interviewee who said that, *“Most of the needy employees for training are always not considered financially”*

Another lamented *“Selection criteria for training is poor”*

Yet another also said that, *“The selection criteria is not clear, so the training is mainly monopolized by staff from Finance/Administration department”*

4.4.3.1 Correlation results for the influence of training on employee commitment.

In an effort of establishing whether there is a relationship between training and employee commitment, Pearson's product moment correlation coefficient index was analyzed. The responses were presented in Table 4.14.

Table 4.14: correlation results between Working Environment and Employee Commitment

		T1-6	E1-9
T1-6	Pearson Correlation	1	.256**
	Sig. (2-tailed)		.000
	N	316	297
E1-9	Pearson Correlation	.256**	1
	Sig. (2-tailed)	.000	
	N	297	298

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

Table 4.14 shows that a moderate positive and statistically significant relationship exists. This analysis shows that ($r=0.256$; $p>0.01$). This analysis shows that a unit increase in training (T1-6), increases the employee commitment (E1-9) by 25.6%. However, this analysis is not conclusive hence the need go further and compare the coefficient of determination by use of regression analysis.

4.4.3.2 Regression results for the influence of training on employee commitment

In establishing the extent to which predictor variable is influencing the dependent variable, coefficient of determination was used using linear regression. The detailed response was presented in Table 4.15.

Table 4.15: Linear regression results (Training and employee commitment)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.256 ^a	.066	.062	.089

a. Predictors: (Constant), T1-6

Source: Field Data

Table 4.15 comprises of the model summary with scores including R as (.256), R squared as (.066), adjusted R square as (.062) and standard error of the estimate as (.089) using the predictor; training. The adjusted R squared value of (.062) explains up to 6.2% ($0.062 * 100$) variance that training had on employee commitment. The obtained results suggest proof of other variables other than training contributing 93.8% to the variance.

4.4.3.3 Hypothesis Two. The statement that there is a positive influence of training on employee commitment is rejected. Training does not influence commitment at 0.001 level of significance. Other factors may be responsible for commitment exhibited.

4.4.4 To examine Contribution of Rewards on Employee Commitment

Objective three of the study was to examine the contribution of Rewards on Employee Commitment in Kole DLG.

For interpretation purposes, in table 4.16 below, the agreed and strongly agreed scores are combined to represent agreed, while disagreed and strongly disagreed are combined to represent disagreed and not sure is not grouped.

Table 4.16: Descriptive Statistics on Rewards in Kole DLG

Questions On Rewards	Percentage Response (%)					Mean	Std. Deviation
	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree		
I receive adequate pay for my work	8.7%	25.1%	4.3%	33.8%	27.7%	3.65	2.990
I am currently searching for a better paying job elsewhere	8.6%	16.9%	14.4%	33.2%	25.6	3.88	3.554
Salary and benefits contribute to my engagement	8.7%	46.6%	16.1%	17.7%	10.9%	2.76	1.171
I am contented with the security of my job	18.4%	33.5%	18.4%	18.1%	11.6%	2.71	1.280
I am satisfied with the promotion criteria in my organization	7.7%	31.4%	18.3%	20.5%	22.1%	3.18	1.298
Employees work when more recognized	14.4%	42.0%	19.3%	13.8%	10.5%	2.64	1.195
My organization gives formal recognition for employee efforts to make a difference	5.4	39.5	22.3	24.5	8.3	2.91	1.088
I am happy about the chances of advancement in my job	12.3	42.3	11.9	20.3	13.2	2.80	1.269
I have opportunity to innovate without hindrance	9.4	38.4	17.4	21.9	12.9	2.91	1.220

Source: Field Data

Table 4.16 shows that 33.8% agreed that they receive adequate pay for their work, 4.3% were not sure and 61.5% disagreeing. Similarly, 25.5% agreed that they are currently searching for better

paying jobs elsewhere, 14.4% were not sure and 58.8% disagreed. With this statistical finding most of the staff were not in agreement for having a satisfactory reward in terms of salaries, housing promotions, yearly gifts as ascertained by one interviewee that,

“Sometimes the different forms of rewards mentioned here are not followed strictly”

Another asserted,

“Most of the staff are discouraged because the reward is given to very few staff”

The notion that reward motivates and increase commitment as asserted by Robbins (2005) that employees need to know not only how well they have done their job but also that their achievements are appreciated and this is through a reward. In regard to this, during the interview, a respondent had this to say,

“The reward system in Kole DLG is one of the contributors toward low commitment of staff in that some staff are not getting the kind of rewards they deserve”

Findings obtained from the field reveal that 55.3% agreed that salary and benefits contribute to their engagement, while 16.1% were not sure and 28.6% disagreed meaning that Kole DLG staff like any other civil servant is entitled to salaries and benefits although these are consolidated except for health workers and these salaries are very low with a lot of disparities compared to other private organizations and public institutions like public universities for instance a Senior Human Resource Officer in Kole DLG receives a pay of 900,000 (nine hundred thousand shillings only compared to her/his counterpart in a public university who receives approximately 5,700,000 (five million seven hundred thousand shilling), this affects engagement and commitment which is a result of non-uniformed salary grades (Salary structure -Ministry of Public Service-2017). In support of this an interviewee had this to say,

“Uniform reward system should be applied depending on the salary scale”

Additionally, 51.9% agreed that they are contented with the security of their job, 18.4% were not sure while 29.7% disagreed; 39.1% agreed that they are satisfied with the promotion criteria in Kole DLG, 18.3 were not sure and 42.6% disagreed.; 56.4% agreed that employees work when more recognized, 19.3% were not sure and 24.3% disagreed. It is true that this statistical findings show that most employees are in support for good pay in return for their high commitment at work, as argued by Maslow if management could only work towards achieving proper reward systems then employee commitment would be at its peak, where Maslow encouraged proper use of rewards by considering employees non-financial rewards like recognition, promotion and job security if job commitment was to be realized, it is argued that when employees are rewarded focusing on the needs as suggested by Maslow’s theory, then job commitment increases and the reverse is true.

44.9% agreed that Kole DLG gives formal recognition for employee efforts to make a difference, 22.3% were not sure and 32.8% disagreed; 54.6% agreed that they are happy about the chances of advancement in their job, 11.9% were not sure and 33.5% disagreed; 47.8% agreed that they have opportunity to innovate without hindrance, 17.4% were not sure and 34.8% disagreed.

This shows that despite reward systems being a challenge in Kole DLG, the staff have showed a continuance commitment basing on the fact that they have the hope of improvement in the near future and others are in search of greener pastures while they continuously engage their services in Kole DLG.

4.4.4. Correlation between Rewards and Employee Commitment

In an effort of establishing whether there is a relationship between reward and employee commitment, Pearson’s product moment correlation coefficient index was analyzed. The responses were presented in Table 4.17.

Table 4.17: Correlation between Rewards and Employee Commitment

		R1-9	E1-9
R1-9	Pearson Correlation	1	.368**
	Sig. (2-tailed)		.000
	N	315	297
E1-9	Pearson Correlation	.368**	1
	Sig. (2-tailed)	.000	
	N	297	298

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

Source: Field Data

Table 4.17 shows that a moderate positive and statistically significant relationship exists. This analysis shows that ($r=0.368$; $p>0.01$). This analysis shows that a unit increase in Reward (R1-9), increases the employee commitment (E1-9) by 36.8%. However, this analysis is not conclusive hence the need go further and compare the coefficient of determination by use of regression analysis.

4.4.4.2 Regression results between Rewards and Employee Commitment

In establishing the extent to which predictor variable is influencing the dependent variable, coefficient of determination was used using linear regression. The detailed response was presented in Table 4.18.

Table 4.18: linear regression results (reward and employee commitment)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.368 ^a	.136	.133	.085

a. Predictors: (Constant), R1-9

Source: Primary Data

Table 4.18 comprises of the model summary with scores including R as (.368), R squared as (.136), adjusted R square as (.133) and standard error of the estimate as (.085) using the predictor; reward.

The adjusted R squared value of (.133) explains up to 13.3% ($0.133 * 100$) variance that reward

had on employee commitment. The obtained results suggest proof of other variables other than reward contributing 86.7% to the variance.

4.4.4.3 Hypothesis testing three. The statement that there is a positive contribution of Rewards on Employee commitment is accepted.

CHAPTER FIVE

SUMMARY, DISCUSSION, RECOMMENDATIONS AND CONCLUSIONS

5.1. Introductions

The chapter summarizes, discusses, recommends and concludes on the specific objectives. It further enables the limitations areas for further studies.

5.2. Summary of the Findings

This section provides the summary of the findings based on the specific objectives of the study which include these explained below.

5.2.1 How Work Environment affect Employee Commitment

Based on the results obtained, it was found out that a conducive environment was instrument for the improved employee commitment with ($r=0.199$ $p>0.01$) positive correlation result. The following are summarized: Kole DLG has ensured a good physical working environment to support staff execution of work. The existing good physical working condition was found to improve working relationship amongst the district staff. Staff shared offices with their colleagues and each staff had an appointment letter clearly stipulating what was expected of them. There also existed safe working environment under key and lock while organizational policies and procedures were also followed with individual differences being respected since a few staff were found to be from different districts of Uganda apart from Kole like Lira, Bundibugyo, Hoima, Masaka, Apac, Oyam, Arua and others but they all registered being respected despite their family backgrounds and education levels and information needed to execute their job effectively were available, however, in disagreement, the employees registered lack of resources like chairs, computers, desk and printers that they needed to do their work, this was evidenced by absence of computers and printers in offices apart from a central printer and photocopier at the Education block which is private whereas the available chairs and desk were mostly wooden and uncomfortable for office work.

5.2.2 Staff Training and Employee Commitment

Training was found to positively relate at ($r=0.256$; $p>0.01$) with employee commitment. The following are summarized: Kole DLG staff benefitted from training ever since they joined Kole DLG, a number of staff had undergone training for performance improvement in their profession, a great number of staff had benefitted from training to gain more skills and knowledge in their different professions meaning staff underwent both off-the-job and on-the-job staff trainings aligned to their duties and responsibilities. effort is undertaken to identify staff training needs where this was evidenced by the existence of training needs assessment file presented by every head of department in the central register, there existed great opportunities for local government staff training as was evidenced by the availability of quarterly capacity building grant of not less than 24,000,000 (twenty four million shillings only) as clarified by the Principal Human Resource Officer, However, in disagreement the employees denied staff nomination being done on merit despite a functional training committee in the district.

5.2.3 The Contribution of Rewards on Employee Commitment

The findings obtained and presented earlier, reveal reward systems at ($r=0.368$; $p>0.01$) as being important for employee commitment in Kole DLG. The following is summarized: Majority staff were in disagreement of receiving adequate pay for work done where it was evidenced that all district staff were remunerated depending on their positions and salary scales as per government approved structures and rates, most of the district staff were not searching for job elsewhere, salary and benefits like transport, housing, medical care, allowances, job promotion and recognition contributed to employee engagement, staff were contented with the security of their job and the promotion criteria in place, while district staff contributions were in agreement for working harder when they are recognized. Kole DLG staff were appreciated and recognized and were happy for career advancement since they had opportunity to innovate without hindrance.

5.3 Discussions of the Findings

The section in chapter five gives a detailed insight about the study based on the specific objectives of the study as shown below:

5.3.1 How Working Environment affects Employee Commitment

The findings indicate that conducive working environment significantly affects employee commitment due to the fact that majority agreed that their workplace is safe and the physical working conditions are good, this is in line with scholars like Onuka (as cited in Urshie E.M., et al., 2015) who stated that apart from the work scope itself, one reason that notably influences employee commitment is the work environment. The disagreed responses on Kole DLG not having a good physical working condition and a safe work place reflects in gaps existing in creating working environments as sighted by interviewees to be political interferences and inadequate office space and due to this, information confidentiality is affected due to sharing of offices making the work place not safe, this has then led to other officers doing their confidential work from home and absenteeism is registered high which affects employee commitment.

On the responses of organization policies and procedures used being clear, the majority response agreed and this affected their level of commitment whereas the disagreed responses are as well a result of gaps that existed in Kole DLG as regard policies and procedures where one interviewee noted that “ the health and safety insurance policies are not in place and are not practiced” and yet this forms a basis for every employee to know in order to enforce its existence during work, this has greatly caused the disagreed responses.

On individual differences being respected in Kole DLG, a number of respondents agreed, which enhanced their commitment whereas the disagreed responses were a result of the gaps that existed in enhancing safe work environment, this argument is supported by the comment of one

interviewee who lamented that “the office is full of gossips and rumors which is basis for management decision” this is as well contrary to Ongori (as cited in Urshie E.M., et al., 2015) who argues that if the employee’s work fails to fulfill and satisfy employee’s expectation then it leads to boredom, fatigue, inadequate efficiency and dependency. Therefore employee commitment stands high when an organization values its environment of work.

5.3.2 How Training Influences Employee Commitment in Kole DLG

The findings established that training influences employee commitment significantly. This is in line with Owens (as cited in Mohammed, B.R.,2014) study of correlation between training and organizational outcomes who assumed that greater levels of commitment and low turnover will be recorded in training programs taken by employees. Similarly, Burke (1995) confirms that the workers who took training as the most significant to their present roles were in position to get more optimistic commitment outcomes and had less intent to exit.

Their postulations seem to be in agreement with the study findings that indicated that management is alert on the career growth of her employees where a great percentage agreed having benefitted from training for career growth. In the same way a number of employees registered having undergone training for performance improvement and acquiring of skills and knowledge to enhance performance this has improved the commitment levels of employees since they are bonded to this noble cause by the district.

Torrington (1989) argues that human beings are to be seen as an asset, rather than a cost and thus an asset to invest so as to add their inherent value, this is in agreement with the findings of this study which revealed that management has taken credible effort to identify the training needs of Kole DLG staff and allocate the funds for staff development under capacity building grant on staff training quarterly. This means that for public service to remain competitive, they need to equip their employees with skills that can make them innovative and perform since according to Armstrong (2006) for the employer, investment in training and developing employees is a way of acquiring greater returns from those investments.

Therefore, it is very important that management strengthens staff nomination for training procedures in-order to cater for all categories of employees since majority showed a disagreement on staff nomination being done on merit while a good percentage are not even sure of how it's done.

5.3.3 How Rewards Contribute on Employee Commitment in Kole DLG

The findings established that rewards significantly contributes to employee commitment. Robins (2005) contends that employee need to know not only how well they have done their work but also that their achievements are appreciated and this is through a reward hence such a reward makes the employee commitment towards achievement continuous. Similarly, reward policies must fit with the plan and structure of the firm to be effective and the firm to be innovative (Agarwal & Singh, 1998), if this is not done or if the reward structure is not accurately implemented, workers needs are not satisfied and de-motivation and lack of commitment are possible (Ellis, Honiy & Haftel, 1992). In the same regard, the findings of the study seemed to agree with the above authors having revealed that pay in relation to work done is inadequate and that there are variations in the pay grade and scales of employees in the public service of Uganda including Kole, this probably has resulted in low commitment levels.

The agreement of employees saying they are currently not searching for better paying jobs is because they are in agreement that other rewards like promotions, career growth, pensions schemes (job security) are put in place by management. This findings enhance retention of employees since a great number of employees have also shown concern of high commitment levels when recognized.

On the other hand this is in line with a research which shows that public sector employees place little value on financial rewards (Houston 2000; Jurkiewicz et al., 1998) and more value on service delivery (Crewson, 1997). Similarly, Sankar et al (1991) suggest that extrinsic rewards are tremendously motivational, promote creativity and are valued more than intrinsic rewards. This seems to be in agreement with the findings of this study that revealed that in comparison with other public service institutions like Public Universities, the incentive scheme of Kole DLG is demotivating. This study suggests the lack of adequate pay for work done being a demotivating factor on employee commitment.

Therefore, management need to rise up and form a unified union to voice out the need and call for addressing salary disparities and competitive package as their counterpart in order to enhance and improve commitment of their employees.

5.4 Conclusions

The findings of the study have pointed out salient issues in the field of human resource management. Having analyzed the influence of organizational factors on employee commitment in Kole DLG. This section focuses mainly on the conclusions drawn from key discussions based on the specific objective of the study namely:

5.4.1 Work Environment and Employee Commitment

Work environment has a positive influence on employee commitment among Kole DLG. According to the findings this was the variable that received the lowest correlation coefficient

among the three variables although still positive and significant as well. The findings suggest that staff who perceived that Kole DLG offered good working environment offered high levels of commitment than those whose response was otherwise. Accordingly, among the organizational factors that need more attention is the working environment.

5.4.2 Training and Employee Commitment

Training are positively related to employee commitment. Therefore this means that when employees realize that the training systems of an organization are not focusing towards career profession and skills development, they will definitely lose focus and exhibit very low commitment levels. Therefore, there is need for management to maintain and probably improve on the training needs assessment of employees and provide adequate funding to cater for these needs since training positively affects their commitment.

5.4.3 Rewards and Employee Commitment

Rewards have a strong positive influence on staff commitment of Kole DLG. The findings suggest that the staff of Kole DLG attached very high value on reward both monetary and non-monetary in relation to their commitment to work. Therefore, the management of Kole DLG should embark on timely payments of staff and improve on in-house variations of salaries as reported by one interviewee, this will greatly enhance employee commitment.

5.5 Recommendations

This section provides recommendations drawn based on the specific objectives of the study mainly:

5.5.1 Work Environment and Employee Commitment

Numerous gaps were found out during the discussion held earlier about working environment and employee commitment. Below are some of the recommendations made to close these gaps namely:

- There is need for the office of the CAO to address the habit of rumors and intrigues through the available disciplinary mechanisms in place.
- Implementation of health and safety hazards policy by the CAO'S office and District Health Officer.
- The office of the CAO should ensure that staff working environment is improved. This can be done by budgeting for infrastructure improvement hence extending more office blocks and fully furnishing them. This is likely to better the working environment.
- The office of the chief administrative officer needs to sensitize politicians on their roles, duties and obligations and ensure that office policies affecting the district operations be handled through an internal reconciliation mechanism. The mechanism will ensure that political interference is not entertained in the district.
- The study recommends that the office of the CAO ensures and respects staff privacy by ensuring that for any administration block constructed, offices should be evenly portioned to provide more office space. And an effective communication channel of hierarchy be strengthened by the CAO.
- The office of the CAO should administratively ensure that allocations are planned to procure necessary equipments like computers, printers, desk and chairs from locally raised revenue through proper identification revenue source and assigning credible agents for revenue collection like town agents, parish chiefs and accountants accountable.

5.5.2 The Influence of Training on Employee Commitment

The following are some of the recommendations for staff training:

- There is need for regular and critical review of the training plans per sector.
- The study recommends that the issue of obsolete staff nomination as well as influence be handled by the district management in line with the office of the chief administrative

officer where training procedural review are made on the training guidelines. This will increase selection transparency and avail a number of lower level staff training opportunities.

- The district management with the finance department has got to ensure that more local revenue bases are identified, sensitization of locals done and later revenue is collected to boost the existing district coffers. And a more equitable distribution of funds done on training where less focus is put on professional development and more focus on attachments (external) and management trainings, this will enhance skills and knowledge development.
- There is need to develop a clear training policy which is fully researched on Kole DLG context upon which decisions for training are drawn.
- Lastly, the district service commission need consider promotion of staff sponsored by the district in order to motivate their commitment levels besides being bonded.

5.5.3 The Contribution of Rewards on Employee Commitment

The following are some of the recommendations for rewards improvement:

- Kole DLG management should ensure that it sanctions and promotes the Uganda Local Government Association (ULGA) so as to lobby for better pay and uniform reward system depending on the salary scales.
- Kole district local government needs to review the existing promotion criterion (procedures). This is intended to close the problem of postponements in ensuring that staff are promoted on merit.
- Proper tool/system be put in place to monitor reward and sanctions operations and procedures. Certificate of recognition be recommended by Heads of Departments

and Head of Sectors and forwarded to the rewards and sanctions committee for approval.

- The CAO through the Public Service Commission (PSC) should administratively ensure that district service commission autonomous handles the recruitment process to ensure that the right candidates are appointed to minimize dissatisfaction.

5.6 Contribution of the Study

The below can form the basis for the contributions of the study, these include:

- To the researchers and academicians who would like to venture into the related studies, this can serve as basis for rich literature.
- To the government, for policy review and other policies related to workforce retention in local government (LGS), this can serve as a base for reviewing terms and conditions of service.
- To the district, this can help them understand the existing organizational factors affecting employee commitment so as to design HR policies to improve employee commitment.

5.7 Areas for further Studies

The following are some of the areas identified for further studies:

- Job Interests, Tasks, Autonomy and Employee Commitment in the Public Sector of Uganda.
- Studies can be conducted on management roles and employee commitment.
- The impact of training policy on employee commitment in the public service of Uganda

REFERENCES

- Allen, N.J., & Meyer, J.P. (1990). Affective and continuance commitment to the organization; Evaluation of measures and analysis of concurrent and time – lagged relation. *Journal of Applied Psychology*.
- Amin, M. (2005). *Social Science Research; Conception, Methodology and Analysis*. Kampala, Uganda: Makerere University Printery.
- Apollo, T. (2016). *Training and employee outcomes in the public service organization. The case of Butabika national referral hospital*. A Published Master's Dissertation, Kampala: Uganda Management Institute (UMI).
- Armstrong, M. (2002). *Handbook of human resource management practice*, London: Koganpag.
- Armstrong, M. (2006). *Handbook of human resource management practice*, London: Koganpag.
- Armstrong, M. (2009). *Handbook of human resource management practice*, London: Koganpag.
- Becker, T.E., Randal, D.M., & Riegel, C.D. (1995). *The multidimensional view of commitment and theory of reasoned action: A comparative evaluation*, *J. Manage*, 21(4), 617–638.
- Bratton, J., & Gold, J. (2007). *Human resource management: Theory and practice*. (4thed.). Basingstoke, Hampshire, UK: Palgrave Macmillan.
- Brum, S. (2010). *What Impact Does Training have on Employee Commitment and Employee Turnover?* Retrieved January 20, 2017, from <http://www.uri.edu/research/lrc/research/papers/Brum-Commitment.pdf>.
- Budget Monitoring & Accountability Unit. Briefing paper. (2015). *Public sector management in Uganda: What are the key issues?* Kampala, Uganda: Ministry of Finance Planning and Economic Development.

- Burke, R. J. 1995. Benefits of formal training courses within a professional services firm. *The Journal of Management Development*, 14(3), 3-13.
- Claire, K. A., (2017). *The psychological contract and employee commitment in the public sector*
- Crewson, P.E., (1997). Public – service motivation: Building empirical evidence of incidence and effect. *Journal of Public Administration Research and Theory*.
- Denis, B.W. (2015). *Training and employee performance in local governments of Uganda. A case study of Kamuli District Local Government: A Published Master's Dissertation*, Kampala: Uganda management institute.
Dessertation.2017.
- Floyd J., & Fowler, Jr. (2009). *Survey Research Methods* (4thed). U.S.A. Sage publication ltd.
- Gabris, G. T., &Simo, G. (1995).Public Sector motivation as an independent variable affecting career decisions. Public Personnel Management.
- Gaertner, K., &Nollen, S. (1989). 'Career experiences, perceptions of employment practices and psychological commitment to the organization' *Human Relations*, Vol. 42, pp. 975-991.
- Gordon, B., (1992). Are Canadian firms under investing in training? *Canadian Business Economics* (pp. 25–33).
- Government of Uganda – GOU (1997).*The local government act*. Cap 243.
- Houston, D.J., (2000). Public – Service Motivation: A multivariate test. *Journal of Public Administration Research & Theory*.
- In Uganda: a study of Kampala Capital City Authority*. Uganda Management Institute
- Jackson, S.L. (2009). *Research Methods & Statistics*. (3rded). United States. Cengagelearning.

- Juliet, S., (2016). *Relationship between rewards and employee commitment in non-governmental organizations (NGOs): a case study of African center for treatment and rehabilitation of torture victims (ACTV)*: A published Master's Dissertation. Kampala: Uganda Management Institute (UMI).
- Jurkiewicz, C. L., Massey, T.K., & Brown, R.G. (1998). Motivation in public and private organizations: A comparative study. *Public Productivity & Management Review*, 21 (3), 230 -255.
- Kanter, R. M., (1968). Commitment and social organization: A study of commitment mechanisms in Utopian communities. *American Sociological Review*, 33, 409 – 520.
- Kiesler, C. A., (1971). *The psychology of commitment: Experiments linking behavior to belief*. San Francisco, CA: Academic Press.
- Kole District Local Government, (2016/17).*Staff list*. Kole, Uganda. Principal Human Resource Officer (PHRO).
- Kole District Local Government, Administration Department. (2015/16).*Attendance register analysis report*. Kole, Uganda. Principal Human Resource Officer (PHRO).
- Kole District Local Government, Health department report (2015/16). *End of Financial year Health department report*. Kole, Uganda. District Health Officer.
- Krejcie, R. V., & Morgan. D. W. (1970). Determining Sample Size of Research Activities. *Journal of Education and Psychology Measurement*, 30. 600 – 625.
- Lawler, E. E., (2003). *Treat people right*. San Francisco: Jossey-Bass Inc. McGraw-Hill Irwin.
- MacLeod, D., & Clarke, N. (2009).*Engaging for success: Enhancing performance through employee engagement*. London: Office of Public Sector Information, UK.
- Maslow, A.H. (1943). A theory of human motivation. *Psychological Review*, 50, 370-396.

- McLeod, S.A. (2016). Maslow's hierarchy of needs. Retrieved from www.Simplypsychology.org/maslow.html.
- Meyer, J. P & Allen, N. J. (1990). Affective and Continuance Commitment to the Organization: Evaluation of Measures and Analysis of Concurrent and Time – Lagged Relations. *Journal of Applied Psychology*.
- Milkovich, G. T., & Newman, J. M. (2002). *Compensation* (7th Ed.). New York: McGraw-Hill.
- Ministry of Finance, Planning and Economic Development – MoFPED (2015). *Budget Monitoring & Accountability Unit (BMAU) Briefing Paper*. (13). Kampala, Uganda.
- Ministry of Public Service – Mops (2006). *The Uganda Public Service Training Policy*.
- Ministry of Public Service – Mops (2012). *Public Service Reform Programmed Review Report*. Kampala, Uganda.
- Mohammed B.R, (2014). *Policy Brief*. School of Government.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. New York, NY: Academic Press, Inc.
- Mugenda, A.G., (2008). *Social science research*. Nairobi: Acts press.
- Mugenda, O., & Mugenda, E. (1999). *Research Methods*, Nairobi: Acts Press.
- Mugenda, O.M., & Mugenda, A.G. (2003), *Research Methods*, Nairobi: Acts Press.
- Nunnally, J. C., (1978). *Psychometric Theory*. McGraw – Hill Book Company, 86 – 119.
- Owens, P.L. (2006). One more reason not to cut training budget: The relationship between training & organizational outcomes. *Public personnel management*, 35 (2).

- Owoyemi, O.A., &Oyelere, M., &Elegbede, T (2011). Enhancing employee's commitment to organization through training. *International Journal of Business Management*, 6 (7). Canada.
- Paille', P., Fournier, P., &Lamontagne, S. (2011). Relationships between commitments to the organization, the superior and the colleagues, and the intention to leave among truckers. *International Journal of Organizational Analysis*, 19 (2), 92-107.
- Peter, A.O., (2014). Determinants of employee commitment for organizational performance. POA – Kittim consultants, Kampala.
- Ramlall, S., (2004).A review of employee motivation theories and their implications for employee retention within organizations.*The Journal of American Academy of Business, Cambridge*.
- Richard, P.J., Devinney, T.M., and Yip, G.S., & Johnson, G. (2009) .Measuring organizational performance: Towards methodological best practice. *Journal of Management*.
- Sekeran, U., (2003). Research methods for business (4thed). Hoboken, NJ: John Wiley & Sons. *The Journal of Management Development*, 14(3), 3-13.
- Ur Reham, M. Z., Riaz, M., Zinauddin, K. M., &Lashari, J. S. (2010). Effects of job rewards on job satisfaction: Moderating role of age differences: An Empirical Evidence from Pakistan. *African Journal of Business and Management*, 4 (6), 1131-1139.
- Urshie, E.M., Agaba, Ogaboh, A.M., &Chimaobi, O. (2015). Work environment and employees' commitment in Agro based industries in cross river state, Nigeria, *Global Journal of human social science. Sociology and culture*. Global Journal Inc, USA.
- Walton, R. E., (1985). *From control to commitment in the workplace*. Harvard Business Review, 63(2): 77-84.

Wim, J., Margret N., &Beukhof, J.D.J.G. (1998). Employee commitment in changing organizations: an exploration. *Journal of European industrial training*, 22(6), 243 -248.

APPENDICES

Appendix I: Questionnaire for Organizational Factors

I am Angwech Jacklyn a graduating class of Masters in Management Studies (HRM) participant of 2016/17 at Uganda Management Institute. This questionnaire is designed to help you describe how you perceive your organizational factors and commitment at the workplace.

Please answer items below by ticking a number from 1 to 5 that best reflects your perception.

Judge how frequently each statement fits you. If you are unsure or do not know the answer, leave the answer blank.

Whatever information you give me is strictly confidential and will be used for academic purpose only.

I would like to thank you in advance for your indispensable cooperation.

Section A – Demographic variables (please tick the alternative that relates to you)

- A) Gender: Male [] Female: []
- B) Age Bracket: Below 30years [] 30 -45years [] 45 – 60years []
- C) Marital Status: Single [] Married [] Other [, Specify.....]
- D) Level of Education
- Masters [] Bachelor Degree [] Diploma []
Certificate [] None []
- E) Job Category: Traditional Civil Servant [], Health Worker [], Teacher Primary [],
Secondary [], Tertiary [],
- F) How long have you worked with Kole DLG?
- Less than a year [] 1 -3years [] 4 – 6years [] 6years + []
- G) Training attended since you joined Kole
DLG?.....

Section B: Work Environment

How do you feel about the following statements about Kole DLG?

(1) Strongly Agree (2) Agree (3) Not Sure (4) Disagree (5) Strongly Disagree.

		1	2	3	4	5
1	The physical working conditions (e.g. heating, ventilation, space, cleanliness, toilet system) are very good.					
2.	My workplace is safe.					
3.	I have the resources (e.g. computers, desk, printer, and chair) I need to do my work.					
4.	Organization's policies and procedures used are clear to me					
5.	Individual differences are respected here (e.g. gender, race, educational/family background)					
6.	I have all the information I need to do my job effectively					

Section C: Training

Please indicate the extent to which you agree with the following training experiences since you joined Kole DLG on a scale (1) Strongly Agree (2) Agree (3) Not Sure (4) Disagree (5) Strongly Disagree.

1	I have benefited from training for career growth since I joined Kole DLG.	1	2	3	4	5
2.	I have undergone training for performance improvement in my profession since I joined Kole DLG					
3.	I have benefitted from training to gain more skills and knowledge in my profession since I joined Kole DLG.					
4.	Effort is undertaken to identify Kole DLG staff training needs.					
5	There are high opportunities for local government staff training in Kole DLG.					
6	Staff nomination for training is done on merit.					

Section D: Rewards

Please tick the extent to which you agree with the following Rewards experiences since you joined Kole DLG on a scale of **(1) Strongly Agree (2) Agree (3) Not Sure (4) Disagree (5) Strongly Disagree**.

1	I receive adequate pay for my work	1	2	3	4	5
2.	I am currently searching for a better paying job elsewhere					
3.	Salary and benefits contribute to my engagement					
4.	I am contented with the security of my job					
5.	I am satisfied with the promotion criteria in my organization					
6.	Employees work when more recognized					
7.	My organization gives formal recognition for employee efforts to make a difference					
8.	I am happy about the chances of advancement in my job					
9.	I have opportunity to innovate without hindrance					

Section F: Employee Commitment

Please indicate your level of commitment to Kole DLG on a scale of for (1) Strongly Agree (2) Agree (3) Not Sure (4) Disagree (5) Strongly Disagree.

	AFFECTIVE COMMITMENT.	1	2	3	4	5
1	I enjoy discussing my organization with people outside.					
2.	I am very happy being a member of Kole DLG.					
3.	I would be very happy to spend the rest of my career with Kole DLG					
4	I do not feel emotionally attached to Kole DLG					
5.	I do not feel a strong sense of belonging to Kole DLG					
	CONTINUANCE COMMITMENT.					
6.	I often feel anxious about what I have to lose with this organization.					
7	I worry about the loss of investments I have made in Kole DLG					
8.	If I wasn't a member of Kole DLG, I would be sad because my life would be disrupted.					
9.	I am loyal to Kole DLG because I have invested a lot in it, emotionally, socially and economically.					
	NORMATIVE COMMITMENT.					
10.	I feel that I owe Kole DLG quite a lot because of what it has done for me.					
11.	Kole DLG deserves my loyalty because of its treatment towards me.					
12.	I feel it is morally correct to dedicate myself to Kole DLG					
13.	I feel I would be letting my co-workers down if I wasn't a member of Kole DLG.					

Appendix II: Interview guide for C.A.O, DCAO, PHRO, Secretary-DSC, Sector Heads and All Heads of Departments.

a) Work environment.

i. What constitutes the working environment in Kole DLG?

.....
.....
.....

ii. What are the gaps in law governing provision of effective working environment that affect employee commitment in Kole DLG?

.....
.....
.....

iii. What are your experiences with working environment and its effect on employee commitment in Kole DLG?

.....
.....
.....

iv. What needs to be done to improve the work environment in order to enhance commitment of employees in Kole DLG?

.....
.....
.....
.....

b) Training.

i. What are the different forms of training that you know in Kole DLG?

.....
.....
.....

ii. What are the gaps in the training policy that lead to low employee commitment?

.....
.....
.....

iii. What are your experiences with training and its influence on employee commitment in Kole DLG?

.....
.....
.....

iv. What needs to be done to improve trainings in order to enhance commitment of employees in Kole DLG?

.....
.....
.....
.....
.....
.....
.....

c) Rewards.

i. What different forms of rewarding employees exist in Kole DLG?

.....
.....
.....

ii. What are the gaps in the reward system that affect employee commitment?

.....
.....
.....

iii. What are your experiences with reward systems and its contribution on employee commitment in Kole DLG?

.....
.....
.....

iv. What needs to be done to improve reward systems in order to enhance commitment of employees in Kole DLG?

.....
.....
.....
.....
.....