

## COMPARISON OF STAFF AND FACULTY PERCEPTIONS OF ORGANIZATIONAL COMMITMENT IN A SELECTED PRIVATE INSTITUTION OF HIGHER LEARNING IN KENYA

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Many employees in a selected private institution of higher learning feel that working for this institution is not rewarding. As a result the attrition rate of specifically faculty is high. Thus, this study has assessed the perceptions of organizational commitment of staff and faculty in a selected private institution of higher learning. Data was gathered from respondents consisting of 34 staff and 68 faculty members. They responded to 18-item, three-subscale organizational commitment questionnaire developed by Allen, Meyer, and Smith (1993). The gathered data was analyzed using SPSS software version 20. Results were interpreted and reported based on the analysis. Findings revealed that on a scale of 1 to 5, the staff and faculty affective organizational commitment was rated higher ( $M = 3.91$ ,  $SD=0.67$ ), followed by normative organizational commitment ( $M= 3.59$ ,  $SD = 0.85$ ). The continuance professional commitment was rated the lowest ( $M = 3.04$ ,  $SD = 0.62$ ). These results reveal that most of the staff and faculty are committed to the organization not because of the material/financial benefit that they are making, but because of their positive feelings and attitudes towards the organization. The t-test results show that there is no significant difference in the perception of faculty and staff in terms of affective, normative, and continuance organizational commitment. ANOVA results also revealed that there is no significant difference in affective, normative, and continuance organizational commitment of employees when respondents are grouped according to years of service.

**Keywords:** Affective commitment, continuance commitment, normative commitment

### Introduction

Employee organizational commitment is a psychological attachment to and identification with an organization that make separation from the organization difficult for the employee. Commitment to organization is significantly related to various employee outcomes such as punctual attendance at work, citizenship behavior, job satisfaction, turnover intention, and work performance (Chang & Choi 2007; Recep, Mahamut, & Murat, 2010). Employee organizational commitment is an essential element for success in achieving the mission and vision of any organization. According to Slack, Orife, and Anderson (2010), employees with greater organizational commitment contribute more to the success of the organization, experience higher levels of job satisfaction and motivation, put their maximum efforts to increase productivity. In turn, higher levels of job satisfaction and motivation, reduces employee attrition rates and increases the retention rates of talented and productive employees.

Many employees in a selected institution of higher learning feel that working for this institution is

not rewarding. As a result the attrition rate of specifically faculty is high. Thus, this study is aimed to explore the perceptions of organizational commitment of staff and faculty in a selected institution of higher learning and to determine how the perceptions of staff and faculty differ in terms of organizational commitment.

### Review of Literature

The concept of organizational commitment has been the subject of studies to bust organizational performance. The employee organizational commitment is very vital for the success and productivity of any organization. Hardiyana, Yusup, and Sidharta (2016) suggested that so the organizational commitment significantly influence the attitudes of employee

Studies on employee organizational commitment has identified different types of organizational commitment. One major classification according to O'Reilly and Chatman and Becker, as cited in Recep et al. (2010) are "attitudinal commitment" and "behavioral commitment." When employee's goals



and interests match with the organizational goals and interests we refer to it as attitudinal commitment. This means, the employee-organization relationship is based on mutual benefits. In attitudinal commitment the employee expectation is to receive a reward for his/her involvement and active contribution to the organization. As long as this expectation is met, the employee remains committed to the organization (O'Reilly & Chatman, as cited in Recep et al., 2010).

Behavioral commitment is based on employee's willingness to make an extra effort beyond expected performance level (Becker, as cited in Recep et al., 2010). It is the employee's willingness to uphold the organizational values and contribute their part for the success of the organization regardless of rewards and benefits. Mowday, Steers, and Porter (1979) have summarized employees organizational commitment indicators, as "having faith in organizational values and sharing its aims, making efforts beyond expectations in the name of the organization and willingness to maintain membership of the organization" (p. 226). Employee organizational commitment can be achieved when the goals of the organization and those of the individual become increasingly integrated or congruent so that organizations optimize the participation of employees in decision making and increase productivity (Hardiyana et al., 2016).

Allen and Meyer (1990) identified three different types of organizational commitment: the affective, normative, and continuance organizational commitment. According to them, these three organizational commitments correspond to (a) emotional, (b) feeling of obligation, and/or (c) economic reasons of a person. Jaros (2007) further noted that the basis of affective commitment is employees' emotional bonds due to mainly good working relationships and positive experiences in the organization. Normative commitment centers on apparent obligation concerning the organization, such as norms of mutuality. Continuance commitment is based on the professed economic and social costs, caused to the employee when leaving the organization.

Recep et al. (2010) and Mowday et al. (1979) elaborated that the source of employee affective organizational commitment is their feelings and attitudes towards the organization. Normative commitment is based on the way employees are treated with much favor by the organization, the long service of employee in the organization, the way the organization treated and saved them in times of their difficulty, or the services provided by the organization are regarded as socially

and spiritually fulfilling in the life of the employee. This commitment builds upon duties and values, and the degree to which an employee stays in an organization out of a sense of obligation. Continuance commitment is based on the material/financial benefit that makes employees stay with the organization

In addition, when an employee finds an organization to be positive and supportive, he/she will have a higher degree of continuance commitment. An employee may be committed to the organization because of one of the above single mental state or combination of two or even three of them (Allen & Meyer, 1990).

### Research Methodology

The research method used in this study was a descriptive survey method in which the 18-item, three-factor organizational commitment scale developed by Allen et al. (1993) was used. The survey questionnaire measured the three areas of organizational commitment, namely, affective, normative and continuance commitment. This instrument has been used in a number of studies and therefore considered to be valid (Aamodt, 2007; Recep et al., 2010).

### Sample

Respondents were randomly selected 34 staff and 68 faculty members. The questionnaires were distributed to the selected 109 sample of staff and faculty, out of which 102 returned the completed questionnaires (94% response rate). Each item in this scale was rated using a Likert scale from strongly disagree (1) to strongly agree (5). The higher scores indicate higher levels of agreement and the lower scores indicate lower level of agreement. In this scale items 2, 4, 5, 8 and 17 are reversed items and therefore, the scores for each of these items were recoded as suggested by the developers of the scale.

### Findings

Participants were 34 (33%) staff and 68 (67%) faculty. Majority of the respondents have years of service of 5 or below 40 (39%), followed by those who have 6-15 years of service, 35 (34%). Those with years of service of 16-24 in the organization were 25 (23%), and 25 years and above were 4

(4%).

As indicated in table 1, generally, the findings reveal that the staff and faculty affective organizational commitment was rated higher ( $M = 3.89$ ,  $SD=0.66$ ), followed by normative organizational commitment ( $M = 3.58$ ,  $SD = 0.81$ ). The continuance professional commitment was rated the lowest ( $M= 3.07$ ,  $SD = 0.61$ ).

These results reveal that most of the staff and faculty feel a strong emotional attachment to their organization, and to the work that they do. They most

likely identify with the organization's goals and values, and they genuinely want to be there. This could be because most of the employees are committed to the religious views regardless of the material/financial benefit that they are making, and thus, have developed a positive feelings and attitudes towards the organization. This finding is similar the findings by Recep et al. (2010) on union of municipalities of Marmara, Turkey.

Table 1

*Summary of Employees' Organizational Commitment*

	<i>M</i>	<i>SD</i>
Affective Commitment	3.89	0.66
Continuance Commitment	3.07	0.61
Normative Commitment	3.58	0.81

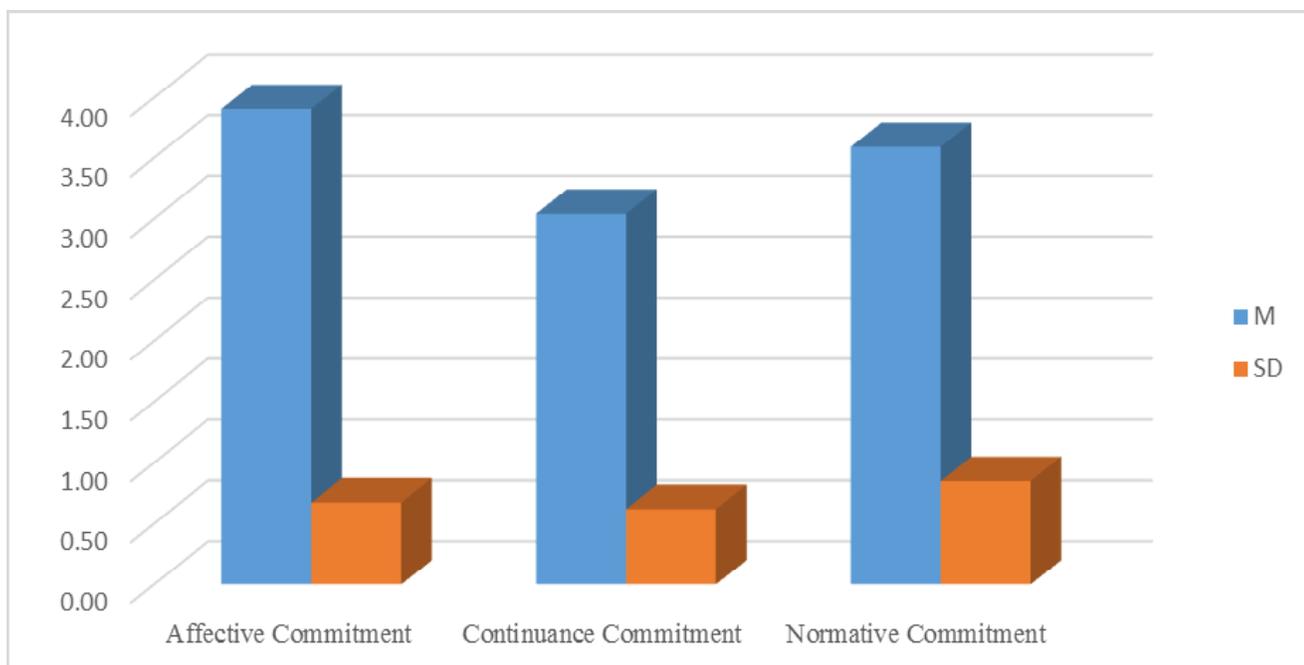


Figure 1. Bar graph of employee organizational commitment

Independent sample t- test was generated (Table 2) to compare faculty and staff organizational commitment levels. Results revealed that there is no significant difference in staff and faculty affective, normative and continuance organizational commitment.



Table 2

*Independent Samples Test for Comparison of Staff and Faculty Organizational Commitment*

**Independent Samples t-Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		<i>F</i>	<i>P</i>	<i>t</i>	<i>df</i>	<i>P</i>	<i>MD</i>	<i>SE</i>
Affective Commitment	Equal variances assumed	7.28	0.008	-0.63	100	0.53	-0.88	0.14
	Equal variances not assumed			-0.71	88.06	0.48	-0.88	0.12
Continuance Commitment	Equal variances assumed	1.30	0.257	-1.33	100	0.19	-0.17	0.13
	Equal variances not assumed			-1.47	85.52	0.15	-0.17	0.12
Normative Commitment	Equal variances assumed	0.29	0.593	0.85	100	0.40	0.15	0.17
	Equal variances not assumed			0.98	93.91	0.33	0.15	0.15

Although the t-test shows no significant difference in affective, normative and continuance organizational commitment of staff and faculty, the group statistics (Table 3) shows that relatively, staff rated

higher than faculty in affective and continuance organizational commitment, while faculty rated higher in normative commitment.

Table 3

*Group Statistics for Staff and Faculty Organizational Commitment*

	<i>Category</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>SE</i>
Affective Commitment	Faculty	68	3.86	0.73	0.88
	Staff	34	3.95	0.52	0.87
Continuance Commitment	Faculty	68	3.01	0.66	0.08
	Staff	34	3.18	0.49	0.08
Normative Commitment	Faculty	68	3.63	0.90	0.12
	Staff	34	3.48	0.58	0.10

According to PSUWC (2015), normative commitment is experienced to be higher when an employee feels obliged in some way to stay with the organization. Meyer and Allen, as cited in Mind Tools (2015) state that this "sense of obligation to stay" may come from several factors such as feeling required to remain loyal to a company due to personal upbringing as in

case of this study may be due to personal religious affiliations or family ties, or because an employee may have received some financial benefit in advance such as tuition support, medical allowances and other benefits, which the organization provides to employees. The obligation may also be due to not wanting to disappoint employers or peers by leaving.

Table 4

*Comparison of Employee Organizational Commitment by Years of Service*

		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>p</i>
Affective Commitment	Between Groups	1.14	2	0.57	1.30	0.27
	Within Groups	43.18	99	0.44		
Continuance Commitment	Between Groups	1.90	2	0.95	2.64	0.08
	Within Groups	35.47	99	0.36		
Normative Commitment	Between Groups	0.32	2	0.16	0.24	0.79
	Within Groups	66.02	99	0.67		

Considering the years of service ANOVA was generated to compare the employee perceptions of organizational commitment based on their service in this organization. Results (Table 4) revealed that there is no significant difference in affective, normative and continuance organizational commitment when respondents are grouped according to years of service. However, the ANOVA descriptive statistics indicated an affective organizational commitment to be relatively rated higher than the normative and continuance organizational commitments. The more the years of service, the more affective organizational commitment of the staff and faculty.

### Conclusions

This study investigated the levels of affective, continuance and normative Commitments of staff and faculty and made a comparison of commitment between staff and faculty. Results have revealed that the employees are strongly committed to the organization by affective followed by normative commitment, while continuance commitment is less relevant.

The t- test results revealed that there is no significant difference in their perception between staff and faculty affective, normative and continuance organizational commitment. However, the group statistics of t-test revealed that staff rated higher than faculty in affective and continuance organizational commitment, while faculty rated higher in normative commitment.

Considering the years of service, ANOVA

results revealed that there is no significant difference in affective organizational commitment when respondents are grouped according to years of service. However, the ANOVA descriptive statistics indicated an affective organizational commitment to be relatively rated higher than the normative and continuance organizational commitments. The more the years of service, the more affective organizational commitment of the staff and faculty. This finding may not be surprising because it is a normal trend for employees to be more attached to the organization they have served for a long time and to calculate benefits such as retirement and other related benefits they expect to get when they have served the organization for a longer period of time. Similar findings has been reported by Mind Tools (2015), which stated that the severity of these "losses" often increases with age and experience. You're more likely to experience continuance commitment if you're in an established, successful role, or if you've had several promotions within one organization.

The study concludes that although the employee affective organizational commitment was rated to be high, the institution should give continued consideration to meet the expectations of the employees in terms of incentives and benefits in order to attract and retain them. The management of the institution also should put in place strategies to strengthen the normative and continuance commitment of the faculty because the findings reveals that the faculty perceives that the benefits they get from the organiza-

tion is not significant for their decision to stay.

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