

**THE INFLUENCE OF PSYCHOLOGICAL CONTRACT ON EMPLOYEE
COMMITMENT AT MIGORI COUNTY GOVERNMENT, KENYA**

BY

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DECLARATION

This thesis is my original work and has not been submitted to any other university for the award of a degree.

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DEDICATION

I dedicate this work to my family and friends who have given me moral support, encouragement and motivation to move on even when it seemed almost impossible.

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I do hereby acknowledge the unwavering support, guidance and utmost supervision I got from my two supervisors, Dr. Janet Wagude and Dr. Jonathan Mulwa. Indeed, your support and professional guidance that you gave me in the path as I took this course made it a great success. Thank you and God bless you.

ABSTRACT

Employee commitment is an important aspect of an organization, and an organization must satisfy employees' psychological contracts to have fully committed employees. Nevertheless, most employees have a predominantly transactional psychological contract yet most studies have focused more on employee turnover rather than their psychological commitment to work. Therefore, the study sought to examine the influence of PC on employees' commitment at the Migori County Government. Specifically, focusing on the influence of content-oriented framework on employee commitment, feature-oriented framework on employee commitment, evaluation-oriented framework on employee commitment, and moderating influence of leadership styles on the relationship between psychological contract and employee commitment at the Migori County Government. The study applied Herzberg's Two-factor Theory and Lawler Porter's Expectancy Theory. The explanatory and descriptive study design was used based on a quantitative approach. Cluster and systematic sampling techniques were used to select 281 respondents from a target population of 945 staff in four sub-counties of Migori County. Quantitative data was collected using questionnaires; directly administered by the researcher to the target respondents. Frequency tables were used to present the findings. The data were analysed using both descriptive and inferential statistical methods of correlation and regression analyses. Statistical assumptions tests were carried out before data analysis to avoid the invalidation of statistical analysis. Hypotheses were tested at a 5% level of significance. The results revealed that: there was a significant influence of content-oriented framework on employee commitment ($p\text{-value} = 0.00 < 0.05$); there is a significant influence of feature-oriented framework on employee commitment ($p\text{-value} = 0.00 < 0.05$); there was a significant influence of evaluation-oriented framework on employee commitment ($p\text{-value} = 0.00 < 0.05$); and LS has a statistically significant moderating influence on the relationship between psychological contracts and employee commitment. The study concludes that: content-oriented and feature-oriented frameworks positively influenced employee commitment, evaluation-oriented negatively influenced employee commitment, and leadership styles moderated the influence of psychological contracts on employee commitment; therefore, concluding that there was a significant influence of psychological contracts on employee commitment at Migori County Government. The researcher recommends that Migori County Government should consider ensuring: content-oriented framework indicators are applied in the recruitment and orientation processes, employees are well informed and assured of employment stability, realistic job previews that contain a detailed description of relevant job aspects are done, and leadership styles would provide a conducive environment for employees' growth and development. It should also conduct semi-annual surveys on employees' psychological contract

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CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter discusses the background of the study. It also explores the problem statement, objectives, research hypotheses, the scope, significance and definition of operational key terms of the study.

1.2 Background of the Study

The value of employees in an organization can never be understated because they are the most valuable assets both in private and public organizations. Their behaviour is at the centre of business success or failure (Wachira, 2013). The employee engagement dynamics and resultant human capital interventions and outcomes vary significantly depending on the industry or region of the model of operation. This has led to growing interest from policymakers and practitioners on how public service employees are managed. The psychological contract in many cases is considered as an individual's beliefs of the reciprocal exchange agreement between the employee and the entities or organization that employs them. Hence, a psychological contract is created when one party believes that future rewards have been promised, that he/she has made the relevant contributions, and as a consequence, the other party is obligated to provide the promised benefits in return (Rousseau in Alcover et al., 2017). The psychological contract can be analysed based on an evaluation-oriented framework, content-oriented and feature-oriented framework (Freese & Schalk, 2008); which form the foundation of the focus of this study.

According to Meyer (2016), a psychological contract comprises an individual's perceptions about what they expect the organization to provide, which may include and are not limited to competitive wages, advancement opportunities, and job security. As opposed to a formal contract between employee and employer, the psychological contract is inherently perceptual, thus employer and employee may interpret the implied obligations differently (Deepthi & Baral, 2013).

In Europe, according to Jakobsson (2018), recruitment and induction processes are considered by employees as active influencers when it comes to commitment, and that these processes the individual steps might seem positively influential to any employee while at the same time causing the opposite result to another employee. Mentoring, successful communication, information, pre-existing knowledge of the organization, being welcomed and support in a new workplace are relevant. Besides, they could help the employer brand arise above others. In Australia, De Nobile (2016) found a correlation between increased amounts of open and accessible levels and models of communication for employees and levels of reported job satisfaction and commitment with an emphasis on the significance of asserting support.

According to Zhou, Plant, Zheng, and Bernard (2014), in Chinese companies; psychological contract satisfaction for knowledge workers increases their commitment to the organization thus influencing the employees to realize increased work satisfaction. Psychological contract commitment levels by such employees were very high which led to the fulfilment of work requirements as they perceived psychological and physical incentives. Applying the principle of mutual benefit as a basis, knowledge workers, therefore, enhance commitment to their organizations, and as a result, boost their work satisfaction.

Accordingly, Wang, Oh, Court, and Colbert (2011) in a study undertaken in China to determine the extent to which transformational leadership and performance across criteria and levels could influence the level of job performance. The research indicated the success of an organization was based on leadership styles. Mone and London (2018) in their study focusing on a level of trust employees had in the leadership of their organization found that the higher the level of trust of employees in leadership, the higher their commitment.

Values and commitments could also vary between private and public sector employees. Lyons, Duxbury and Higgins (2016) using desktop research reported that the level of work commitments in the private sector was different from the public sector. Those in the private sector were more committed to their work due to their proximity to the managers. This study would explore the values and commitment of the public sector.

Antonaki and Trivellas (2014), in a study on the Greek banking sector, noted that positive perceptions regarding employees' psychological contract yield more satisfied workers especially with positive evaluations about their relationships and their work content, leading, in turn, to more committed ones who willingly engaged in extra-role behaviours and tasks which strengthened their bond with their organization. In addition, good employment relationships are strong predictors of job satisfaction and organizational employee commitment.

According to Dixit and Bhati (2012), job satisfaction in India has the highest impact on high employee commitment and productivity. Festing and Schäfer (2014) reiterate that low commitment has been linked to dismal levels of morale. Besides, non-committed employees may depict their organization in a bad light to other people and this impedes the

organization's efforts to attract highly qualified and potential employees (Davoudi, 2012). This further reduces measures of altruism and compliance as indicated by Byrne and Hochwarter (2008).

According to findings on employees of Coca Cola Company-Nigeria by Irefin and Mechanic (2014), individuals with low levels of commitment do only enough to work but are not fully dedicated to the organization. The results indicated were concerned with personal or individual success than with the success of the general organization. In contrast, employees whose level of commitment is high to an organization they work for are part and parcel of the organization. Anything that threatens the organization is an imminent danger to them and is creatively involved in the organization. This, therefore, constantly looks at ways to do their jobs better and work for the organization as if they owned it.

Jonathan, Thibeli and Darroux (2013) found low affective, moderate continuance and very low normative commitment in public secondary school teachers. High intention to leave which could be executed into actual behaviour the following year was also reported. It, therefore, emerged that this could be a potential disaster to Tanzanian public secondary schools if solid measures were not put into place in time to rectify the situation. The signal for disaster manifested itself in the fact that teachers lacked very crucial commitment (affective and normative) while the desire to quit was sufficiently high in them.

Opollo, Gray and Spies (2014) studied healthcare workers in Uganda and inferred that there was a strong correlation between qualities of work-life, gender and hours worked. Consequently, improved work-related quality of life led to commitment towards the company which was expounded as employees' affiliation with the organization.

In Kenya, a study by Okoth (2012), established that envisaged violation of psychological contracts could affect employee commitment. Wachira (2013) found that there was a strong positive correlation between the commitment of the employer noting the presence of evidence of a positive correlation about an employee's job satisfaction and a negative correlation between psychological contract and organizational commitment. In addition, according to a study in Nairobi by Nambaka (2010), a positive correlation exists between employee psychological contracts and organizational citizenship behaviour.

The introduction and implementation of performance contracts, according to a study undertaken at Kenya Forestry Research Institute (KEFRI) by Osoro (2010), did not affect employees' perceptions of the psychological contract. Longurasia (2008) in a study at Kenya Meat Commission (KMC) found that psychological contract was fulfilled by attaching and matching jobs with responsibilities, facilitating a positive link between colleagues and nurturing favourable communication. Similarly, according to Wachira (2013), reward, adequate remuneration by the employer and recognition worked towards building trust between employees and management at Barclays Bank of Kenya.

According to Mande (2012), in a study in Gem District, Siaya County, it was revealed that there was some relationship between perceived psychological contract and job satisfaction. Most of the teachers in the district admitted that violation of their psychological contract items with the schools led to job dissatisfaction. The study showed that positive change in the overall fulfilment of obligations and promises (psychological contract) by both the teachers and school, as the relevant stakeholders would directly cause an increase in job satisfaction. Psychological contract was defined as 'the employees' perception of the implicit

agreement with the organization consisting of shared responsibility between the two parties' (Festing & Schäfer, 2014; Ng, Feldman & Butts, 2014).

According to Karagonlar et al. (2016), the trust of both parties in which some contracts must be undertaken to completion, some contributions are necessary, and some liability; ought to be experienced. Cassar and Briner (2011) revealed that psychological contract, over time, takes a particular model in the brain of employees thereby dictating the attitude of employees on how to interpret the information received and how to react to the happenings in their surroundings. They noted that psychological contracts are never written and cannot be enforced in a court of law. This implies that when one party or both breach either side of their 'bargain' they are likely to feel disappointed. From the foregoing, therefore, it is evident that there exists a void on the clarity of understanding on the psychological contract and how it specifically influences commitment and ultimately the work performance of an employee. Thus, the study sought to establish the influence of psychological contracts on employee commitment among the county workers in four Sub-Counties in Migori County, namely: Rongo, Awendo, Uriri and Suna-East.

1.2.1 Situation of Migori County

According to Ogoye (2013), high rates of staff turnovers have been witnessed in Migori County most of whom were due to resignations among other factors. For instance, as per the Migori County Integrated Development Plan (CIDP) 2018-2022, the number of administrators, mortuary attendants, secretarial staffs, public health officers, and community health extension workers; reduced by 75%, 60%, 45.83%, 19.75%, and 17.02% respectively in 2017 compared to what it was in 2013. This was against the growing demand for services and high unemployment rates in Kenya where it is unlikely for one to resign unless there is

an alternative job which is also not easy to get. A select group of employees like nurses and ECD teachers at different levels have considered strikes as a way to communicate with the employer. Key officers in various departments have registered an increasing rate of job truancy, lack of customer care ethics and in some cases sit-in elements have been noted in the offices.

The level the employees of the county government lack of interest in their jobs have also been seen in cases where they report to the job and leave immediately, bringing a notion they are around yet they have gone to seek their business endeavours (Munene & Kibisu, 2014). They may leave their materials like coats and bags in the offices, but they do not work according to what they have been hired to undertake. Their levels of psychological contracts have considerably gone down. Besides, formal contracts could have been key motivators to employee dissatisfaction leading to strikes and job exits. In many cases, it is believed that the psychological contracts have been the greatest force behind the curtains due to strong feelings and beliefs of betrayal and exploitation of employees by the employer, the Migori county government. Thus, it has created a misconception of the employers or supervisors as being non-human creatures who lack employee interest at heart and are only concerned with profit-making and organizational growth at the expense of employee's welfare (Oyugi, 2015).

Since the onset of devolution in Kenya, various government ministry functions were devolved to the counties. According to Omollo and Oloko (2015), such duties included the roles of the nurses and ECD teachers that have since been taken over by the county governments; in which case, the devolved employees get their job descriptions and salaries from the county government. Notably, such employees need to have their performance measurements and evaluation done by the county government. Alongside the devolved

employees comprises the key county staff that was created by the promulgation of the new constitution. They are the ones who carry out the day-to-day work at the county government offices and their subsidiaries. The number of employees under the county government is therefore large. However, when it comes to the elements that influence their levels of job satisfaction, they all face the same conditions. Therefore, lack of job commitments in Migori county government realized through work truancy, absenteeism, go slow, sit-ins and sometimes notices of a strike have all been manifest among all the employees (Munene & Kibisu, 2014).

1.3 Statement of the Problem

Full commitment and dedication to service are normally the expectation of employers once an employee accepts an employment offer. Therefore, lack of commitment to the workplace should be a major concern for every organization. Nevertheless, this has been lacking in Migori County Government. Employees have shown different kinds of disinterest and dissatisfaction with their work: as evident in work truancy, high levels of absenteeism, low job performance level, informal sit-ins at work, strikes, and go-slows; these reduce their levels of job performance. Besides, Migori County reported a high reduction in employees in various cadres of up to 75% in 2017 compared to what it was in 2013 albeit growing demand for services and high unemployment rates in Kenya. This was attributable to the high discontentment of employees whose psychological contracts were not met. Despite the wanting scenario, there have been minimal undertakings to address job satisfaction concerns that employees face; particularly psychological contracts. Most studies have focused on the cost of employee turnover and intention to leave due to lack of compensation; with less focus on content, feature, evaluation approaches, and leadership styles. These if addressed could

be a remedy to strikes and job exits. This study, therefore, sought to establish the influence of psychological contracts on employee commitment at Migori County Government, Kenya.

1.4 Purpose of the Study

The study sought to establish the influence of psychological contracts on employee commitment at the Migori County Government.

1.5 Objectives of the Study

- i. To establish the influence of content-oriented framework on employee's commitment at Migori County Government.
- ii. To determine the influence of feature-oriented framework on employee's commitment at Migori County Government.
- iii. To establish the influence of evaluation-oriented framework on employee commitment at Migori County Government.
- iv. To determine the moderating influence of leadership style on the relationship between psychological contract and employee commitment.

1.6 Research Hypotheses

H₀₁: There is no statistically significant influence of content-oriented framework on employee commitment at Migori County Government.

H₀₂: There is no statistically significant influence of feature-oriented framework on employee commitment at Migori County Government.

H₀₃ There is no statistically significant influence of evaluation-oriented framework on employee commitment at Migori County Government.

H₀₄: Leadership styles have no statistically significant moderating influence on the relationship between psychological contract and employee commitment.

1.7 The Scope of the Study

The study endeavoured to explore the influence of psychological contracts on employee commitment at Migori County Government by applying, descriptive, explanatory methods and quantitative approaches. Data collection was done from July-August 2019 both hand-delivered and posted questionnaires. The study was undertaken in four Sub-Counties namely; Rongo, Awendo, Uriri, and Suna-East in Migori County. Migori County is in the former Nyanza Province of southwestern Kenya. Migori County is located in western Kenya and borders Homa-Bay County (North), Kisii County (North E), Narok (South East), Tanzania (West and South) and Lake Victoria to the West. The county also borders Uganda via Migingo Island in Lake Victoria (Migori County Website, 2018).

1.8 Significance of the Study

The study will be significant to the national government state departments concerned with policy-making, specifically the Ministry of Labour and Social Protection, Federation of Kenya Employers and labour unions on pertaining issues of employee psychological contract. It will also be significant to the Migori County government regarding satisfaction of employees' psychological contracts as this will help them better understand how to improve the work performance of the county employees. The study anticipated enhancing the delivery of services to the citizens which is realized when the employees are emotionally bonded to the organization and dedicated to its mandate. To the employees, it will help instil a positive attitude crucial for career growth and development. To individual families the study will help address the issue of employees' job dissatisfaction and frustrations which are

normally transferred back home; hence remedy to both the families and clients who are prone to mistreatment. The study will further inform policymakers on how best to tap the potentials of the employees. The policymakers thus can find a reliable source of knowledge that can formulate employee-related policies from the outcome of the current research thesis. In the world of academia, the study will contribute to the existing field of knowledge by the provision of more insights into human resource management. This will bring an iota of knowledge concerning the psychological contract and worker commitment.

1.9 Operational Definition of Key Terms

- Content-oriented** : Refers to the examination of the content and interrelations among specific terms of a contract
- Evaluation-oriented** : Refers to the measurement of the extent of the breach, adjustments/changes and fulfilment of the contract
- Employee commitment** : Employee's willingness to stay in an organization and work hard to fulfil the obligations and represent the organization in the best light possible;
- Feature-oriented** : Refers to the examining of the characteristics, attributes or dimensions of the contract
- Leadership** : Refers to the art of motivating a group of people to act towards achieving a common goal.
- Psychological contract** : An individual's beliefs of the reciprocal exchange agreement between the employee and the entities or organization that employ them. It is the implicit, unwritten, informal, mutual and mental expectations of an employee or employer on what benefits they expect from their association;

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview of the Chapter

This chapter discusses literature covering areas namely theoretical literature review, empirical review and conceptual framework.

2.2 Theoretical Literature Review

According to a study conducted by Brathwaite (2003), the researcher elucidated theoretical literature review as an imperative requirement to scholars where two or three theories are advanced. This helps the researcher to conceptualize the topic subject exhaustively. This study was based on two theories: Herzberg's Two-factor Theory and Lawler Porter's Expectancy Theory (1968).

2.2.1 Herzberg's Two Factor Theory

This study was modelled on Herzberg's two-factor theory advanced by Fredrick Herzberg in 1959 when he interviewed over 200 professionals. The theory argues that there are two factors that an organization can adjust to influence motivation in the workplace. Motivator factors can encourage employees to work harder and hygiene factors which will not make the employees work harder but will cause them to become unmotivated if they were absent. The essence of motivation is that it is a key factor that culminates into employee commitment to his/her work or job. A motivated employee can meet job targets and goals and help an organization achieve its goals and objectives. The theory was therefore useful in analyzing the influence and relationship between employee motivators in terms of content, feature and evaluation type frameworks and their effect on employee commitment.

According to this Dual Structure Theory, job dissatisfaction occurs in the absence of hygiene factors but the existence of these factors alone does not provide job satisfaction and motivation. This means that it is only occurring with the presence of motivation factors which are internal factors; job satisfaction accompanied with motivation. As applied to this study, the theory holds that independent variables content-oriented, feature-oriented and evaluation-oriented frameworks are an integral part of an organization.

Moreover, the application of the theory would be useful in understanding job satisfaction as a commitment among Migori County Government employees. The two-factor theory explains the possible employees' expectations. When this is analysed against the need to ensure there is a proper understanding of the theories, it becomes imperative that employees in Migori County be evaluated based on the needs of Herzberg's Two Factor Theory to possibly diagnose why they had reduced levels of job commitments.

2.2.2 The Expectancy Theory

The study was also guided by the expectancy theory developed by Porter and Lawler (1968). It holds that employee commitment is an integral part of an organization. Employees engage in tasks given while expecting a reward for their input.

While Herzberg's two-factor theory is concerned with motivator factors, Expectancy Theory is concerned with the motivation itself. Proponents of Expectancy Theory, Porter and Lawler (1968), argue that, satisfaction which in turn determines employee commitment is determined by the difference between the real rewards and rewards that are perceived or expected by the individuals. Individuals compare their rewards with that of their counterparts. In the case of common conditions, individuals will be satisfied but if they do not find the

reward adequate, dissatisfaction occurs. Therefore, if the actual rewards exceed perceived rewards, satisfaction will occur otherwise dissatisfaction will occur, vice versa (Lloyd & Mertens, 2018).

Efforts alone according to Porter and Lawler (1968) do not always translate into performance for most employees and their organizations; hence they revealed elements of employee motivation as those that surpass the simple acts of employee efforts. This meant that job performance was a separate variable. Besides, it was posited that developments in the expectancy theory are best understood from the introduction of the intervening variables. Such variables include rewards, reward perception, and likelihood effort, ability and personality traits, the perception of the role of performance. Lawler and Porter's expectancy theory implies that an employee will intensify his/her efforts if the employee perceives a strong relationship between effort-performance correlations, performance-reward and reward-satisfaction. Individuals normally compare their rewards with the rewards of other individuals who do the same work as them. The theory further explores and provides explanations on how changes in employees' expectations could result in the development of job dissatisfactions and disinterest.

Individuals should be trained to develop their performances, knowledge, and skills. To most organizations and individuals, the aspect of conflict roles should be addressed in the organization. As workers tend to compare their rewards against their counterparts in the same position, rewards should be carefully chosen and be commensurate. In the Migori county case, the theory will also be useful in understanding the position of the county employees based on their level of commitment to their work.

The expectancy theory was useful as it explores the dependent variable, employee commitment. The researcher used it to measure relationship emanating from the motivators in the context of frameworks and to determine the extent of influence the motivation frameworks has on employee commitment. The outcome thus is in support of the theory that motivators had strong relationships and significant influence on employee commitment. Accordingly, the theory tried to explain the complex relationship between rewards and motivation.

2.3 Empirical Literature Review

These entail the review of the content-oriented framework and employee commitment, feature-oriented framework and commitment, evaluation-oriented framework and commitment and leadership style and commitment. There are different kinds of research studies that have been developed to look into the elements of psychological contracts, employee commitments, and leadership styles. Therefore, it is always useful that the development of the understanding of the different perceptions is also included in the research elements to help in examining the empirical concepts of the research (Koçel, 2010).

There are different kinds of commitments that employees may have at their places of work. These include normative commitment; which according to Meyer and Parfyonova (2010), it is the conformance to the norm, or the rules, regulations, and policies. This was however a longitudinal study using theoretical analysis and re-conceptualization method.

Existing literature on commitment suggests that there is yet to be a universally agreed definition and measurement of the concept of commitment (Robinson, 2009). In other words, what appears in the field of employee commitment is subject to interpretation. However,

various scholars have given varied definitions of commitments based on their understanding of the work environment, the nature of the organization and the circumstances under which these organizations operate. Meyer (2016) believes that much of the debate around the dimensionality of commitment hinges on the definition of constructs itself and that there are no rules in the behavioural sciences about how one should define a construct. However, if the construct is commonly used in everyday life, as is the case with commitment, then the definition should presumably reflect the essence of the common usage (John & Elyse, 2010).

The definitions give way to more contextual meanings of commitment, particularly on multidimensional perspectives. Meyer and Welkom (2016) define commitment as “a mindset that can take different forms and binds an individual to a course of action that is of relevance to a particular target.” Klein, Molloy and Brinsfield (2012) on the other hand define commitment as a volitional psychological bond reflecting a dedication to and responsibility for a particular target. This definition echoes an earlier one by Robbins and Judge (2009) which described the commitment as a force that unites an individual to an organization or activity which may be in the form of process, objective and values or an employee’s willingness to go an extra mile in exerting work effort on behalf of the organization. Likewise, Nzuve (2010) defines employee commitment as the readiness of an employee to forgo something in willingness to accept the ideas, goals, standards, ethics, and values of an organization. The common understanding of these definitions was that they provide the core construct that applies across potential targets of commitments. These definitions and descriptions stated in the findings could provide a platform of extensive view of the dependent variable of this case of Migori County.

Commitment forms the basis through which every conflict party is willing to give up something and keep a stay in harmony. Multidimensional concepts that reflect the varied reasons to keep a relationship and can be categorized into affective, normative and continuance commitment (Alcover et al., 2011; De Cuyper & De Witte, 2017). Ghorbanhosseini (2013) maintains that commitment refers to a three-component model, which can be categorized into affective, normative and continuance commitment. Stallworth (2008) considers the three types of commitment to be psychological states in which employees experience differing degrees and varying strengths. An employee's commitment is a concern to all organizations because it is linked to reduced turnover, increased knowledge sharing, increased organizational citizenship behaviours, higher acceptance of organizational change, ethical behaviour and reduced absenteeism.

According to Devece, Palacios-Marqués, and Alguacil (2016), organizational commitment is defined as the degree of identification and involvement that individuals have with their organization's mission, values, and goals. Organizational commitment is a multidimensional construct that comprises affective commitment, normative commitment, and continuance commitment. Affective commitment is the employee's emotional attachment to, identification with, and involvement in the organization. The continuance component is the commitment based on costs that the employee associates with leaving the organization, while the normative component is the employee's feelings of obligation to remain with the organization. That is, in normative commitment employee's have a feeling of moral duty to remain in the organization because they are obliged to do so (Mohamed & Anisa, 2012). Employees with a high level of normative commitment feel that they ought to remain with the organization by their belief that it is the right and moral thing to do. Unlike affective and

continuance commitments whereby the employees have personal interests guiding them in the organization; in normative commitment, the common goals or the core values of the organization supersede personal interests. Therefore, the study opted to address normative commitment as an indicator of employee commitment.

2.3.1 Content-Oriented Framework and Employee Commitment

A psychological contract is made up of transactional and relational contracts (Thomas, Ravlin, Liao, Morrell, and Au, 2016; Morrison and Robinson, 1997). The transactional contract is linked with short-term oriented financial liabilities and does not require a deep involvement in the relationship between the employee and the organization (Guchait, Cho & Meurs, 2015; Thomas et al., 2016). For instance, an organization pays the employee's salary or wages limited to their contributions in line with the job description. In contrast, relational elements are broader, long-term oriented liabilities and based on broader factors such as socio-emotional commitment and trust of the employees. Hassan et al. (2017) revealed that a relational contract has an impact on organizational commitment whereas no meaningful relationship exists between transactional psychological contract and organizational commitment. Therefore, a comparison of the values and commitment of the private sector, public sector, and public sector employee's research report would be useful in understanding how the employees in the public sector could also be made to improve their level of work value within Migori county government.

According to Meyer and Parfyonova (2010), a content-oriented framework strongly supports measurement of obligations levels, type of job content, nature of career development, type of management policies and type of observed internal relationship made by both the employer

and the employee. Furthermore, assessment of the features of the framework included a determination of the types of contracts that are more endorsed by the employee, to improve the services to the people. A relational contract establishes and maintains a relationship involving both monetizable and non-monetizable exchanges such as hard work, loyalty, and security (Guchait, Cho & Meurs, 2015). According to Conway and Briner (2008), differential employee reactions to under-fulfilment, fulfilment, and over-fulfilment of relational and transactional promises is a more central mechanism of relational, as opposed to transactional, psychological contract breach influences on temporary employees in Canada.

Engagement, attachment, loyalty, and belief in organizational values are concepts that have increasingly gathered acceptance as descriptions of employee commitment (Mullins, 2010). Conceptually, commitment must go both ways, as the organizational expectations must be clear to an employee for recognition and comprehension, but to also gain an emotional and behavioural reaction in turn. As such, commitment is considered relevant not only from the perspective of the benefitting organization but also the employee on the receiving side of said commitment.

According to Jiwen, Tsui, and Law (2009), employees in organizations are interested in solutions that allow them to create exchange mechanisms. There is always a possibility of unpacking employee responses to organizational exchange mechanisms. It was evident that employees preferred to work in environments where their roles were appreciated. This was important to this study as it would help explore if employees of the Migori County Government were being appreciated as a way of committing to their work. However, it was based on a survey model hence less comprehensive.

According to Schneider, González-Romá, and Ostroff et al. (2017), elements of psychological contracts are not new. Initial developments of contracts resulted from the need to create a framework for the implementation of employee's benefits in various organizations. The findings indicated that psychological contracts are important in every field of study. The study sought to explore and improve knowledge in the area of developmental psychological contracts. This was, however, based on a literature review model hence limitations from previous studies reviewed could affect inferencing.

The consequences of an employment psychological contract are important to both employees and employers. According to Cohen and Ehrlich (2019), the consequences of the psychological contract for the employment relationship are determinant factors in the realization of the organizational value in the process. It was established that relationships at the place of work could be useful in realizing work commitment. Despite being a large-scale survey, there is a need for the Migori County Government to consider these elements as key in the realization of organizational values in employee commitment levels.

According to Kanfer, Frese, and Johnson (2017), there is a need to ensure that there is a better understanding of motivation related to work. In addition, motivation to work is centrally pegged on finances and the creation of an enabling work environment (Mumbi, 2015; Meyer & Parfyonova, 2010). This was useful in understanding how county government employees could be motivated to do their work. Nevertheless, these were a review of milestones achieved through a century of progress in desktop-based research which could be limited in terms of precision and timeliness; besides, quality and availability of information may vary.

Luu (2019) found that service delivery in public organizations needed close monitoring. The findings could be relevant to examining service delivery focused on the mediating role of work engagement; this was, however, a survey-based study. Koskey and Njoroge (2019) further established that even county employees needed deliberate retention mechanisms. Hauff, Alewell and Katrin (2017) also found that enriching the workplace was a useful attribute of the organizational quality work delivery. These findings could be vital for application to Migori County Government.

According to Blau in Hu, Wang, Yang, and Wu (2014), transactional obligations are linked with the economic exchange, while relational obligations are linked with the social exchange. Unlike an economic exchange, a social exchange involves unspecified obligations. Fulfilling such obligations is always important for the development of trust. In most organizations, obligations are considered as the core of the psychological contract (Agarwal, 2011). Likewise, employers have expectations from their employees in terms of loyalty, engagement, and willingness to work (Tsui, Lin, & Yu, 2013).

In these obligations, a condition exists where both parties believe their expectations will be met (Tsui, Lin, & Yu, 2013). Perceived fairness or procedural justice is the individual's perception of fairness of rules and procedure which in turn determines the outcomes (Rosen et al., 2009). The employers must therefore ensure that they are fair in decision-making procedures; distribution of power and other processes to enable eliminating uncertainty and bias. In so doing, such employers can realize beneficial outcomes in the long term. This is true since not only the fairness of the outcomes is considered but it is of equal importance the fairness of the process through which the outcome was produced (Rosen et al., 2009).

Kotter (2013) indicates that a first attempt was made to measure its content. The items addressed gave in particular what an individual employee was expected to receive and what the organization expects to give. It was from such challenging conditions and interesting work, responsibility, recognition, salary and job security. In addition, he formulated and sought to specify what individuals are willing to offer and what the organization expects to receive, among which are include productive, innovative, organizing and planning, and supporting the company image.

Employee commitments in the work can also be understood from the elements of their levels of motivation. The need to motivate the employees is a vital element in organizations. According to Mumbi (2015), motivating employees were learning commitment in the post-downsizing era. The job satisfaction perspective can also be a useful tool to be deployed by stakeholders towards improving the level of employee commitments.

Different generations of workers have been established to have different levels of commitment. Lub, NijeBijvank, Matthijs, Blomme, and Schalk (2012) while focusing on possibilities of being different or alike among employees of different ages in the healthcare sector. It was important in exploring the psychological contract and commitment of different generations of hospitality workers. The study was, however, undertaken through a desktop research model. It found that different ages have different levels of commitments at work (De Simone, 2014; Lub et al., 2012).

2.3.2 Feature-Oriented Framework and Employee Commitment

According to De Cuyper and Isaksson (2017), enriching the works environment is a useful tool that improves the level of feature orientation of employees. This was, however, survey-

based research though the findings could improve the success of organizational values in Migori County. Morgeson, Mitchell and Liu (2015), also found that one of the key elements that could retain employees in the organizations was a development of a quality system. This was a useful addition to the current research as it examined the system realized in the organization as a useful tool to employee performance.

Macky, Gardner, Forsyth, Twenge and Campbell (2008) explored the generational differences in psychological traits and their impact on the workplace; conducted across different companies and societies, it emerged that people of different generations had differing levels of commitments at work. The findings further indicated that the success of employee commitments at places of work depends on how well the employees have been paired based on their ages.

Different generations of workers have been established to have different levels of commitment. Lub et al. (2012) while focusing on possibilities of similarity among employees of different ages in the healthcare sector. It found that different ages have different levels of commitments at work. It was important in exploring the psychological contract and commitment of different generations of hospitality workers. Nevertheless, the study was undertaken through the development of a desktop research model.

Accordingly, in a study by Gerber and Lange (2017) that focused on the measurement of internal customer satisfaction concerning facility management services in hospitals, it was found that there was a close link between employee commitment and customer satisfaction. Therefore, it would be a useful tool to add to the current solution where the need to have an

understanding of the county service delivery was dependent on the level of employee's motivation and commitments.

Similarly, Hassan, Abdul-Rahman and Basit (2017) in a study that focused on the impact of psychological contracts on organizational commitment revealed that the psychological contract of the employees was a vital tool that would be useful in the development of performance levels. This was a key addition to the current study in explaining how a study model would apply to the case of the county government employees.

Rather than focusing on the specific terms of a contract, feature-oriented framework measures address the characteristic properties that might be used to differentiate contracts regardless of their specific content (Gerber & Lange, 2017; Hassan, Abdul-Rahman & Basit, 2017). A feature-oriented framework has an important advantage over the content-oriented approach because it can be used to guide the development of general measures usable across situations. It can also help in clarifying the distinction between different types of contracts. The notion of a balanced contract has also been distinguished from others in terms of its features such as open-ended and specific (Ho et al. in McInnis et al., 2009). Although a feature-oriented approach cannot be substituted for an evaluation-oriented approach (fulfilment vs. breach), it might complement such an approach in explaining the nature of an employee's relationship with their organization including their commitment and their duration of employment. Duration of employment is conceptualized to affect how individuals perceive the bond with their employer (McInnis et al., 2009). This is imperative for this study as the County Government will be able to understand the basis and practicality of the interest of the employees.

Cohen and Ehrlich (2019) in their research of conceptualizing five dimensions of the feature-oriented psychological contract. The study stated that feature-oriented psychological contract was subjected to change as the employees advance in their employment status, based on how they perceive their relationship with the employer and the organization. While looking into empirical evidence on understanding how public servants differ in orientation and motives. These findings showed that fulfilment of the feature-oriented psychological contract is positively linked with organizational commitment, concluding that a psychological contract can be a platform for understanding the UK's public sector perception of the employment relationship. This can also be an aspect of reference to Migori County Government which is a public sector entity.

Cohen and Ehrlich (2019) developed a feature-oriented study of psychological contracts to theoretically identify and empirically investigate dimensions of the psychological contract. Agarwal (2011) in a study on organizational commitment in the Indian Information and Technology sector found that the psychological contract of employees in the Indian Information and Technology industry was positively and significantly correlated to their organizational commitment; this study could be relevant as it establishes a correlation in the variables of this case of Migori county government.

McDermott et al. (2013) sought to establish the relationship between psychological contracts, organizational commitment and employment characteristics in their research. It was found that level of perceived obligation in psychological contract impacts differently on three sub-dimensions of organizational commitment. Jabeen et al. (2015) found that both relational and transactional psychological contract is positively and significantly related to transactional leadership and organizational commitment with a conclusion that fair psychological contract

induces higher levels of organizational commitment (Jabeen et al., 2015). These findings are useful in forming a benchmark for the Migori County government in observing the levels of commitment of the employees.

According to Choi and Majumdar (2014) commitment is positively related to personal characteristics such as age, length of service in a particular organization (Johnson et al., 2010), and marital status has an inverse relation to the employee's level of education (Low, Bordia & Bordia, 2016).

According to McInnis et al. (2009), there are six bipolar feature dimensions of the psychological contract. These are tangibility, stability, scope, time-frame, symmetry and level. These dimensions reflect the degree to which employee perceives the contract as being individually or collectively established (McInnis et al., 2009). These dimensions could be important in identifying the delineation of Migori county government employees.

According to Karagonlar et al. (2016), a psychological contract has the trust of both parties in which some contracts must be accomplished, some contributions are needed, and some liability must be attained. Cassar and Briner (2011) revealed that over time, the psychological contract takes a particular model in the minds of employees and it guides the perception of employees about how to interpret the information received and how to react to the happenings in their surroundings. These findings could be key in the case of Migori County Government staff. The employer would be able to examine the trust and perception levels of the staff.

Researchers have utilized the concept of the psychological contract in a variety of ways (Lee & Lin, 2014); however, it is important to recognize that there are significant aspects of all definitions of psychological contract which include elements such as values, beliefs,

expectations, and aspirations of both the employee and employer. Relational contracts are broader, more amorphous, open-ended and subjectively understood by the parties to the exchange. They are concerned with the exchange of personal, socio-emotional, and value-based, as well as economic resources (Conway & Briner, 2008) and they, exist over some time. Relationships and relational issues such as obligations play an increasingly important role in economics and organizational behaviour (Guest, 2016; Lee & Lin, 2014). These could be of importance to Migori county staff to consider the development of the psychological contract over a while.

Transactional contracts are short term in nature and have specific objectives; an individual's identity is derived from their unique skills and competencies, those on which the exchange relationship itself is based. The organization only becomes a place for such contracts. It is useful to seek immediate rewards out of the employment situation, such as pay and credentials (DeCenzo *et al.*, 2016). According to Johnson *et al.* (2010), transactional contracts involve specific monetizable exchanges such as pay for attendance between parties over a specific period as in the case of temporary employment. Negotiation of transactional contracts is likely to be explicit and require formal agreement by both parties (Conway & Briner, 2008). Contrastingly, as per the above findings, transactional contracts are explicit and negotiated while the focus of the study was an implicitly unwritten contract.

According to Yuniawan *et al.* (2017), in a study in Indonesia, it was found that psychological contract as indicated by fulfilment of employees' needs and the establishing harmonious social relations is the impetus for the emotional attachment of employees with the organization. The challenging work is more likely to give attachment to employees with the values and goals of the organization, and the inspiration for achieving the organizational

goals. Studies indicate that organizational support from business owners significantly encourages the employees' positive commitment. This study could be of the essence for the current case of the Migori county government to assess the establishment of social and emotional attachments to the organization.

Employee commitments at the workplace can also be understood from the elements of their levels of motivation. The need to motivate the employees is a vital element in organizations. According to Mumbi (2015), a job satisfaction perspective is a useful tool that can be deployed by stakeholders towards improving the level of employee commitments. Migori county government needs to be committed to understanding how they would be involved in motivating the employees as a way of improving their levels of commitment.

2.3.3 Evaluation-Oriented Framework and Employee Commitment

There are different levels to which evaluation-oriented framework and employee commitment can be analysed in organizations. According to Robinson and Morrison in McInnis et al. (2009), evaluation-oriented framework measures assess perceptions of the fulfilment or breach of a contract. In most cases, the focus has been on employees' perception of fulfilment or breach on the part of the organization and its implications for employee attitudes and behaviour. Two commonly used forms of the breach measure are composite and global measures.

McDermott, Heffernan and Beynon (2013) established that the level of perceived obligation in the psychological contract has significant impacts on the three sub-divisions of organizational commitment: continuance, affective and normative commitment, as posited by Allen and Meyer. Jabeen, Behery and Elanian (2015) revealed that both relational and

transactional psychological contract is positively and significantly associated with transactional leadership and organizational commitment. The overall job satisfaction is dependent on the employees' assessment of their work and working conditions. These findings are expressive to this study to enable the county government to examine the levels of perceptions and types of transactions exhibited by the Migori county government staff.

The consequences of an employment psychological contract are important to the employees and employers. According to Cohen and Ehrlich (2019), the consequences of the psychological contract for employment relationship are determinant factors in the realizations of the organizational value in the process. It was indicated that relationships at the place of work could be useful in realizing work commitment; however, this was a large-scale survey. Migori county government could, therefore, consider these elements as key in the realization of the organizational values in employee commitment levels.

Cassar and Briner (2011) note that psychological contracts are never written and cannot be enforced in a court of law. Therefore, when either party or both breach their side of their 'bargain' they are likely to feel disappointed. A mutual misunderstanding leads to unhealthy frictions causing stress, recrimination and poor performance, and even termination due to poor performance. It thus has a powerful influence on the outcome of the employee-employer relationship. The difference between the psychological and formal contract is that the psychological contract tends to be implicit unlike formal contracts (Guest, 2016; Karagonlar et al., 2016). This study focuses on the psychological contract therefore the findings by these researchers could play an essential role in monitoring the breach of contract that may arise from either party.

Commitment is related to such job characteristics as task autonomy, feedback and job challenge and certain work experiences such as job security, promotion opportunities, training, and mentoring opportunities, and supportive and considerate leadership (Jain, Giga & Cooper, 2013).

According to Chan, Tong-Qing, Redman, and Snape (2006), organization, supervisor, co-workers and union have separate commitment foci. Besides, the relationship between commitment and outcome is stronger where the constituency of focus is matched. Nevertheless, this was a comparative study based on cultural and industrial relational contexts of two countries, hence detailed review was minimal.

According to Kakarika, González-Gómez, and Dimitriades (2017) through experimental and field studies found that workplace bullying caused a psychological breach in France and Greece. Besides, it emerged that implications of bullying were strongest among elderly women. In another study, Montgomery, Raju, Desai, and Unnava (2018) found that devoted consumers are normally more negative to in-contract violations because they normally have psychological contracts with certain brands; this results to lower trust in the given brand.

2.3.4 Moderating Influence of Leadership Style on Psychological Contract and Employee Commitment Relationship

The concept of leadership style helps identify the kinds of leader actions best aligned with strategy. It is also evident that the transformational leadership style is more of an influence in bringing in the element of commitment in employees. "Leadership consists of the method, not magic" (Breitsohl & Ruhle, 2013). Leadership and the different associated styles have an immense impact on how employees perform and grow, to lead positive organizational

outcomes ages, Leadership has been a subject of much debate and deliberation and how the different styles of leadership evoke different responses from followers. Incorporate context the dynamics of these two entities ‘the leader’ and ‘the led’ play a key role in shaping the destiny of the organization. In addition, organizations and their leaders have realized that research on organizational commitment has gained importance (Jaques, 2017) because of relationships between it and various measures of organizational efficiency and influence.

Mone and London (2018) aimed their research study at the level of trust that employees normally had in the leadership of their organization. The research thus developed context data on the trust in leadership: Meta-analytic findings and implications for research and practice. The study and review of the literature model further endeavoured and indicated in the findings that the higher the level of trust of employees in leadership, the higher the commitment (Mone & London, 2018). The research is useful in examining if Migori county government employees could develop high-level trust in the employer. Similarly, the research that was undertaken by Macky et al. (2008) explored the generational differences in psychological traits and their impact on the workplace. The study was conducted across different companies and societies indicated that people of different generations had differing levels of commitments at work. The study further indicated that the success of employee commitments at the place of work depends on how well employees were paired based on their ages. The age differences among the employees are also an important factor to consider based on the research (Macky et al., 2008).

Accordingly, Wang et al. (2011), sought to establish the extent to which transformational leadership and performance across criteria and levels influenced the level of job performance in India. It was found that the success of organizations was based on the kind of leadership

styles. This could apply to the context of Migori County where different kinds of leadership styles could influence the level of job commitments at work.

Values and commitments may also vary between the private and public sector employees. According to Lyons, Duxbury, and Higgins (2016), while using the desktop research model; it was reported that the level of work commitments in the private sector is different from the public sector. Those in the private sector were more committed to their work due to their proximity to the managers.

According to Van Prooijen and De Vries (2016), while looking at the implications of conspiracy beliefs on supervisors and managers mattered in settings of micro-level organizations. It emerged that conspiracy beliefs had different implications on organizations given that employees had various perceptions of the organization; thereby determining and influencing their commitment levels either positively or negatively. It was also revealed that participatory leadership was linked to lowered conspiracy beliefs of organizations; while laissez-faire leadership was linked to increased conspiracy.

While exploring influences of commitment of organizations on its association with leadership styles and performance of employees in public sector commission of Ghana; it emerged that leadership styles adopted to inculcate continuance commitment in organizations enhanced performance of employees. It was also found that high continuance commitment mediated the association of transactional and laissez-faire leadership styles, and the performance of employees (Donkor & Zhou, 2020). They further recommended that strategies inculcate continuance commitment by the public sector leadership.

Garg and Ramjee (2013) found that leadership styles significantly influenced levels of continuance, normative, and affective commitment in parastatals in South Africa. It also emerged that: transactional leadership enhanced normative commitment, laissez-faire leadership worsened affective commitment, while transformational leadership enhanced normative, continuance and affective commitment. Similar observations were made by Wiza and Hlanganipai (2014) while studying public learning institutions in South Africa, and Teshome (2013) while studying private learning institutions in Ethiopia asserting that effective leaders were enablers who points directly to committed and competent employees. Similarly, Clinebell, Skudiene, Trijonyte, and Reardon (2013) also revealed similar observations in a study on two subsidiaries of multinational organizations; and Mendis and Suranga (2017) who were studying a private insurance company in Sri Lanka.

In a study in the banking sector in Ghana, Tuffour, Gali, and Tuffour (2019) found that there was no significant difference between gender regarding demonstrating leadership styles. Contrary to most previous studies it was found that transformational, transactional and laissez-faire leadership had positive implications on employee commitment.

2.3.5 Research Gap

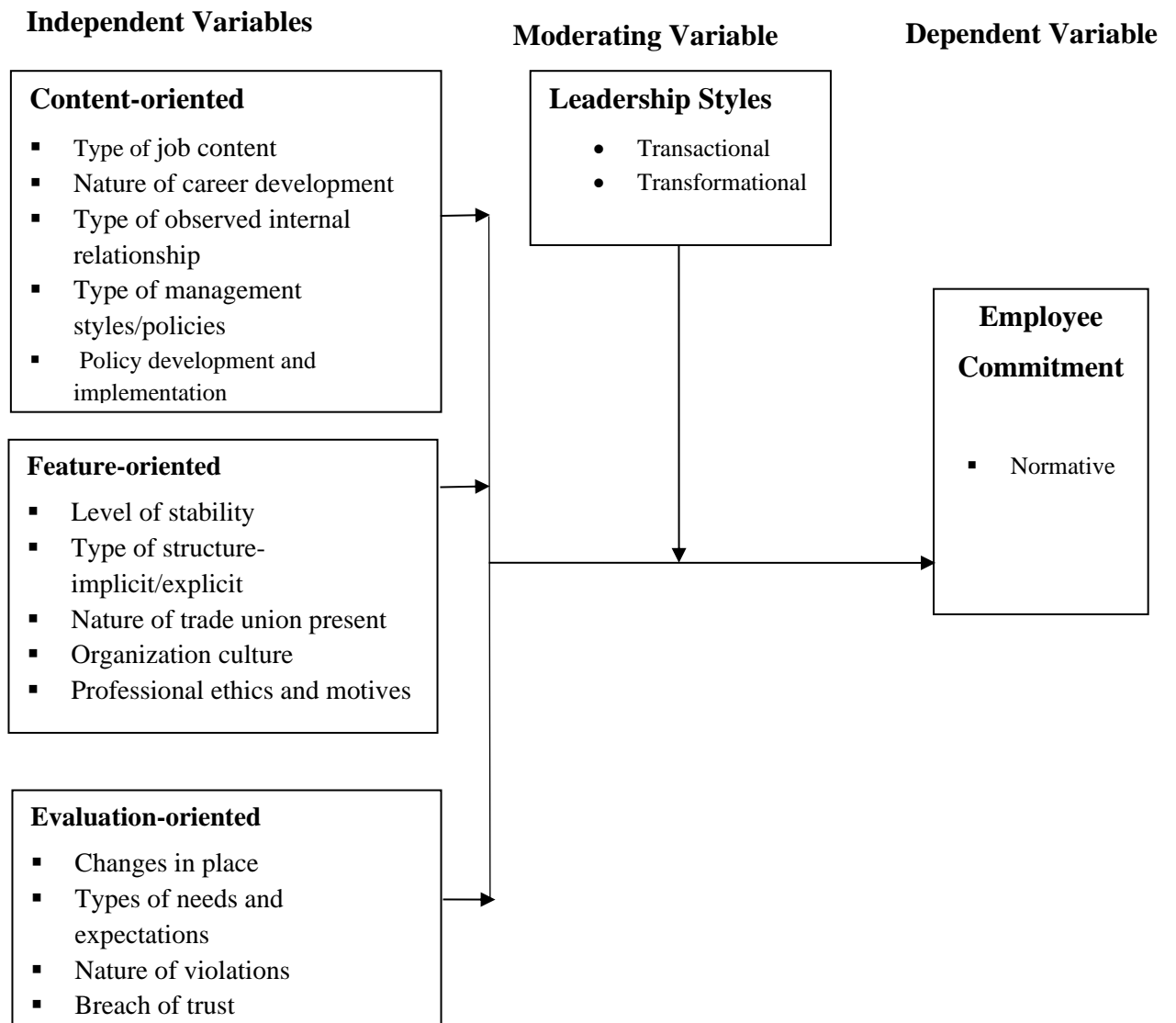
Based on the literature reviewed, the researcher found out that studies carried so far in Europe by Jakobsson (2018), in Australia by Nobile (2016), in China by Zhou et al. (2014), all had a wider geographic scope and worked with private organizations. It also emerged that most of the studies done such as Zhou et al. (2014), Lyons, Duxbury and Higgins (2016), Mumbi (2015), Meyer and Parfyonova (2010), Lub, NijeBijvank, Matthijs, Blomme, and Schalk (2012) were based desktop review hence limitations from the previous studies could affect

inferencing. A more closely related study which was carried in Kenya by Okoth (2012) and Wachira (2013) were done in the country's capital city (Nairobi) and not a remote county like Migori County. Furthermore, the county governments had just been operationalized and function not fully devolved to enable employees to have the full impact or reliable experience working with the county government. Thus, this study bridges this gap by providing first baseline information on the county employee's perception of the influence of the psychological contract on their work performance, after a considerable duration of time; seven years after devolution.

2.4 Conceptual Framework

The conceptual framework presents three key variable frameworks that form the core of this study; content-oriented, feature-oriented and evaluation-oriented frameworks. The content-oriented framework entails elements in the employee environment that dictate the level of work-related commitment, motivation and performance. These include the type of job content, level of obligations, nature of career development, type of management styles and type of observed internal factors. The feature-oriented framework comprises the level of stability, type of structure-implicit/explicit, nature of trade union present, type of culture/ethics and type of motives. According to Robinson and Morrison in McInnis et al. (2009), an evaluation-oriented framework measures perceptions of the fulfilment or breach of a contract. Evaluation-oriented framework endeavours to explore the effect of change in place or work environment on employee commitment. It also examines the effects of the variables such as type of need and expectations and nature of violations of ethical issues in the workplace on the employee commitment.

Figure 2.1: Conceptual Framework



Source: Author (2020), Rousseau and Tijoriwala (1999).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter explores the specification model, research design, area of study, population and sampling methods, the tools and techniques used in data collection and data analysis, validity and reliability of instruments and the ethical considerations of the study.

3.2 Model Specification and Assumption

A multiple regression model was used as it determines whether a group of variables together predict a given dependent variable (Mertler & Reinhart, 2016). The model separates each variable from the rest allowing each to have its coefficient describing its relationship to the dependent variable. Saunders, Lewis and Thornhill (2017) state that “multiple regressions are a statistical technique that can be used to explore the predictive ability of independent variables on one dependent measure”. It is further argued that the method is scientific as the data collected can be developed using systematic analysis (Mugenda & Mugenda, 2012). The model analyses the relationship existing between a dependent variable and one or several independent variables as used in the research study. It is thus generally assumed that the correlation between the independent and dependent variables are linear (Hair et al., 2009).

The research study was based on one multiple regression model to enabled the researcher to investigate the relationship between various measures of psychological contract and employee commitment as shown in model 1. Model 1 tested hypotheses 1-4. The research study had its basis on one key multiple regression model, which facilitated the investigation

of the relationship between various measures of psychological contract and employee commitment as well as the moderating effect of leadership styles on the relationship between psychological contract and employee commitment.

$$Y = \beta_0 + \beta_1 CO + \beta_2 FO + \beta_3 EO + \beta_4 L + \beta_5 CO * L + \beta_6 FO * L + \beta_7 EO * L + \varepsilon \dots \dots \dots \text{model 1}$$

Where: Y = dependent variable (Employee commitment).

β_0 = Constant or intercept refers to the value of the independent value when the value of the independent variable is zero.

β_{1-7} = Regression coefficient for each independent variable.

CO = Content -oriented framework

FO = Feature-oriented framework

EO = Evaluation-oriented framework

L = Moderating Variable (Leadership)

ε = Stochastic or disturbance term or error term.

3.2.1 Assumptions for the Model

To conclude a population based on a regression analysis done on a sample, several assumptions must be true (Berry, 1993). The study checked for the following two assumptions of multiple linear regressions: Independence of errors- that assumes that for any two observations the residual terms should be uncorrelated (or independent). This assumption was tested with the Durbin-Watson test, which tests for serial correlations between errors;

Multi-co linearity, which assumes that there should be no perfect linear relationship between two or more of the predictors. So, the predictor variables should not correlate too highly.

3.3 Research Instruments

A questionnaire was the main data collection tool used in the study. A questionnaire entails a formalized list of questions useful in soliciting information from respondents. It was mainly used to gather quantitative data from respondents. The nature of data collected guided the selection of the questionnaire and this was carried out collected quickly and efficiently as indicated by Mugenda and Mugenda (2012). It also facilitates data analysis, both descriptive and inferential analyses. The questionnaire comprised of close-ended questions based on a 5- point Likert scale. In the Likert scale, the arithmetic mean was used to get the index. The results obtained from primary data analysis were tested for correctness with the help of two parameters as validity and reliability.

3.3.1 Data Collection Procedures

The research instrument used for collecting primary data was a questionnaire, which is the most widely used data collection method in evaluation research. The Questionnaires used for the final data collection was close-ended.

Primary data was collected to facilitate understanding of the direct relationship between employees and employers. It also ensured no third-party interference as with the case of secondary data (Sekaran & Bougie, 2009). Data collection was done using structured questionnaires and administration achieved by hand delivery. Although mail delivery was fast and easy to collate, its limitations were that most of the county workers had no private mailboxes or reliable access to emails, which could have lowered response time and rate.

Hand delivery increased response rate and thus time and efficiency during data collection. Besides, it overcame challenges caused by the likelihood of some participants who could ignore the questionnaires hence leading to low response rate and biases of the results which could be difficult to trace.

3.3.2 Validity of the Research Instrument

Mugenda and Mugenda (2012) explain that instrument validity is attained when research instruments are accurate in measuring that which they are designed. Sekaran (2008) noted that the validity of the questionnaire data depends on a crucial way on the ability and willingness of the respondents to furnish the information requested and more so concerns the rate at which the test contents compare the domain of the content. The determination of research validity involved posing a series of standardized questions through the use of a questionnaire to the possible respondents in the sample.

Questionnaires are considered to lack validity for many reasons, as several respondents may lie or give a response that is desired. Reliable measurements instruments are free of random error. Therefore, validity is the degree to which an instrument or test measures what it needs to measure, such as content, criterion, logical or construct validity. Validity can also be used to denote the degree to which the scores from the test or instrument measure its purpose. The questionnaire was sent to some experts like the supervisors and other researchers to measure the content validity, and then it was modified based on the suggestions offered by the experts. This test of validity ensured that it was consistent with the objectives of the study and the research paradigm as suggested by Meyers and Welkom (2016).

The researcher prepared the research instruments, such that they were able to measure the target content. To further assess instrument content validity, the study computed the scale content validity index of the questionnaire. Items in the instrument were rated on a scale of 1- 5 in an item-rating continuum ranging from strongly agree to strongly disagree as espoused by Shrotryia and Dhanda (2019) where 5 was Strongly Agree, 4 was Agree, 3 was Neutral, 2 was Disagree and 1 was Strongly Disagree. The average scale validity index was later calculated using the ratio of a number of the ratings to the total number of items. An index of 0.80 was accepted by the researcher as recommended by Shrotryia and Dhanda (2019).

Construct validity was achieved by clustering questions around a few concepts and cross-loading of items with multiple factors kept minimal. Content validity was achieved by correlating the kinds of leadership styles provided by the Migori County Government and the level of work commitment by the county employees. Face validity was achieved by using the right tools, creating a table of specifications and handling the tools like questionnaires in the right manner so as not to create complications that can reduce the reliability of the instruments.

3.3.3 Reliability of the Research Instrument

Data reliability is a measure of internal consistency and average correlation. It is the extent to which a test, measurement process or research instrument generates a common result on repeated treatments or trials. Hooley (2008) states that reliability refers to the degree to which a measure yields stable and error-free results. In other words, reliability ensures the stableness of the measurement procedure. The process was treated as reliable since the measurement device stably assigned a similar score to objects or individuals with common values.

Reliability implies that scores of an instrument are stable and consistent thus ascertaining that the research instrument can be relied upon. A reliable score is reproducible and consistent. Research instrument reliability was measured using Cronbach’s Alpha coefficient; which was considered appropriate since the questionnaire was largely a psychometric instrument measuring the perceptions, opinions, and attitudes of the respondents. According to Hardy and Bryman (2009), Cronbach’s alpha index of 0.7 or higher is recommended in judging the reliability of a research instrument. Instrument reliability index of 0.789, 0.791, 0.784 and 0.794 was achieved for leadership styles, content-oriented, feature-oriented, and evaluation-oriented respectively; implying a high level of internal consistency for the scale with the sample data. The findings of reliability tests for each variable were as summarized in Table 3.1.

Table 3.1: Reliability Statistics

Variable	Cronbach’s alpha	No. of items
Content-oriented framework	0.791	5
Feature-oriented framework	0.784	5
Evaluation-oriented framework	0.794	4
Leadership style	0.789	4

Source: Researcher, 2020

3.4 Research Design

The study adopted an explanatory design. This design is explanatory as it “aims to establish the relationship between the independent and dependent variable, describing how they exist with each other while analysing the impact of individual variables on the dependent variable, making it fall under the category of explanatory research” (Deepthi & Baral, 2013; Agarwal, 2011). The quantitative method was adopted for the current research while the hypotheses

generated for this research were tested using inferential statistics to generalize the results. It was not feasible to undertake qualitative research since it was not founded on the exploration of the topic by an understanding of the individual participant's perception.

3.4.1 Target Population, Sampling Techniques and Sample Size

This section explores the target population, sampling techniques and sample size.

3.4.2 Target Population

Mugenda and Mugenda (2012) define a population as a well-defined set of people, services, elements and events, a group of things, a household that are under investigation Cooper and Schindler (2013) define primary data as information collected from literature, the internet, journals, databases, books, journals and report. Primary data can be both qualitative and quantitative. A population is the total collection of elements on which research is done. A target population thus is that population which the researcher wants to generalize results (Mugenda & Mugenda, 2012). The population of this study comprised employees of the Migori County government, both permanent and casual, whose number stood at 945 according to the County Human Resource record. Of this total, 54% were female employees while the other percentage, 46% were male employees (Ogoye, 2013). The summary is given in Table 3.2.

Table 3.2: Target Population

Cluster	Awendo	Uriri	Rongo	Suna East	Total
Top level cadre	20	15	10	20	65
Middle level	50	70	100	40	260
Lower level	100	200	150	170	620
Total	170	285	260	230	945

Source: Migori County HR Department (2020)

3.4.3 Sampling Techniques

The research applied a cluster sampling technique to select employees from the county government. Management levels were thus arrived at using the cluster sampling technique. The clusters included middle level and lower levels management divided into homogeneous yet internally heterogeneous groupings and thereafter selecting random groups (clusters) with systematic random sampling for data analysis.

3.4.4 Sample Size

According to Mugenda and Mugenda (2012), sampling refers to the act, process or technique of selecting a suitable representative part of the population for determining parameters to assume the whole. In other words, a sample is part of the whole population on which the study is done. A sample is the segment of the population that is selected for investigation.

Anderson and Maxwell (2016) suggested another simplified formula for the calculation of sample size from a population which is an alternative to Cochran's formula. According to him, for a 95% confidence level and, the size of the sample should be;

$$n = \frac{N}{1 + (e)^2}$$

Where N is the population size and e is the level of precision

This formula is used for a population, in which $N=945$ with $\pm 5\%$ precision. Assuming a 95% confidence level and $p = 0.05$, we get the sample size as

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{N}{1 + N(e)^2} = \frac{945}{1 + 945(0.05)^2} = \frac{945}{1 + 2.3625} = \frac{945}{3.3625} = 281$$

Mugenda and Mugenda (2012) note that at least 20% of the total population is sufficient in descriptive studies. For this study, a sample of 30% of the total population was thus considered sufficient and was used; therefore 281 respondents comprised the sample size for the study as shown in Table 3.3.

Table 3.3 Sample Size

Category	Population frequency	Sample size	Rongo	Awendo	Uriri	Suna-East
Top level Cadre	65	18	3	5	4	6
Middle level Cadre	260	78	30	15	21	12
Lower-level Cadre	620	185	44	30	60	51
Total	945	281	77	50	85	69

Source: Author (2020)

3.4.5 Pilot Test

This is a small-scale preliminary study conducted to assess the feasibility of the main study and helps in assessing the validity and reliability of the research instruments to be used, as well as the process considerations while administering the questionnaires. Pilot testing enabled the researcher to identify shortcomings that could occur, inadequacies of the research process, including any other challenges and issues that were likely to occur while conducting the research study. For determination of the research questionnaire reliability, the researcher conducted a pilot study with 10% of the total sample to whom the instrument was administered, representing 28 non-sampled respondents from three Sub-counties not selected for the study; Nyatike, Kuria East and Suna West. The number of respondents for a pilot study should be between 9% and 10% of the sample of the study (Hardy & Bryman, 2009).

The pilot study addressed broad concerns which included availability of the respondents, how their daily work schedules were respected, understanding of the items in the instrument, acceptability of the method used in data collection, willingness of the respondents to answer questions and how much time needed to administer the questionnaire.

3.5 Data Presentation and Analysis

3.5.1 Data Analysis

Data analysis refers to examining what had been collected in a study and making deductions and inferences (Donald & Deno, 2016). It involves uncovering underlying structures, extracting important variables, detecting any anomalies and testing any underlying assumptions. This study analysed data descriptively as well as using inferential statistics. The inferential statistics included Pearson correlation, T-test, and multi-linear regression analysis.

The study used descriptive statistics (frequencies, frequency percentages and mode) to identify the aggregate patterns in the study variables for a total of 281 observations. The views of the respondents were captured in a 5-point Likert scale to show their (respondents) level of agreement or disagreement to the statement where (5= Strongly Agree (SA), 4=Agree (A), 3=Neutral (N), 2=Disagree (D) and 1=Strongly Disagree (SD). The frequencies and Likert scales were thereafter used to compute the Relative Importance Index values of each statement in the independent variables using the formula;

$$\frac{5n_5+4n_4+3n_3+2n_2+1n_1}{A*N}$$

Whereby: n₁=number of respondents for strongly disagree,

n₂=number of respondents for disagree

n₃=number of respondents for neutral

n₄=number of respondents for agree

n₅=number of respondents for strongly agree

A=(Highest weight)=5 and N=(Total number of participants)=281

3.5.2 Data Presentation

The results were presented using frequency tables.

3.5.3 Measurements of Variables

The dependent variable was employee commitment which was measured by normative.

Independent Variable indicators were measured using an interval scale.

Table 3.4 Measurements of Variables

Variable	Measurement	Scale	Question number
Content-oriented	<ul style="list-style-type: none"> • Job content and terms are conducive • The management style plays a role in accommodating staff needs • There is an observed internal relation in the department • The policy development and implementation are inclusive • Career development of staff has increased the staff commitment 	Interval	2.0
Feature-oriented	<ul style="list-style-type: none"> • There is job stability in the department • The organization structure is both implicit/explicit • Trade Union presence plays a control role 	Interval	2.1
Evaluation-oriented	<ul style="list-style-type: none"> • Change in the department is professionally managed • Needs and expectations are considered • Violations in the department affect employee obligations • Breach of trust in the department impacts employees 	Interval	2.2
Employee commitment (Normative commitment)	<ul style="list-style-type: none"> • The employees are satisfied by the way the employer invests in them • The employees would like to pay back the organization for all the investments made in them in terms of training • The employee is positive about the organization's future • in the workplace • The employee would want to reciprocate to the employer for the fair treatment given to them 	Interval	1.2
Leadership Styles	<ul style="list-style-type: none"> • The employee enjoys the leadership style in place • The leadership style in the organization is professional • The employee has a chance to raise concerns to the leader • The leadership style in the organization considers employee's needs 	Interval	1.3

Source: Rousseau and Tijoriwala (1999)

3.5.4 Hypothesis Testing

Inferential statistics were used to test the study hypotheses. The study used a 95% confidence interval. A 95% confidence interval indicates a significance level of 0.05. This implies that for an independent variable to have a significant consequence on the dependent variable, the p-value ought to be below the significance level of (0.05). This model treated the psychological contract as the independent variable and employee commitment as the

dependent variable. To arrive at empirical conclusions tests of various hypotheses were done.

Table 3.5 indicates the summary of the research hypothesis, decision rule and the interpretation of the expected results.

Table 3.5 Hypothesis Testing

Hypothesis Statement	Type of Analysis	Decision Rule and Interpretation
H ₀₁ : There is no significant effect of the content-oriented framework on employee commitment of employees in the Migori County Government.	<ul style="list-style-type: none"> Regression-T- Test 	<ul style="list-style-type: none"> H₀₁: $\beta_1=0$ Ha: $\beta_1 \neq 0$ Reject H₀₁ if P-value is ≤ 0.05 at $\alpha=0.05$ otherwise fail to reject H₀₁
H ₀₂ : There is no significant effect of the feature-oriented framework on employee commitment of employees in the Migori County Government.	<ul style="list-style-type: none"> Regression-T- Test 	<ul style="list-style-type: none"> H₀₂: $\beta_2=0$ Ha: $\beta_2 \neq 0$ Reject H₀₂ if p-value ≤ 0.05 at $\alpha=0.05$ otherwise, fail to reject H₀₂
H ₀₃ : There is no significant effect of the evaluation-oriented framework on employee commitment of employees in the Migori County Government.	<ul style="list-style-type: none"> Regression-T- Test 	<ul style="list-style-type: none"> Ho: $\beta_3=0$ Ha: $\beta_3 \neq 0$ Reject H₀₃ if P-value is ≤ 0.05 at $\alpha=0.05$ otherwise fail to reject H₀₃
H ₀₄ : Leadership style has no statistically significant moderating effect on the relationship between psychological contract and employee commitment.	<ul style="list-style-type: none"> Regression-T- Test 	<ul style="list-style-type: none"> H₀₄: $\beta_5, \beta_6, \beta_7=0$ H_{a4}: $\beta_5, \beta_6, \beta_7 \neq 0$ Reject H₀₄ if p-value ≤ 0.05 at $\alpha=0.05$ otherwise fail to reject H₀₄.

Source: Researcher, 2020

3.6 Ethical Considerations

The ethical standards for this research were maintained by taking responsibility for the value of self-esteem and self-respect of the respondents. Statement of privacy and confidentiality was attached alongside the questionnaire for the participants to read, and accept or agree by signing. Responses remained private and confidential and for academic use only. The identity

of the respondents was concealed and anonymity was maintained. The researcher informed the respondents about privacy and confidentiality, the value of the study. The study was sensitive to human dignity. After a successful proposal presentation, the researcher sought an introductory letter from the School of Post Graduate studies Rongo University, which facilitated authorization by the national commission for science and technology and innovation (NACOSTI). The research assistants identified for the study were trained in the research tool to ensure accuracy and efficiency. Permission was obtained from relevant authorities before the start of the research. There was no discrimination of the respondents and foul language was avoided during the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Overview

This chapter presents the descriptive and inferential analysis of data in, data interpretation and discussions of the findings in line with research objectives. The chapter's sections included questionnaire response rate, diagnostic tests for the variables, models and the classical assumptions of regression analysis of the variable relationship. This chapter also presents an analysis based on key thematic and sub-thematic areas in line with the objectives of the study.

4.2 Response Rate

All the 281 questionnaires were duly filled and returned, thus, representing a 100% response rate.

4.2.1 Descriptive Analysis of content-oriented Framework

The content-oriented framework is defined as the examination of the content and interrelations among specific terms of the contract. This was the first variable that the study sought to achieve. Therefore, the participants were requested to give their opinions on their level of agreement or disagreement with the four statements of the content-oriented framework on a Likert scale of 1-5. The results were analysed and presented to show frequency and percentage for each response in each item as provided in Table 4.1.

Table 4.1: Content oriented framework

Statements	SA	A	N	D	SD	Total	N	A*N	RII	Rank	Mode
Job content and terms are conducive	76 (27%)	85 (30.2%)	62 (22.1%)	42 (14%)	16 (5.7%)	1006	281	1405	0.716	5	4
The management styles play a role in accommodating staff needs	104 (34%)	87 (31%)	53 (18.9%)	31 (11%)	6 (2.1%)	1095	281	1405	0.779	1	5
There is an observed internal relation in the department	89 (31.7%)	88 (31.3%)	61 (21.7%)	35 (12.5%)	8 (2.8%)	1058	281	1405	0.753	4	5
Policy development and implementation is inclusive	105(37.4%)	81 (28.8%)	52 (18.5%)	36 (12.8%)	7 (2.5%)	1084	281	1405	0.772	2	5
Career development of staff has increased staff commitment	96 (34.2%)	90 (32%)	60 (21.4%)	28 (10%)	7 (2.5%)	1083	281	1405	0.771	3	5

Source: Researcher, 2020

Five statements were developed to measure the extent to which a content-oriented framework influenced employee commitment in Migori County. From the results in Table 4.1, the majority of the respondents: 161(57.3%) agreed (mode=4) that job content and terms are conducive careers; 191(65%) agreed (mode =5) that management styles play a role in accommodating staff needs, 177(63%) agreed (mode=5) that there is an observed internal relation in the department, 186(66.2%) who agreed (mode=5) that policy development and implementation is inclusive and finally 186(66.2%) who agreed (mode=5) that career development of staff has increased staff commitment. From the relative importance index

values, it was apparent that the participants attached greater importance to management styles in accommodating staff needs as a factor that influences employee commitment (RII= 0.779).

4.2.2 Descriptive Analysis of Feature-Oriented Framework

Feature oriented framework is defined as examining the characteristics, attributes or dimensions of the contract. This was the second variable that the study sought to achieve; therefore, the participants were requested to give their opinions on their level of agreement or disagreement with the four statements of the feature-oriented framework on a Likert scale of 1-5. The results were analysed and presented to show frequency and percentage for each response in each item as provided in Table 4.2.

Table 4.2: Feature-oriented framework

Statements	SA	A	N	D	SD	Total	N	A*N	RII	Ran k	Mode
There is job stability in the department	86 (30.6%)	83 (29.5%)	52 (18.5%)	49 (17.4%)	11 (3.9%)	1027	281	1405	0.731	4	5
The organizational structure is both implicit/explicit	84 (29.9%)	84 (29.9%)	58 (20.6%)	42 (14.4%)	13 (4.6%)	1027	281	1405	0.731	4	4
Trade Union presence plays a control role	96 (34.2%)	90 (32%)	60 (21.4%)	28 (10%)	7 (2.5%)	1083	281	1405	0.771	2	5
Organizational culture is accommodative to all	92 (32.7%)	88 (31.3%)	61 (21.7%)	31 (11%)	9 (3.2%)	1066	281	1405	0.759	3	5
The department has embraced professional ethics and motives	99 (35.2%)	89 (31.7%)	57 (20.3%)	33 (11.7%)	3 (1.1%)	1091	281	1405	0.777	1	5

Source: Researcher, 2020

Five statements were developed to measure the extent to which feature-oriented framework influenced employee commitment in Migori County. From the results in Table 4.2, the majority of the respondents: 169 (60.1%) agreed (mode=5) that there is job stability in the department; 168(59.6%) agreed (mode =4) that the organizational structure is both implicit/explicit, 186(65.9%) agreed (mode=5) that Trade Union presence plays a control role, 180(64%) strongly agreed (mode=5) that organizational culture is accommodative to all and finally 188(66.9%) agreed that the department has embraced professional ethics and motives. From the relative importance index values, it was apparent that the participants attached greater importance to the department embracing professional ethics and motives as a factor influencing employee commitment (RII= 0.777).

4.2.3 Descriptive Analysis of Evaluation-Oriented Framework

An evaluation-oriented framework is defined as the measurement of the extent of the breach, adjustments/changes and fulfilment of the contract. This was the third variable that the study sought to achieve. Therefore, the participants were requested to give their opinions on their level of agreement or disagreement with the four statements of the evaluation-oriented framework on a Likert scale of 1-5. The results were analysed and presented to show frequency and percentage for each response in each item as provided in Table 4.3.

Table 4.3: Evaluation-oriented framework

Statements	SA	A	N	D	SD	Total	N	A*N	RII	Rank	Mode
Change in the department is professionally managed	94 (33.5%)	81 (28.8%)	59 (21%)	37 (13.2%)	10 (3.6%)	1006	281	1405	0.716	4	5
Needs and expectations are considered	84 (29.9%)	85 (30.2%)	59 (21%)	40 (14.2%)	13 (4.6%)	1095	281	1405	0.779	1	5
Violations in the department affects employee obligations	90 (31.9%)	88 (31.2%)	60 (21.3%)	33 (11.7%)	10 (3.5%)	1058	281	1405	0.753	2	5
Breach of trust in the department impacts on employees	85 (30.1%)	85 (30.1%)	62 (22.1%)	36 (12.8%)	13 (4.6%)	1055	28.1	1405	0.751	3	5

Source: Researcher, 2020

Four statements were developed to measure the extent to which Evaluation oriented framework influences employee commitment in Migori County. From the results in Table 4.3, the majority of the respondents: 175 (62.3%) agreed (mode=5) that Change in the department is professionally managed; 169 (60.1%) agreed (mode =5) that needs and expectations are considered, 178 (63.1%) agreed (mode=5) that violations in the department affect employee obligations and finally 170 (60.2%) who agreed (mode=5) that Breach of trust in the department impacts on employees. From the relative importance index values, it was apparent that the participants attached greater importance to needs and expectations being considered as a factor that influence employee commitment (RII= 0.779).

4.2.4 Descriptive Analysis of Employee Commitment

Employee commitment is defined as an Employee's willingness to stay in an organization and work hard to fulfil the obligations and represent the organization in the best light

possible; This was the dependent variable of the study; therefore, the participants were requested to give their opinions on their level of agreements or disagreements with the four statements of employee commitment on a Likert scale of 1-5. The results were analysed and presented to show frequency and percentage for each response in each item as provided in Table 4.4.

Table 4.4: Analysis of Employee Commitment

Statements	SA	A	N	D	SD	Tot	N	A*N	RII	Rank	Mode
I would like to payback for all investment to me in terms of training	74 (26.3%)	83 (29.5%)	77 (27.4%)	38 (13.5%)	9 (3.2%)	1018	281	1405	0.725	4	5
I would want to reciprocate for the fair treatment	80 (28.5%)	86 (30.6%)	78 (27.8%)	33 (11.7%)	4 (1.4%)	1048	281	1405	0.746	1	5
A career development including women is encouraged within the organization	103 (36.7%)	86 (30.6%)	61 (21.7%)	29 (10.3%)	2 (0.7%)	1102	281	1405	0.784	2	5
Breach of trust in the department impacts on employees	87 (31%)	90 (32%)	59 (21%)	41 (14.6%)	4 (1.4%)	1058	28.1	1405	0.753	3	5

Source: Researcher, 2020

Four statements were developed to measure Employee Commitment in Migori County. From the results in Table 4.4, the majority of the respondents: 157(55.8%) agreed (mode=5) that they would like to pay back the organization for all investment in terms of training as a sign of employee commitment; 166 (69.1%) agreed (mode =5) that they would want to reciprocate for the fair treatment, 189 (67.3%) agreed (mode=5) that a career development including women is encouraged within the organization and finally 177 (63%) who agreed (mode=5) that breach of trust in the department impacts on employees. From the relative importance

index values, it was apparent that the participants attached greater importance to career development including women being encouraged within the organization as a factor that influences employee commitment (RII= 0.784).

4.2.5 Descriptive Analysis of Leadership styles

Leadership styles refer to the art of motivating a group of people to act towards achieving a common goal. This was the moderating variable of the study; therefore, the participants were requested to give their opinions on their level of agreement or disagreement with the four statements of Leadership styles on a Likert scale of 1-5. The results were analysed and presented to show frequency and percentage for each response in each item as provided in Table 4.5.

Table 4.5: Analysis of Leadership styles

Statements	SA	A	N	D	SD	Tot	N	A*N	RII	Rank	Mode
The employees enjoy the leadership styles of the departmental heads/supervisors	94 (33.5%)	81 (28.8%)	59 (21%)	37 (13.2%)	10 (3.6%)	1055	281	1405	0.751	3	5
The leadership styles in the organization is professional and considers employees needs	97 (34.4%)	90 (32%)	60 (21.4%)	28 (10%)	7 (2.5%)	1088	281	1405	0.774	1	5
The employees have a chance to raise concern to the leaders	91 (32.4%)	88 (31.3%)	60 (21.4%)	33 (11.7%)	10 (3.6%)	1063	281	1405	0.757	2	5
The leadership styles in the organization considers employees needs	86 (30.6%)	83 (29.5%)	57 (20.3%)	43 (15.3%)	13 (4.6%)	1032	28.1	1405	0.735	4	5

Source: Researcher, 2020

Four statements were developed to measure Leadership styles in Migori County. From the results in Table 4.5, the majority of the respondents: 175(62.3%) agreed (mode=5) that employees enjoy the leadership styles of the departmental Heads /Supervisors; 187 (66.4%) agreed (mode =5) that the leadership styles in the organization is professional and considers employees' needs, 179 (63.7%) agreed (mode=5) that the employees have a chance to raise concerns to the leaders and finally 169 (60.1%) who agreed (mode=5) that the leadership styles in the organization consider employees' needs. From the relative importance index values, it was apparent that the participants attached greater importance to professional leadership styles in the organization which considers employees needs as a factor that influences employee commitment (RII= 0.774).

4.3 Tests of Statistical Assumption of Regression

Regression analysis requires that certain assumptions be met before subsequent analysis is done. In particular, the following assumptions were tested;

4.3.1 Test for Multi-co linearity of Independent Variables

Variance inflation factor (VIF) and tolerance were used to test for multi-collinearity in the predictor variables. A tolerance of below 0.1 or a VIF greater than 10 or a correlation coefficient above 0.8 is regarded as indicative of serious multi-collinearity problems (Field, 2009). The collinearity statistics results are presented in Table 4.6.

Table 4.6: Collinearity Statistics for predictor variables

Variable	Tolerance	VIF
Content-oriented framework	0.869	1.151
Feature-oriented framework	0.968	1.033
Evaluation-oriented framework	0.972	1.029
Leadership styles	0.857	1.167

Source: Research data, (2019).

From Table 4.6, the tolerances were all above 0.1, the Variance Inflation Factors (VIF) were also all below 10. All the variables under the study were therefore deemed not to exhibit Multi-collinearity and were considered fit for analysis.

4.3.2 Test for independent errors in the model

A Durbin-Watson test was used to check whether the residuals in the model are independent (errors are autocorrelated with themselves). As a conservative rule, test statistic values in the range of 1.5 to 2.5 are relatively normal. Values outside of this range could be cause for concern. Field (2009) suggests that values under 1 or more than 3 are a definite cause for concern. The findings are presented in Table 4.7.

4.4 Correlation Statistics

In this section, Pearson correlation results for the independent variables, dependent variable and moderating variable are discussed. The independent variables were content-oriented framework, feature-oriented framework, evaluation-oriented framework while the dependent variable was employee commitment. Leadership styles were the moderating variable. Table 4.7 presents the Pearson correlation coefficients results for the various variables.

Table 4.7: Correlation coefficient results of psychological contract factors on Employee commitment

	[1]	[2]	[3]	[4]	[5]
[1] Content-oriented framework	1	0.111	0.264**	0.310**	0.340**
[2] Feature-oriented framework		1	0.519**	0.452**	0.289**
[3] Evaluation-oriented framework			1	0.762**	0.235*
[4] Leadership style				1	0.275**
[5] Employee commitment					1

Source; Author (2020)

The results from Table 4.8 show that all the Psychological contract factors as well as leadership style were positively and significantly correlated with Employee commitment; (r=0.340; P-value 0.000<0.05 for content-oriented framework, r= 0.289; P-value 0.000<0.05 for feature-oriented framework, r=0.235; P-value 0.000<0.05 for evaluation-oriented framework, r=0.275; P-value 0.000<0.05 for leadership styles). The findings resemble those of Jiang (2014) who also established the presence of a relationship between Psychological contract factors and employee commitment.

4. 5 Test of Hypotheses

To test the various hypotheses, the various predictor variables were regressed against the response variable (employee commitment). The results are presented in Table 4.6. The t-statistic was used to test the significance of the regression models (Blackwell III, 2005). To test the hypothesis, the t-test was used to test the significance of the regression parameters at $\alpha=0.05$ significance level. the F-statistics tests the hypothesis that the joint significance of all explanatory variables is equal to zero. F-statistics were significant (*p-value*<0.05) and therefore there was a regression relationship in the variables in the model.

4.5.1 Effect of Content-oriented framework on employee commitment

The study sought to test the first hypothesis that there is no statistically significant relationship between Content -oriented frameworks and Employee commitment. The test of $\beta_1=0.246$ (coefficient of the content-oriented framework) statistics revealed that there was sufficient evidence that Content oriented framework was significantly related to Employee Commitment (Value of test statistics: $t=6.036$; $p\text{-value}=0.000$). This led to the rejection of the null hypothesis and adoption of the alternative hypothesis that there was a significant relationship between content-oriented framework and employee commitment. This implies that the relationship between content-oriented framework and employee commitment becomes stronger. These findings concur with the observations made by Hauff, Alewell and Katrin (2017) that a content-oriented framework leads to positive employee commitment in an organization. This was relevant to the current research as it helps to cement the implication of psychological contracts as a way of improving the success of commitments among the Migori county government employees hence consistent with findings by Ostroff et al. (2017).

4.5.2 Influence of feature-oriented framework on employee commitment

The study sought to test the second hypothesis if there was sufficient evidence at the 5% significance level to infer that the feature-oriented framework is related to Employee Commitment. The test of $\beta_2=0.238$ (coefficient of Feature oriented framework) statistics revealed that there was sufficient evidence that feature-oriented framework was significantly related to Employee Commitment (Value of test statistics: $t=5.044$; $p\text{-value}=0.000$). This led to the rejection of the null hypothesis and adoption of the alternative hypothesis that there was a significant relationship between the feature-oriented framework and employee

commitment. This implies that the relationship between feature-oriented framework and employee commitment becomes stronger. These findings concur with observations made by Hassan, Abdul-Rahman and Basit (2017) that the feature-oriented framework leads to positive employee commitment in an organization.

4.5.3 Effect of the evaluation-oriented framework on employee commitment

The study sought to test the third hypothesis if there was sufficient evidence at the 5% significance level to infer that the evaluation-oriented framework is significantly related to Employee Commitment. The test of $\beta_3=0.188$ (coefficient of Evaluation oriented framework) statistics revealed that there was sufficient evidence that Evaluation oriented framework was significantly related to Employee Commitment (Value of test statistics: $t=4.039$; $p\text{-value}=0.000$). This led to the rejection of the null hypothesis and adoption of the alternative hypothesis that there was a significant relationship between the evaluation-oriented framework and employee commitment. This implies that the relationship between the evaluation-oriented framework and employee commitment becomes weaker. These findings concur with the findings by McDermott, Heffernan and Beynon (2013) that the evaluation-oriented framework leads to positive employee commitment in an organization.

4.5.4 Moderating influence of leadership style on the relationship between psychological contract and employee commitment

The study sought to test the fourth hypothesis if there was sufficient evidence at the 5% significance level to infer that leadership style moderates the relationship between psychological contract and employee commitment.

The test of $\beta_4=0.231$ (coefficient of leadership styles) statistics revealed that there was sufficient evidence that leadership style moderates the relationship between psychological contract and employee commitment (Value of test statistics: $t=4.782$; $p\text{-value}=0.000$). While tests statistics of $\beta_5=0.368$ (coefficient of leadership styles and content-oriented framework; Value of test statistics: $t=4.750$; $p\text{-value}=0.000$), $\beta_6=0.326$ (coefficient of leadership styles and feature-oriented framework; Value of test statistics: $t=4.750$; $p\text{-value}=0.000$) revealed that there was sufficient evidence that leadership style positively moderates the relationship between content-oriented and feature-oriented framework and employee commitment. On the other hand, test statistic of $\beta_7= -2.58$ (coefficient of leadership styles and evaluation-oriented framework; Value of test statistics: $t=4.782$; $p\text{-value}=0.000$) revealed that there was sufficient evidence that leadership style negatively moderates the relationship between evaluation-oriented framework and employee commitment. The null hypothesis was thus rejected and the alternative hypothesis adopted; implying that there was a significant moderating influence of leadership style on the relationship between psychological contract and employee commitment. This, therefore, suggests that for content-oriented framework and feature-oriented framework the moderation was positive and made the relationship stronger. However, for the evaluation-oriented framework, the moderation was negative and made the relationship weaker.

The study findings to this study implied that there was a significant moderating influence of leadership on the relationship between psychological contract and employee commitment. This led to the rejection of the null hypothesis and adoption of the alternative hypothesis that there is a significant moderating influence of leadership on the relationship between

psychological contract and employee commitment. The findings resemble those of Jiang (2014) who also established the presence of a relationship between feature-oriented framework and employee commitment (regression results presented in Table 4.6). Accordingly, Wang, Oh, Courtright and Colbert (2011), established the extent to which transformational leadership and performance across criteria and levels could influence the level of job performance in India. The research indicated that the success of the organizations was based on leadership styles. This would apply to the context of Migori County where the different kinds of leadership styles may influence the level of job commitments at work. The regression coefficient is presented in Table 4.8.

Table 4.8: Regression model coefficient results**Dependent Variable- Employee Commitment**

Variable	Coefficient	Sig.(2-tailed) (<i>p-values</i>)
Constant	2.016 (8.923)	0.000
COF	0.246 (6.036)	0.000
FOF	0.238 (5.044)	0.000
EOF	0.188 (4.039)	0.000
LS	0.234 (4.782)	0.000
LS*COF	0.368 (4.750)	0.000
LS*FOF	0.326 (3.217)	0.000
LS*EOF	-0.258 (-2.529)	0.012
R	0.432	
R square	0.186	
SE estimate	0.45634	
Prob (F-statistics)	0.000	
F statistic (df1, df2)	15.788(4,276)	
Durbin Watson D	1.860	

Source: Author, 2020

The results from Table 4.8 shows that Model 1 without the moderating influence of Leadership styles term predicted up to 18.6 % of the variance in Employee commitment which was statistically significant ($p\text{-value}=0.000<0.05$).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This chapter presents a summary of findings, conclusions and recommendations.

5.2 Summary of Findings

This section summarizes the findings of the study. This study was based on the influence of psychological contract factors, leadership style on employee commitment had four objectives which were developed into hypotheses and tested using regression analysis. The section presents the key findings of the study based on the objective of the study.

The first research objective sought to establish the extent to which content-oriented frameworks influence employee commitment in Migori County. The first independent variable was the content-oriented framework. This framework comprises; job content and terms, management styles, observed internal relation, policy development and implementation and career development of staff. The study found that the majority of the respondents agreed that a content-oriented framework influenced employee commitment in Migori County. There was a statistically significant relationship between content-oriented framework and employee commitment. This led to the rejection of the null hypothesis and adoption of the alternative hypothesis that there was a significant relationship between content-oriented framework and employee commitment. These findings concur with observations made by Hauff, Alewell and Katrin (2017) that a content-oriented framework leads to positive employee commitment in an organization.

The second objective sought to establish the extent to which Feature-oriented framework influences employee commitment in Migori County. This framework includes; job stability, organization structure, presence of trade union, accommodative organizational culture and professional ethics/motives. The study found that the Feature-oriented framework was significantly related to Employee Commitment. This led to the rejection of the null hypothesis and adoption of the alternative hypothesis that there is a significant relationship between a Feature-oriented framework and employee commitment. These findings concur with observations made by Hassan, Abdul-Rahman and Basit (2017) that a Feature-oriented framework leads to positive employee commitment in an organization.

The third objective sought to establish the extent to which an Evaluation-oriented framework influenced employee commitment in Migori County. This framework includes; change management, needs and expectations, violation in the department, and breach of trust. The study found out that Evaluation -oriented framework was significantly related to Employee Commitment. This led to the rejection of the null hypothesis and adoption of the alternative hypothesis that there is a significant relationship between the Evaluation -oriented framework and employee commitment. These findings concur with the findings by McDermott et al. (2013) that an evaluation-oriented framework leads to positive employee commitment in an organization.

The fourth research objective was to determine the moderating influence of leadership styles on the relationship between psychological contract framework and employee commitment. The study findings further revealed that there was a significant moderating influence of leadership styles on the relationship between evaluation-oriented framework and employee commitment. This led to the rejection of the null hypothesis and adoption of the alternative

hypothesis that there is a significant moderating influence of leadership style on the relationship between psychological contract and employee commitment.

5.3 Conclusions

This section presents the conclusions of the study. The purpose of this study was to examine the extent to which psychological contract frameworks influenced employee commitments.

To begin with, the study concluded that there was a significant influence of a content-oriented framework on employee commitments.

Secondly, the study concluded that there was a significant influence of a feature-oriented framework on employee commitments.

Thirdly, the study concluded that there was a significant influence of an evaluation-oriented framework on employee commitments.

Fourth, the study concluded that there was a significant moderating influence of leadership styles on the relationship between psychological contract and employee commitment.

5.4 Recommendations

Given these results, the empirical research that links psychological contract to employee commitment, the following recommendations are offered to assist management to clarify and sustain the psychological contract.

To begin with, Content-Oriented framework indicators should be applied in the recruitment and orientation during recruitment processes namely; interviews, Human Resource Management personnel should clearly and honestly communicate the responsibilities and

expectations of the employee, as well as those the organization will give in exchange, in terms of psychological contract and employee commitment. Besides, Migori County Government and the employees should strive to co-exist in unity by avoiding violations and breach of trust which in turn may affect the relationship and levels of commitments.

Secondly, about the feature-oriented framework, Migori County Government should ensure its employees are well informed and assured of stability levels of the employment, the organizational structure and given the freewill to join and take part in trade union activities, as outlined in the feature-oriented indicators. Besides, rules, policies and procedures should be based on the foundation of distributive, procedural and interactional justice.

Thirdly, regarding the evaluation-oriented framework, realistic job previews that contain a detailed description of relevant job aspects, including negative as well as positive features, will contribute to the formation of pragmatic psychological contracts and reduce turnover.

Fourth, there is a need for the leadership styles of the Migori County Government to provide a conducive environment for their employees' growth and development.

The general recommendation is that Migori County Government should conduct semi-annual surveys on employees' psychological contracts.

5.5 Suggestions for further research

The study suggests that a combined approach of content-oriented, feature-oriented and evaluation-oriented frameworks be combined and researched on their influence on employee commitment rather than treating them independently.

Secondly, the study suggests that research be undertaken to establish the influence of psychological contract on combined frameworks of commitment namely; normative, affective and continuance.

5.6 Contributions of Finding to Theory and Practice

The findings from this study contribute to the human resource body of knowledge by providing insight on the satisfaction of employees' psychological contract as well as help in enhancing the delivery of services to citizens which is realized when employees are morally obliged to the organization's mandate.

Secondly, the study contributes to the existing body of knowledge by providing more insights into human resource development. This was by bringing an iota of knowledge on psychological contract and employee commitment.

Thirdly, the findings contribute to the improvement of perceptions of both employer and employee. It provides a level playground for stakeholders on matters of psychological contract and employee commitment. Therefore, both parties should discuss it openly during the recruitment process.

The study further contributes to the improvement of relationships between the employer and employee due to mutual understanding heightened in both parties.

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APPENDICES

APPENDIX I: Introduction Letter to Respondents

Department of Business Studies

School of Business

Rongo University,

P.O. Box 104-40404

Rongo.

June 2019.

Dear Respondent,

My name is Judith Kajo. I am pursuing a Master Degree in Business Management at the Department of Business Studies at Rongo University. As part of my academic program, I am conducting a study on Psychological contracts and Employee Commitment. The purpose of this study is to establish the influence of psychological contracts on employee commitment at the Migori County Government. You have been identified as a potential respondent in this research. Please respond to all questions, using your best estimates. Your responses will be **COMPLETELY CONFIDENTIAL**.

Thank you in advance for your attention and I would appreciate working with you to make this study successful.

Yours Faithfully,

Judith Kajo

APPENDIX II: Research Questionnaire

The questionnaire is intended to collect information related influence of psychological contracts on employee commitment at the Migori County Government. Please be assured the information you provide will be used solely for academic purposes and will be treated confidentially.

Number Variable	Measurement scale	Question number
Content-oriented	Interval	2.0
Feature-oriented	Interval	2.1
Evaluation-oriented	Interval	2.2
Employee commitment (Normative)	Interval	1.2
Leadership Styles (Transactional and Transformational)	Interval	1.3

SECTION ONE: PSYCHOLOGICAL CONTRACT

2.0.Content-oriented framework

Place a ✓ in the appropriate box

Key: 5=SA Strongly Agree 4=A Agree 3:N:=Neutral 2:D=Disagree:1:SD=Strongly Disagree

STATEMENT	SA	A	N	D	SD
Job content and terms are conducive					
Career development of staff has increased staff commitment					
There is an observed internal relation in the department					
The policy development and implementation is inclusive					
The management styles in the department is employee-oriented					

2.1 Feature-oriented framework

Place a \checkmark in the appropriate box

Key: 5=SA Strongly Agree 4=A Agree 3: N: =Neutral 2:D=Disagree:1:SD=Strongly Disagree

STATEMENT	SA	A	N	D	SD
There is job stability in the department					
The organizational structure is both implicit/explicit					
Trade Union presence plays a control role					
Organizational culture is accommodative to all					
The department has embraced professional ethics and motives					

2.2 Evaluation-oriented framework

Place a \checkmark in the appropriate box

Key: 5=SA Strongly Agree 4=A Agree 3: N:=Neutral 2:D=Disagree:1:SD=Strongly Disagree

STATEMENT	SA	A	N	D	SD
Change in the department is professionally managed					
Needs and expectations are considered					
Violations in the department affects employee obligations					
Breach of trust in the department impacts on employees					

SECTION TWO: EMPLOYEE COMMITMENT

1.1 Employee Commitment

Place a √ in the appropriate box

Key: 5=SA Strongly Agree 4=A Agree 3: N: =Neutral 2: D=Disagree:1:SD=Strongly Disagree

STATEMENT	SA	A	N	D	SD
I pay back the organization for all the investments it has made in me in terms of training					
I reciprocate to the employer for the fair treatment given to me					
A career development that includes women is encouraged within our organization.					
The organization's training and development program is developed to meet the requirements of all staff.					
I am positive about the organization's future in this workplace					

1.2 Leadership Styles

Place a \checkmark in the appropriate box

Key: 5=SA Strongly Agree 4=A Agree 3: N: =Neutral 2: D=Disagree:1:SD=Strongly Disagree

STATEMENT	SA	A	N	D	SD
The employee enjoys the leadership style in place					
The leadership style in the organization is professional					
The employee has a chance to raise concerns to the leader					
The leadership style in the organization considers employee's needs					