THE EFFECT OF EMPLOYEE PARTICIPATION ON ORGANISATIONAL COMMITMENT IN STATE CORPORATIONS IN KENYA: A CASE OF THE NATIONAL MUSEUMS OF KENYA.

PATRICK KIMATHI MANENE

C153/CTY/PT/26937/2011

RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HUMANITIES AND SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF PUBLIC POLICY AND ADMINISTRATION, KENYATTA UNIVERSITY

JUNE 2016
DECLARATION
This project is my original work and has not been presented for a degree in any other university. All references made to works of other persons have been duly acknowledged.

SIGNATURE…………………………………DATE…………………………
PATRICK KIMATHI MANENE
C153/CTY/PT/26937/2011

SUPERVISOR’S DECLARATION
This project has been submitted for examination with our approval as University supervisors.

SIGNATURE…………………………………………DATE…………………………
DR. PETER KIIRU KARIUKI

SIGNATURE ……………………………………………DATE…………………………
PROF. DAVID M. MINJA
ABSTRACT
The current dynamic working environment and stiff competition in the market necessitates that organization adopt flexible, adaptive and competitive techniques to be able to adjust to dynamism in market conditions. Employees are the most key asset in any organization and its prospect success depends on more involvement of their employees to stir creativity and innovation. Involving employees can improve the organization in many ways like in creativity, changes in behaviour at work, and workplace decision making. In spite of the increased demand for employees’ commitment to the organizations objectives, employees’ participation and involvement in the development and implementation of the organizations systems, programs and processes well executed in most state corporations. The main objective of this study was to investigate the effects of employee participation on organizational commitment. The study was informed mainly by three theories namely; Agency theory, Kanter’s theory on structural empowerment and Edgar Schein Organisational Culture theory. The study adopted a descriptive research design. The population of the study comprised 550 employees working in National Museums of Kenya Nairobi County. The study used stratified random sampling because it enabled generalization of larger population. A questionnaire was used to collect data. The data was analyzed using SPSS Version 22 and used descriptive statistics and Multiple Regression analysis to determine the effects of employees’ participation on organizational commitment in State Corporations in Kenya. The findings were presented using tables, percentages, tabulations, means and other central tendencies. The study found out that employee participation is highly practised in National Museum through team’s encouragement in production of output, timely communication to employees, consultation on allocation of duties and timely adherence to policies regarding welfare of the employees. On individual and supervisor support the study found out that employees are left to work without interference, supervisors are available for employees to discuss their concerns, worries and suggestions and employees are given opportunity to solve problems connected with their work. Organizational justice was undertaken in the National Museums through employees being given autonomy and freedom in their work, supervisor informs employees thoroughly on issues that concern them and that employees are treated with trustworthiness. The regression equation shows that employee participation, individual and supervisor involvement and organizational justice influence organizational commitment of employees in National Museums of Kenya.
DEDICATION

This research project is dedicated to my dear and loving wife Caroline Kagwiria, my son Kirimi, my two daughters Kanana and Kinya. Further, my parents Mr & Mrs Festus Manene and Mother-in-law Mary R. Arimi whose support and encouragement made my study a success.
ACKNOWLEDGEMENT
The process of this master’s project writing has been a wonderful learning experience in my academic life. It was filled with challenges and wonderful rewards. The completion of my present study leads to a new beginning and a step forward in my endeavors.

First and foremost I am grateful to God almighty the one above all, who has always been there in my endeavors in life including this study and giving me the grace, patience, wisdom, and knowledge.

My profound gratitude goes to my supervisors Dr. Peter Kariuki and Prof. David Minja for their insightful guidance it is through it that I was able to complete this great task. I am thankful for the corrections they made on my drafts, their continuous encouragement, support and guidance in writing this project. I thank also Head of Department of Public Policy and Administration Dr. Felix Kiruthu for his academic and general guidance concerning the course.

I am grateful to my employer, the National Museums of Kenya for the necessary support to undertake this study particularly Director General Dr. Mzalendo Kibunjia, Mr. S. Ongalo and work place supervisor Dr. Purity Kiura.

I am also indebted to my MPPA course lecturers, fellow course mates, my family, Workmates and friends whom I may not mention in person for their material and moral support which enabled me clear my MPPA course successfully.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>DJ</td>
<td>Distributive justice</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>NMK</td>
<td>National Museums of Kenya</td>
</tr>
<tr>
<td>OC</td>
<td>Organizational Commitment</td>
</tr>
<tr>
<td>OCB</td>
<td>Organizational Citizenship behaviour</td>
</tr>
<tr>
<td>POS</td>
<td>Perceived organizational support</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical package for social sciences</td>
</tr>
</tbody>
</table>
OPERATIONAL DEFINITION OF TERMS

Organization: It is a legally incorporated entity such as an institution or association, which has a collective-goal and is linked to an external environment.

Organizational commitment: The study utilises definition by Buchanan 1994 which measured organisation commitment to include involvement, loyalty to the organisation and employee’s identification.

Organizational justice: Refers to employee perceptions of fairness in the workplace.

Participation/ Involvement: Entails psychological and physical inclusiveness of employees into making decisions regarding processes and programs.

Procedural justice: Entails fairness and perceptions that are likely to influence results of the organisations.

Informational justice: Entails fairness and perceptions that relates to accounts provided by justice-related events.

Interpersonal justice: Entails fairness and reflects perceptions of interpersonal interactions and treatment.
# TABLE OF CONTENTS

DECLARATION ......................................................................................................................... ii  
ABSTRACT ............................................................................................................................. iii  
DEDICATION ........................................................................................................................... iv  
ACKNOWLEDGEMENT ........................................................................................................ v  
ACRONYMS AND ABBREVIATIONS .................................................................................... vi  
OPERATIONAL DEFINITION OF TERMS .......................................................................... vii  
TABLE OF CONTENTS .......................................................................................................... viii  
LIST OF FIGURES ................................................................................................................ xii  
LIST OF TABLES .................................................................................................................. xiii  

CHAPTER ONE : INTRODUCTION .......................................................................................... 1  
1.1 Background ...................................................................................................................... 1  
  1.1.1 Employee participation and organizational commitment ........................................... 3  
  1.1.2 National Museums of Kenya ....................................................................................... 5  
1.2 Statement of the Problem ............................................................................................... 6  
1.3 Objectives of the study ................................................................................................... 7  
  1.3.1 Research Questions .................................................................................................. 8  
  1.4 Research Assumptions ................................................................................................. 8  
  1.5 Justification and Significance of the Study ................................................................. 8  
1.6 Limitations of the study ............................................................................................... 9  
1.7 Scope of the Study ........................................................................................................ 10  

CHAPTER TWO : LITERATURE REVIEW ............................................................................ 11  
2.0 Introduction .................................................................................................................. 11  
2.1 Empirical Review ....................................................................................................... 11  
  2.2 Theoretical Review .................................................................................................... 13
3.2 Research site ........................................................................................................... 30
3.3 Target population ................................................................................................. 30
3.4 Sample Size and Sampling Technique .................................................................. 31
3.5 Data collection Methods ...................................................................................... 32
   3.5.1 Type, Sources and Instruments of Data collection ........................................... 32
3.6 Data collection Procedure .................................................................................... 32
3.7 Reliability and Validity ......................................................................................... 32
3.8 Data Analysis Methods and Procedures ............................................................... 33
3.9 Ethical Consideration ............................................................................................ 34

CHAPTER FOUR : DATA PRESENTATION, ANALYSIS, FINDINGS AND DISCUSSION ................................................................. 35

4.1 Introduction ........................................................................................................... 35
4.2 General information ............................................................................................. 35
   4.2.1 Gender ............................................................................................................. 35
   4.2.2 Ages of the respondents ................................................................................. 36
   4.2.3 Level of education ......................................................................................... 36
   4.2.4 Length of continuous service .................................................................... 37
   4.2.5 Cadre of staff in the institution ................................................................ 37
4.3 Employee participation ........................................................................................ 38
4.4 Individual and supervisor Involvement ............................................................... 39
4.5 Organizational justice ......................................................................................... 41
4.6 Organizational Commitment ............................................................................. 42
4.7 Employee Participation and Employee Commitment ....................................... 43
CHAPTER FIVE : SUMMARY, CONCLUSION AND RECOMMENDATION .......... 47

5.1 Introduction ......................................................................................... 47
5.2 Summary of Findings ......................................................................... 47
5.3 Conclusions ......................................................................................... 48
5.4 Recommendations .............................................................................. 49
5.5 Recommendations for Future Studies ................................................ 50

REFERENCES ............................................................................................ 51

APPENDICES .............................................................................................. 60

Appendix I: Introduction Letter ................................................................. 60
Appendix II: Time Plan .............................................................................. 61
Appendix III: Budget Plan ......................................................................... 62
Appendix IV: Questionnaire ................................................................. 63
Appendix V: Research Permit Certificate .............................................. 67
LIST OF FIGURES

Figure 2.1 Conceptual Framework: ................................................................. 29
LIST OF TABLES

Table 3.1: Target population ................................................................. 31
Table 3.2: Sample Size ................................................................. 31
Table 4.1: Gender respondent ................................................................. 35
Table 4.2: Respondents Age Bracket ......................................................... 36
Table 4.3: Level of education ................................................................. 36
Table 4.4: Length of continuous service ................................................... 37
Table 4.5: Cadre of staff in the institution ............................................... 38
Table 4.6: Employee participation .......................................................... 39
Table 4.7: Individual and supervisor involvement ..................................... 40
Table 4.8: Organizational justice .............................................................. 41
Table 4.9: Organizational Commitment .................................................... 42
Table 4.10: Model Summary ................................................................. 44
Table 4.11: ANOVA Results ................................................................. 44
CHAPTER ONE
INTRODUCTION

1.1 Background

Employee participation is realized by a number of various tools intended to increase employees input of numerous degrees in managerial decision making like organizational commitment, reduction of employee turnover, absenteeism, increase productivity and motivation (Bhatti, et al., 2011). The current dynamic working environment and stiff competition necessitates that organizations adopt flexible, adaptive and competitive techniques due to competitive pressures and dynamism in market conditions (Singh, 2009). Employees are the most key asset in any organization and its prospective success depends on more involvement of their employees to stir creativity and innovation. Involving employees can improve the organization in many ways like in creativity, changes in behaviour at work, and workplace decision making.

Organizations are encouraged by their management to allow a high notch of employee participation and autonomy to intensify employees’ commitment. The new approach to management is participatory management where all levels of the organization are involved in decision making. However, a study on US organizations by (Poole, Landsbury & Wailes, 2001) shows it is hard to estimate the dominance of employee participation at workstations. Organizational commitment is vital due to desire to retain a strong, effective and efficient workforce. According to Johnson & Leavitt (2001), organizations formulate elaborate models to typify employee commitment in their organization. Observed beside the backdrop of the recent economic decline, the need to identify, develop and retain best talent for superior job competencies has never been more essential. This reality forces organizations to approach employee participation and commitment as a critical resource that must be managed in order to achieve optimal results. In this regard organizations can no longer be quick to respond in the supply of talent to execute the business strategy (Fulmer, 2005). Tackling the labour turnover challenges in organization nowadays requires organizations to view employee participation as key activity that need to be brought into line with the organization’s business strategy in order to attract, develop and retain talented employees.
According to Corporate Leadership Council (2008), for performance to be realized the people in the organizations needs to be involved. It is as a result of the need to involve the people that the concept of human resource management has become a key component in organizations nowadays. The human resource function is practiced in a world faced with unpredictable dynamic environment as a result technological advancement, social alterations, economic influences and political influences. Shen & Cannella (2002), argues that the main function of human resource management is to recruit and select, train and develop, compensate, engage labour relations, offer employee security and safety and the development and management of performance appraisal/measurement systems.

Researchers are much interested in understanding the factors that impact employees’ commitment to organizational objectives. Though employee participation to business processes increases their commitment to the organization, many State Corporation suffer from a variety of structural and institutional weaknesses which have constrained their ability to take full advantage of employee participation which leads to their increased commitment.

As businesses search for creative and sustainable means of achieving competitive advantage, the capacity of every functional area to improve organizational performance is under enquiry. Approaches to ensuring greater participation of employees in decision making processes and programs are used to enable effective organizational positioning and development to ensure that within an organization the availability of right programs (Rothwell, 2000). The strategic orientations of participatory programs to human resource management (HRM) systems are revealing response to these forces. These participatory programs attempt to develop and retain highly talented and productive employees, hence provide the organization with a guaranteed talent source and competitive human resource (HR) advantage and for this reason their commitment to the organization. The benefits of employee participation programs are that they facilitate effective workforce retention and therefore the right people are placed in the right place and at right time to ensure attainment of positive business outcomes (Bersin and Associates, 2009).

Organizational commitment is said to be a psychological state that binds employees to an organization; that is the psychological attachment to the organization which is predicted on in
compliance, identification and internalization of the organizational systems, processes and programs. The three components model of organizational commitment that employees bind with their organization is as a result of desire (affective commitment), need (continuance commitment) and obligation (normative commitment). The failure to involve employees in the organizational systems, processes and programs may mean that the employees do not own these processes and thus they will be less committed in the implementation processes. This always leads to ineffective and inefficient achievement of those systems, processes and programs. In spite of the increased demand for employees’ commitment to the organizations objectives, employees’ participation and involvement in the development and implementation of the organizations systems, programs and processes is not well executed in most state corporations (Armstrong, A. 2006). The purpose of employee participation in State Corporation is to ensure that sustainable staff commitment is always available. In the wake of declining efficiency in the service delivery and concerns for cost effectiveness, it is imperative that employees’ organizational commitment strategies are put in place. Kenya’s State Corporations are faced with various challenges such as rapid changes in information technology, brain drain to other organizations/countries, persistent corruption practices that are not in line with good employee participation leading to high levels of organizational commitment.

1.1.1 Employee participation and organizational commitment

Employee participation is said to be a vibrant component of HRM. Employees influence happens to be the centre stage of HRM policies and represent the significant part that employee participation should have in any organization (Beer, Lawrence, Mills, & Walton, 1985). Employee participation may be considered to be either direct or indirect. Direct participation involves the development and usage of more flexible and individualized employee-employer relations (Kees Looise & Drucker, 2002). Goodijk & Sorge, (2005), predicted that more participation reduces employee’s engagement to the organization and thus multiplies commitment for example to work. High organizational commitment is very advantageous to organizations because there are certain valuable effects like increase of effort shown by workers (Randall, 1990). There is a remarkable high task performance in quality circles, independent work groups, better work environment, and reduced turnover (Latham, Winters, & Locke, 1994).
Management scholars have for a long time encouraged employee participation in decision making in order to increase high performance management practices and organisational effectiveness (Arthur, 1992); (Beer et al., 1985); (Ichniowski, Kochan, Levine, Olson, & Strauss, 1996); (MacDuffie, 1995); Shih et al., 2006). On the other hand (Purcell and Georgiadis, 2006) and (Cox, Zagelmeyer, & Marchington, 2006), recommend researchers should focus more on enhancing knowledge about the participation and attitude relationship, instead of the intense scrutiny of the connection between participation and performance. According to Ashkanasy, Wilderom, & Peterson, (2000), employee participation refers to individual’s attachment to both organisation and their jobs. Lodahl & Kejnar, (1965), outline job participation as the score to which employees work performance affects their self-esteem. Their contention is based on their research findings that those employees who are highly involved in their jobs are also highly involved in their organisation. Grazier (1989), likewise offers a more descriptive definition of employee participation: as a way of engaging employees at all levels in the thinking process of an organisation; as a process on how to recognise many decisions made in an organisation can be improved by engaging and soliciting input of those who may be affected by the decisions; it is a fertile ground for understanding that people at all levels possess unique talents, skills and creativity that can add value to the organisation if allowed to be expressed.

Etzion (1979), on the other hand, proposes three distinct aspects of participation: moral, calculative and at the same time argues that individuals are morally involved if they accept and identify with organizational objectives. Calculative participation is said to be attained when the individuals perceive and health exchanges with the organisation. More over when individuals are involved they tend to have a good feeling and attachment to their organisation but are not forced to remain either due to lack of alternatives or a behaviour compliance system. Thus employee participation is a process that uses the entire capacity of employees and is intended to encourage employee’s commitment to organisational success.

Further, Etzion (1975), argues that employee participation is actually a long-standing idea constantly being revitalised in organisations and a phenomena given prominence to new generation’s practitioners throughout the world. This is epitomized, in the ancient documented systems of formal employee participation in a document known as Employee suggestion system.
established by (Eastman, 1889). Factually, employee participation revolutionized especially when (McGregor, 1957) and (Herzberg, 1959) wrote, their article, “The Human side of the Enterprise and Work and Nature of Man.”

Moreover, Lewin, (1948) in the study of organisational behaviour concentrated on the individual as the member of a group or within a social environment operating within the social forces. He studied the effectiveness of participation, concluding and accepting employee participation as a philosophical requisite and more also, he established that further changes can serve and support participation process, which need to be effected to other systems in the organisation; (Mohman, Reshick, West and Lawler, 1989).

Studies done in the USA and Netherland by Delaney & Huseilid (1996), De Nijs, (1998) demonstrates that organizations possess one of the ways of improving performance of any organization by encouraging the performance of its workforce through their judicious involvement in the organisation’s strategy development, planning and implementation and thus decision making process. Participation of workers in the decision making process therefore leads to higher heights of commitment further translating to higher worker and organizational performance (Beer et al., 1985).

A study by Kees Looise & Drucker, (2002) of the University of Twente in the Netherlands on the personnel policy contends that employees are provided with flexibility to work in the university and somewhere else which as prescribed in their employment contracts. There is also a flexible reward system which is transparent and employee is asked for their opinion. At the university there are formal meetings for senior management and subordinate to hold discussions on personal and work related issues, but also top management must have open informal meetings with their subordinates. The HRM policy adopted by the university has increased employees participation in the decision making process and employee commitment to the organization.

1.1.2 National Museums of Kenya
The National Museums of Kenya (NMK) is a state corporation incorporated by an Act of Parliament under the National Museums and Heritage Act, 2006. NMK exists as a multi-disciplinary institution and its mandate services are to collect, preserve, study, and document and
present Kenya’s historical, present cultural and natural heritage. These are dedicated for enhancing knowledge, appreciation, respect and sustainable utilization of these resources for the benefit of Kenya and the world, for now and posterity (NMK Strategic Plan, 2014).

NMK vision is to be a global leader in heritage, research and management that involves heritage promotion, collection and documentation. Its mission is to promote the conservation and sustainable utilization of national heritage through generation, documentation and dissemination of research and collection management knowledge, information and innovations. NMK harbours one of the most captivating and diverse collections in the world. The collections are in two major categories that include Natural History and Cultural/History/Musicological; Research: NMK carries out research based on cultural and natural history in numerous fields as well as research in biomedical and bio-conservation in collaboration with other research and development organizations; preservation and Conservation: NMK has the obligation to preserve/conserve all its collections which range from tangible to intangible, moveable and immovable, in-situ and ex-situ; and information Dissemination: NMK synthesizes the information produced from research and collections and presents the same to the public for the purpose of raising awareness and learning amongst the public through exhibitions, education programmes and other multimedia channels (NMK Strategic Plan, 2014).

1.2 Statement of the Problem

A study done by Meyer et al. (2002) revealed a strong connection between affective commitment and employees’ job involvement. Related revelations were also remarked by Torka (2003) when he established that amongst Dutch metal workers that employee involvement led to more affective and normative commitment to their departments and the organization as well. Literature on employee participation discloses a relationship between employee participation in decision making and organizational commitment and organizational commitment is positively related to more favourable outcomes such as effort, punctuality (Randall, 1990), (Wallace, 1995). However, various researches’ have concentrated more on the effects of affective and normative participation. They have not addressed other components of participation nor the other intervening factors that have influence on employee participation and their effects on organizational commitment.
A study done on US organizations by Poole, Lansbury & Wailes (2001) informed that it was difficult to approximate the prevalence of employee participation at workplaces. It is approximated that less than 5 percent of all workplaces in US could be classified as having high involvement of their work force. Another study on US companies also revealed that while most employees would like to participate in job decisions but they lacked opportunities to do so (Osterman, 1994). Consequently, the relationship between employee participation and organizational commitment is yet to be fully understood, partially because most researchers emphasize their study on participation or commitment in relation to performance, rather than the direct relationship between participation and commitment. This research focused on determining the effects of employee participation on employee commitment (Affective, Normative and Continuous Commitment) under the lenses of organisational justice among the state corporations in Kenya. Notwithstanding the vast wealth of literature on HRM and employee participation, so far there has been a remarkable lack of large-scale survey evidence on the components of employee participation against the backdrop of organisational justice and how it affects organisational commitment in workforce and state corporations in Kenya. Therefore, this study aims to play an important role in understanding the effects of employees’ participation on organizational commitment in state corporations in Kenya by focusing on the components of participation and various forms of organizational justices that act as the intervening variables of participation on commitment. Based on the argument that employees of organizations are becoming key to strategic decision-making seems reasonably indisputable even in state corporations’ setting. Most of the research evidence regarding the relationship between participation and organizational commitment are from the first world countries and slight research evidence from the developing countries such the African continent is available. This study thus strive to fill the gap by undertaking research in a developing country- Kenya on employee participation and organizational commitment focusing on National Museums of Kenya, a state corporation in Kenya.

1.3 Objectives of the study
The study was guided by the following objectives:
(i) To identify the components of employee participation that affect organisational commitment at NMK.
(ii) To establish how the individual and Supervisor involvement in decision making affect organisational commitment at NMK.

(iii) To establish the contributions of forms of organisational justice to organisational commitment and employee participation at NMK.

1.3.1 Research Questions

In order to fulfil the study’s objectives, the study was guided by the following research questions:

(i) What are the various components of employee participation affecting organisational commitment at NMK?

(ii) How does the individual and Supervisor involvement in decision making affect organisational commitment at NMK?

(iii) What are the contributions of forms of organisational justice to employee participation and organisational commitment at NMK?

1.4 Research Assumptions

(i) Communication mechanism is the strongest component of employee participation that affects organizational commitment.

(ii) Consultation between Individual and supervisor involvement in decision making strongly affects organizational commitment.

(iii) Procedural justice is the most critical form of Organizational justice that affects organizational commitment and employee participation.

1.5 Justification and Significance of the Study

Understanding the effect of employee participation to organisational commitment is vital for policy change in state corporations. The knowledge generated will be utilised as reference point by various stakeholders including the managers of state corporations and future research, academicians, government and regulatory agencies, employers and the general public.

The findings and recommendations of this study will be useful to the management of state corporations by enabling them to formulate and target their employee participation initiatives effectively. In addition, the study will benefit the management in understanding the challenges
emanating from ineffective use of employee participation and organisational commitment and how to address the problems.

Researchers in the areas of development studies, research methods, socio-economics, and management will find this research study useful. In particular, this study will be beneficial to researchers with interests in employee participation and organisational commitment, by serving as a bench mark. More also, future researchers will be able to build further studies based on this study findings.

Government and regulatory agencies will be a position to utilise the findings and recommendations of this study useful in formulating future employee participation and organisational commitment regulations, policies and laws that will aid in regulating and operationalization of employee participation in state corporations.

The study will benefit the members of the public to demystify the operations of the state corporations and thereby appreciate the role of employee participation in state corporations as well as the challenges facing organisational commitment in state corporations in Kenya. Employers will find the findings and recommendations useful in understanding the effect of employee participation on organisational commitment.

1.6 Limitations of the study
The researcher foresaw various limitations that are likely to hinder access to information sought by the study. The main challenge that the researcher faced was the short time period that he faced in accomplishing the research. There was a limited time period for data collection; it has been observed that a longer collection and evaluation process may produce more accurate results.

The respondents approached were probably reluctant in giving information fearing that the information sought might be used to intimidate them or portray a negative image about them or the Corporation. The researcher handled the problem by carrying an introduction letter from the University, used research assistants and assuring them that the information was treated with a lot of confidentially and it was entirely for academic purposes.
1.7 Scope of the Study
The study investigated the effects of employee participation on organizational commitment in State Corporations with a specific focus on the National Museum of Kenya. The study was limited to the National Museum of Kenya and more specifically the headquarters in Nairobi County. This involved collecting information from all departments in the National Museums of Kenya headquarters and its constituent stations within Nairobi County with a population of 550 employees.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
This chapter gives a summary of the information acknowledged from other researchers who have conducted similar research in the same field of study. The specific areas covered here are theoretical framework, empirical review, conceptual framework, conceptualization, operational framework, operationalization, and critical review - research gap.

2.1 Empirical Review
Employee participation and organizational commitment strategies are used to help effective organizational positioning and development to ensure that within an organization the right personnel are retained and that sustainable organizational growth is achieved (Rothwell, 2000). As observed from Holland and other European countries, indirect forms of employee participation like trade unions and work council are an established form of employee influence and employee participation (Gill and Krieger, 1999; Kees Looise & Drucker, 2002).

In 1990, a study was carried out by HRM members of the Institute of Personnel Management of Australia and found that employee participation in the organization programs increased their commitment to achieving organizational objectives (Rylatt, 1993). Rylatt further contends that the effectiveness of today’s systems is determined by organisation ability to put talented individuals at an appropriate pace into the right development opportunities over the span of their careers. Pursuing the progress of individual participants of each programme is a necessary dimension of a best practice organizational commitment process. Indeed the best practice organisations employ a variety of qualitative and quantitative methods of measurement and assessment to ensure that desired outcomes are attained and to provide the broadest and most fine-grained range of perspectives on the system’s real effectiveness. The long-term success of these processes is the product of the principal, the supervisors and agents (employees’) willingness to constantly revisit and redesign the systems themselves. Continuous articulation of improvement in both process and content is needed for accurate success and continual employee commitment to their work and organization.
Briggs and Keogh, (1999) emphasized on the importance of including human resource (employees) into the wide-ranging strategic organizational objectives, programs and process. A wide range of researchers also emphasize the value of allowing all staff to take part in the formal strategic planning process from initiation stage to implementation. (Hamel, 1996; (Russell, 1999) suggested that involving employees in the entire process can lead to the creation of employees who are leading champions or advocates for the strategies developed, thus reducing the previous unhealthy challenges associated with trying to get staff to support the organisation strategic plan. This notion of the importance of involvement also extends to the lower, middle and upper management ranks. (Oswald et al. 1994), for example, found a remarkable connection between supervisors’ perceptions of being allowed to participate in the strategic planning process and their perceived psychological attachment to the organization. (Hamel, 1996), however, conceded that the involvement of all staff is rarely put into consideration.

The notion of employees’ participation in the planning process results to organisation transcending itself. Organizations operating global economy nowadays need to consider input from all stakeholders both insiders and outsiders who are probably are affected by its policies (Hamel 1996). In order to improve the quality of the strategic plan, by allowing individuals to participate in the decision making process can also have supplementary benefits such as improved work commitment, job satisfaction (Daniels and Bailey, 1999) and lessen nervousness about their job security and variances (Stahl, 1998), this in turn increases their commitment to the organization for they feel a sense of belonging. (Schonberger, 1992) strongly advised that the senior manager, should play a key role in aggregating information from within and outside the organization so as to be embraced into the whole strategic planning process.

The concept of staff involvement right away from planning process is mainly relevant in improving organizational commitment of State Corporation. This involvement could benefit organizations by providing them with additional information related to the external environment such as the status of local competition, community concerns, and politically sensitive issues. Staff involvement could also enhance variety of care, by opening dialogue between diverse members of the service delivery team. Staff members could also provide practical insight into the potential benefits or drawbacks associated with certain strategic plan initiatives.
2.2 Theoretical Review

2.2.1 Agency Theory
The agency theory is derived from the scholarly work of Berley and Colt (1932). The theory is set on an arrangement where the principal in determining the work to be done by the agent. The agency theory directs that principals (owners and managers) have to come up with mechanisms of monitoring, evaluating and controlling the activities done by agents (staff). Agency theory indicates that in order to ensure objectives are achieved the principal sets guidelines on how to monitor work done by agent (Armstrong, 2006).

Agency theory application is ideal to resolve workplace related issues that can occur in an organization. Firstly, resolve the prospect of conflict between the desires or goals of the principal and secondly the desires or goals of the agent (Eisenhardt, 1989). Agency or Principal theory assumes that either principal or agent propagates and acts in its own self-interest. This assumption is a double fold problem because the interests of the principal and agent may conflict. The more autonomy and independence the agent enjoys and the greater the specialized knowledge required in performing the task, the more significant this “moral hazard” becomes (Holmstrom, 1979). Going by the principle of agency theory, it implies that an agency relationship is in effect whenever one party, a principal, hires another person, an agent, who holds expert and specialized knowledge and skills (Eisenhardt, 1989). The main notion of this theory is that human beings by nature are selfish, self-conceited thus agents and principals will most probably have discrepancies in interests and attitudes towards risk, leading to divergent decision-making preferences (Eisenhardt, 1989).

To lessen the moral threat inherent in agency relationships, principals develop mechanisms to monitor agents' activities and reward agents when they meet the expected objectives set upon by the principal (Jensen, 1983). In case an agent has high autonomy, independence, and highly expertise knowledge, monitoring becomes challenging and expensive, leaving the principals to rely on incentives in order to reward agents accordingly (Tosi & Gomez-Mejia, 1994). Deficiency of proper and accurate information flow from the agent makes it difficult for the principal to design and implement a contract that spells out how the agent should behave under various circumstances, making it impossible for the principal to ensure that the agent takes appropriate decisions (Alchian & Woodward, 1988). This disparity in the distribution of information
between principals and agents is referred to as information asymmetry (Rutherford & Buchholtz, 2007). (Hendry, 2005), refers to adverse selection as the risk of selecting incompetent employees. (Eisenhardt, 1989), advocates monitoring the actions of agents and/or deploying incentive mechanisms, often in the form of outcome-based compensation, in order to overcome those problems. This is where the role of HRM within the organization becomes essential in the interplay between the principal and the agent.

It is anticipated that this theory captures the nature of relations between employers and employees and how performance can be directly involved to improve service delivery in the State Corporations areas such as the National Museums of Kenya particularly in ensuring employee continual commitment to the organization.

The theory is relevant for ensuring effective and continual monitoring and participation of employees in state corporations which brings out increases in commitment to work and to the organization as a whole. The State Corporations represented by the National Museum of Kenya as the principal ensures continual participation, monitoring and evaluation of its employees to ensure it achieves it organizational objectives and those of its employees (agents). Employee participation in the organizational systems, processes and programs is seen as a way of the National Museums of Kenya (principal) controlling the activities of its employees (agents) in ensuring high positive organizational commitment through improved, effective, efficiently performance and utilization of resources and thus improved service delivery.

2.2.2 Kanter’s Theory on Structural Empowerment

Structural empowerment as postulated by Kanter centres on the structures laid down in the operations of the organisation based on the rationale of the individual’s personal attributes (Bradbury-Jones, Sambrook, & Irvine, 2007). Kanter considers that a manager’s leadership style will thrive by sharing the power through others and as a result, managers will realize increased organisational performance (Fox, 1998). Kanter proposes that people’s skills improve when appropriate tools, information and support are adequately employed in the organization. As a result individuals become more productive in decision making process benefitting the organisation in totality (Fox, 1998).
According to Kanter the assertion is that power roots itself in two ways in an organization; formal and informal power. First formal power is that which conveys high prominence jobs and needs a decisive focus on independent decision making. On the other hand, informal power comes from building relations and alliances with peers and colleagues within a particular social environment (Wagner et al., 2010).

Kanter observes six conditions required for empowerment to take place that includes; opportunity for advancement, access to information, resources & support, as well formal and informal power. The root of structural empowerment and psychological empowerment is derived from Kanter’s work in the 1970’s. On the basis of structural and psychological empowerment these are identified as distinct sources of organizational power (Wagner et al., 2010).

It has been found through provision of these conditions to employees result to increased job satisfaction, commitment, trust and a marked decrease in job burnout. Kanter’s theory has demonstrated to have measurable influence on employee empowerment, job satisfaction, and organizational morale and set objectives success (Wagner et al., 2010). In application of Kanter’s theory has also been demonstrated that retention rates of professional and skilled workforce advance thus results to decreased work pressure, greater peer cohesion, support from supervisors, and staff independence are employed at workplace due to empowerment principles enhancement(Krebs, Madigan, &Tullai-McGuinness, 2008).

In the dynamics of involvement of employee participation in the organizational processes within state corporations’ structure in the last two decades there have been recorded many challenges. These workplace challenges have caused managerial leaders in organizations to craft astute strategies of operations and structure. Kanter’s theory still holds as one of the fundamentals to guide practice in order to improve organizational efficacy. It has been observed that where organizational managers have exercised the empowerment models, there has been success within challenging times (Krebs et al., 2008). What follows is a review of application and comparison to Kanter’s theory for state corporation settings in times of change and state corporations’ reforms in Kenya.
2.3.3 Edgar Schein, Organizational Culture Theory

Organizational culture is defined by Edgar as a pattern of shared assumptions that are learned by a group as it solves its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems (Schein, 2004).

According to Edgar, (2004), culture is the most difficult organizational element to change and it determines survival of organization products, services, founders and all other physical attributes of the organization. This organizational model irradiates culture from the perspective of the observer, as spelled out by three cognitive levels of organizational culture. Firstly, the most superficial level of Schein’s model is organizational attributes that can be seen, felt and heard by the inexperienced observer. In this organizational model includes facilities, offices, furnishings, visible awards and recognition, dressing demeanour, individual versus individual interactions and with organizational outsiders, and even company slogans, mission statements and other operational creeds (Schein, 2004). The second level deals with the established culture of an organization’s members especially its values. Organizational behaviour at this level reflects local and personal values that are widely expressed and can be studied by interviewing the organization’s attachment and using questionnaires to gather attitudes about organizational membership (Schein, 2004).

Organizational culture is a concept that can be said to describe the internal experiences, attitudes, beliefs and values of an organization. It is actually the specific collection of values and norms that are mutually shared by employees and different groups in an organization and that checks and control interaction among the employees and outside stakeholders. Cultural differences have a huge impact on human behaviour and hold potential for conflicts in business contacts, which might become an impediment to change in an organization. A company’s culture can be a major strength or weakness. Whenever an organizations culture is compatible with its processes and gets into consideration and holds respect of the views of all its stakeholders it is termed as a strong culture. In case the organizational culture does not take into consideration the diverse views, beliefs, values of others and it is said to be rigid, weak and would usually work against its set objectives (Wiener, 1998).
2.3 Participation, Commitment and Justice

(Baloff and Doherty 1989) clearly define participation as joint decision making, suggesting participation is achieved when a decision is not taken by one individual. Lammer, (1967) defines participation as when the whole of such systems of upward efforts of power by the subordinates in organisations are perceived to be reasonable by both the individuals and supervisors. Strauss (2006) puts more emphasis on the employees and defines participation as “a process that allows employees to exercise some influence over their work and the conditions under which they work”. For Strauss, participation refers to giving employees grounds to experience actual influence, not just a feeling of influence in the workplace.

2.3.1 Characteristic dimensions of Participation

According to Cotton, Vollrath, Froggatt, Lengnick-Hall and Jennings (1988), who conducted meta-analysis of 91 empirical studies, inferred their study on the basis of participation which they classified into five characteristic dimensions.

Firstly, formal and informal participation which they regarded an “explicitly recorded, system of rules, and agreements imposed on or granted to the organization”. Three of these bases can be legitimization on formal participation treatments categorized as legal bases, like clauses in a country’s constitution, in national or regional laws; contractual bases, like collective bargaining agreements on a national, sector and management policies. Informal participation is a non-statutory activity that comes as a result of agreement developing among interacting members, hence become legitimized through practice and changing norms or customary procedures in a business market (Dachler and Wilpert, 1978). Direct participation concerns the immediate personal involvement of members of an organization; indirect participation on the other hand means a mediated involvement of organization members (Dachler and Wilpert, 1978).

Marchington and Wilkinson (2005) regard level of influence and call this the degree of participation. The degree of participation can be represented by a continuum called the “influence power-continuum” (Heller, 1998b). On this continuum, Rensis Likert identified four styles of management decision-making, this was later increased to five by Heller and Yukl (1969) and, finally, to six by a European research group called Industrial Democracy in Europe.
The continuum ranges from “(1) not involved (2) informed beforehand, (3) informed beforehand and can give opinion, (4) opinion is taken into consideration, (5) take part in decision with equal weight … (6) decide on my own” (Heller, 1998a, 1435).

Marchington and Wilkinson, (2005) also regard content and call this the range of participation. Locke and Schweiger (1979) defined four categories for describing participation outcomes in term of the content of the decisions involved: 1) routine personnel functions (hiring, training), 2) work itself (task assignment, job design), 3) working conditions (hours of work, placement of equipment), 4) company policies (profit sharing, capital investments).

The commitment of the organization by the members can be affected by the duration of the participation process that can be described either to be short-term or long-term. Cotton at al., (1988) argue that individuals in short-term participation processes may be less committed than individuals involved in long-term participation processes, that may take several weeks or months. Managers can have a variety of reasons to implement participative structures. For example because of societal change; employees demand to be involved (Goodijk and Sorge; 2005). There are also ‘negative’ motives for participation e.g. to increase management control (Baloff and Doherty; 1989) or to marginalize trade unionism in the workplace (Kochan, McKersie and Chalykoff, 1986).

Strauss, (1998) gives three broad reasons to support participation: humanistic, power-sharing and organizational efficiency. The humanistic argument enhances human dignity through; personal growth and job satisfaction. Advocates of the power sharing-argument support participation out of moral and ideological reasons. They favour a more equal distribution of power in the organization and support democratic decision making. The third is an economic argument. Participation leads to a more effective organization, because, for example, participation leads to better decision, higher more committed employees and better motivation. All these dimensions of participation can have many different shapes in companies. Some examples are given by (Beer, 1985): quality circles, self-management groups, speak up or feedback programs, special councils, sensing groups, open-door policy, task forces of employee groups, employee relations
personnel and ombudsmen, attitude surveys. (Dundon, Wilkinson, Marchington and Ackers 2005) give other examples: electronic media, two-way communications suggestions schemes, attitude surveys, project teams.

Direct participation can be thought of as three dimensions. The first two deal with the opportunity for employees to give input for decision (participation), and there is also the actual influence employees have (Strauss, 2006; Dundon, Wilkinson, Marchington& Ackers, 2004). It is sometimes suggested that when employees are allowed to participation their opinions, at some point they also should have actual influence; otherwise they will get frustrated (Korsgaard, Schweiger and Sapienza, 1995). Thirdly, for successful participation, employees need to be provided with relevant information (Harrison, 1985). In this respect, line managers play an important role in the success of direct participation. (Torka, 2007) developed items for a questionnaire that measure satisfaction with participation, which also had this division in them. Satisfaction with employee influence is then measured in three dimensions: 1) satisfaction with communication, 2) satisfaction with participation, and 3) satisfaction with influence.

2.3.1.1 Components of participation and how they influence commitment

Participation of employees is a term that is flexible with different policy both in practitioner actors and academic. In the thematic area of human resource management, economics, political sciences, law or psychology views participation with different concepts. According to Dundon et al, 2005 view participation with different dimensions with the first one being an articulation of dissatisfaction by individual related to addressing a specific problem or issue with management. In the second instance the word participation takes the form of collectiveness that provides a countervailing source of power to business and management. In the third instance the word participation relates to management decision making that key to success of the organisation. The key objective of the participation is to help employees achieve effectiveness and efficiency through teamwork. Dundon et al, 2005 further argues that participation is understood to be related to achievement of mutual gain between capital and labour with a long term goal of the firm.

Participation of employees in the organisation is combination of tools to enhance employee input of various notches such as reduction of employee intention to turn over, organisational
commitment and increase in motivation. There has been noteworthy attention from researchers to find out the manner in which structure affects employee attitudes. (Singh, 2009), in his study, stated that in current dynamic working environment and severe competition, organizations are required to adopt techniques which are flexible, adaptive and competitive due to the competitive pressures and rapidly changing market conditions.

Most studies in the literature have recognised that employees are important assets and involvement of employees is critical generation of new ideas in the business entity. The involvement of employees can help in many ways to the organizations looking for creativity, changes in behaviours at work, and in workplace decision making. In many instances business people and managers are informed of high level of participation by employees and autonomy to boost work force commitment. Another study on US data also revealed that while most employees would like to participate in on the job decisions but they lacked opportunities to do so (Osterman, 1994).

Employee participation represents the combination of task-related practices, which aim to maximize employees’ sense of involvement in their work, and human resource management practices that aim to maximize employees’ commitment to the wider organization. Varieties of employee involvement practices are included to support the task-related practices. These supporting practices include: training, to improve employees problem-solving and communication skills; financial participation schemes, to enhance the link between effort and reward; and an emphasis on job security and internal promotion, to engender employees’ commitment to organizational success.

Informal employee participation is workplace general communication mechanisms between employees and supervisors such as, email communication, employee feedback, social functions and meetings. Employees can therefore, influence organisation decision making especially by their actions, such as turnover and absenteeism. Formal mechanisms are achieved through communication tools affected by an organisations human resource department, such as employee surveys and suggestion and complaints boxes. Organisations can also promote employee voice through financial participation, such as share ownership and profit-sharing opportunities for
economic rewards. Employee consultative committees and representation through trade unions are also avenues of ensuring employees are informed and are given a voice in decisions that affect them at workplace (McLean, 2008). Marchington & Wilkinson (2005) argues that employee participation can either be differentiated between direct communications, upward problem-solving or representative participation. Direct communication and upward problem-solving are among major components of employee participation and are principally direct and individually focused often operating through one to one means of interaction between supervisors and the employees under their command. They could be regarded as informal oral or verbal participation. This participation raises issues on the distribution of power and influence in organizations and the legislative framework of the organization. These components of employee participation raise questions on the procedures followed to determine financial rewards and compensation allocated, who makes decisions about their distribution and how the financial and economic context impact on decision (John W. Budd et.al, 2004).

2.3.2 Commitment

It is said that successful employee participation leads to an improved commitment (Leana, Ahlbrandt and Murrell, 1992). (Richard Styskal, 1980) argues that commitment is concomitant to participation. Many definitions can be found in the literature, for instant, commitment can be viewed as a function of both situational organizational factors and personal dispositions (Wiener, 1982). Commitment can also be seen as a multidimensional construct; in the first place there are ‘the individuals and groups to whom an employee is attached’ and second there are ‘the motives engendering attachment’ (Becker, 1992). (Herscovitch and Meyer 2001) conducted a literature study on the basis of which they defined commitment as a mind-set. They further define mind-set as follows: “a frame of mind or psychological state that compels an individual toward a course of action”. So, for some reason a person can have a certain mind-set that provides him with motives to pursue a course of action. This mind-set is multi-dimensional, in that it consists of three ‘bases’ (Allen and Meyer, 1990; Meyer and Allen, 1991) and a focus and/or a target.

2.3.2.1 Targets of commitment

The focus for employee organizational commitment can be directed towards nearly anything, from entities to behaviours (Meyer and Herscovitch, 2001). The organizational focus receives the
a wide range consideration in the organizational research writings (Allen and Meyer, 1990); (Meyer, Allen and Gellatly, 1990); (Mayer and Schoolman 1992); (Cohen & Kirchmeyer 1995); (somers, 1995). However, it was argued that the organization was “an abstraction that is represented in reality by both external and internal stakeholders such as colleagues, supervisors, subordinates, customers, and other groups and individuals that collectively comprise the organization” (reichers, 1985). For example, an employee can also be committed to his task, or his colleagues. (Becker, 1992) was able to give three distinctive centres of commitment that are important to employees: the global organization, the supervisor and the work group. In a more recent study focused on Dutch companies, (torka, 2003) conducted a research on a Dutch metal company and she found four main centres of commitment: the work, the colleagues, an organization and the department. These centres are not the only ones, others may also exist, for example the commitment towards implementation of decisions (Korsgaard, Schweiger and Sapienza, 1995).

2.3.2.2 Basis of Commitment
Commitment can be accompanied by three different basis. These basis describe the nature of the commitment bond towards the centres. Though in the literature many basis are described, recent literature focuses on affective commitment, calculative commitment and normative commitment. In practice these basis can indeed be seen as distinct basis of commitment (Gellatly, Meyer, Luchak, 2006); Dawley, Stephens, Stephens, 2005).

2.3.2.3 Affective commitment
The first to be mentioned here reflects an affective or emotional attachment and is called affective commitment. When a person has an affective commitment, he or she has the desire to follow a course of action. Antecedents of this form of commitment are for example personal characteristics, job characteristics, work experiences and structural characteristics (mowday, Porter, steers, 1982). Meyer & Allen (1991) summarized the literature on these antecedents and found among many other factors, that (a person’s need for) autonomy, decentralization of decision making and participation in decision making are all linked to affective commitment.
In the literature on commitment, the affective bond gets the most attention (the Organizational Commitment Questionnaire De Gilder, 2003; Vandenberghhe, Bentein, Stinglhamber, 2004; Benson, 2006). Meyer et al. (2002), found that good predictors of affective commitment were the earlier work experiences, and the employer can facilitate optimal working conditions. Meyer, Stanley, Hercovitch &Topolnytsky (2002) found a strong positive correlation between affective commitment and overall job satisfaction and job involvement. Somers (1995) found that higher levels of affective commitment relate negatively with absenteeism, and affective combined with normative commitment relates positively with the intent to remain. Interesting in this respect is the concept of Perceived Organizational Support (POS) (Eisenberger, Steven, Rexwinkel, Lynch, Rhoades, 2001). They state that, in accordance to the principle of reciprocity, workers ‘reward’ POS with affective commitment towards the company.

2.3.2.4 Calculative commitment
Continuance commitment infers that a person wants to continue the relation with an organization, because the costs of leaving the organization are too high or he or she has no alternatives. Torka (2003) calls this form calculative commitment, because this gives a better description of the employee as a calculating individual. The costs and investments are not actual costs, the perceptions by employees of these costs are important. Meyer, Allen & Gellatly (1990) suggest that employees who experience high calculative commitment, have a long term employment relation with their employer might want to rationalize and justify (affective commitment) their relation; in that case calculative commitment can encourage affective commitment. However, the studies that link calculative commitment to tenure give mixed results (Meyer & Allen, 1991). Calculative committed employees may show more effort in doing their task, since they are aware that they do not have any alternative (Van Breukelen, 1996).

2.3.2.5 Normative Commitment
This means people feel the need of obligation to follow a certain course of action. Wiener (1982) advocated that the internalization of normative pressures exerted on an individual prior to entry into the organization may invoke the feeling of obligation to remain with an organization. Also organizational investments in the employee, such as rewards that are provided in advance of
costs incurred with providing employment (for example costs for training), may invoke this feeling of obligation (Meyer & Allen, 1991). Torka (2003) found in a study amongst Dutch metal workers that employee involvement leads to more affective and normative commitment to the department as well as to the organization. The research on normative commitment suggests that normative commitment is highly correlated to affective commitment (Meyer et al. 2002); Meyer et al. (2002) noticed that normative commitment has been given less attention in the recent studies, (partly) because the hypothesized antecedents, being socialization and organizational investments, are difficult to measure. This is also shown in the study conducted by Gellatly et al. (2006). They suggested that normative commitment changes as a function of the strength of both calculative and affective commitment.

2.3.3 Organizational Justice
Organizational justice theory scrutinizes individuals’ perceptions of fairness at workplace environment (Colquitt, Greenberg, & Zapata-Phelan, 2005). In the scope of management and organization research, the terms “justice” and “fairness” are interchangeably used, referring to “organizational justice” and “organizational fairness” perceptions.

Organizational justice is said to be an important factor in understanding the way in which employees function and relate to each other in an organizations. More also, intimately how employees are connected to the way decisions are being made and the way leaders interact with their subordinates (Tatum, Eberlin, Kottraba & Bradberry, 2003). Perceptions of justice are created by the way and how supervisors treat employees fairly when compared to others (Karregat & Steensma, 2005). Whenever, employees feel they are not being treated fairly, they will react to this by portraying undesirable attitudes such as lower job satisfaction (Karregat & Steensma, 2005). The first research on organizational justice started with two forms of justice (Walker, Lind &Thibaut, 1979; Folger, 1987): that focused on distributive Justice and procedural Justice. Afterwards, the model was extended to two other forms of justice (Colquitt et al 2001): that dealt with interpersonal justice and informational Justice. Colquitt (2001) in the study showed that organizational justice is conceptualized into four distinct dimensions; distributive justice, procedural justice, interactional justice that includes both interpersonal justice and informational justice.
2.3.3.1 Distributive justice

Distributive justice, which looks at people’s perceptions of the fairness of outcomes that they received. One of the early theories of justice (equity theory) speculated that the fairest allocations are those that reward people in proportion to their contributions. Additional allocation rules that were shown to be fair were based on equality and need. Distributive justice (DJ) has its origin in the equity theory (Adams, 1963, 1965), a theory that claims that “people compare the ratios of their own perceived work outcomes (i.e. rewards) to their own perceived work inputs (i.e. contributions) to the corresponding ratios of a comparison other (e.g., a co-worker)” (Greenberg, 1990). Today DJ deals with the fairness of outcome distributions of allocations (Colquitt et al., 2001); the (satisfaction with the) outcomes in question (Moorman, 1991). These outcomes are the direct received rewards, such as payment, promotions (Colquitt 2001) or turnover (Alexander & Ruderman, 1987). A measurement of the construct is provided by Leventhal (1976), pointed towards changes in function, and this is later confirmed by Colquitt et al. (2001). Employees compare their efforts and outcomes, e.g. autonomy, salary (Geurts, 1994), to those of others in order to determine their distributive fairness perceptions, employees who felt involved in their job had higher fairness perceptions and were less likely to leave the organization (Van Yperen, Hagedoorn & Geurts, 1996). It also becomes superficial that when fairness perceptions are high, employees are more tolerant in the case that certain outcomes of decision processes are not in their advantage (Colquitt & Chertkoff, 2002; Timmer, 2004). More also in scenarios where employees are allowed to have a participation in allocation decisions, they perceive the outcomes as fairer than when they are not allowed to be able to exercise influence (Folger, 1987). Finally DJ is related, though less strongly than procedural justice, to organizational commitment (Cohen-Charash & Spector, 2001).

2.3.3.2 Procedural justice

Procedural justice is said to refer to people’s perceptions of the fairness of the procedures used to determine the outcomes that they receive (Greenberg, 2009), look at how these decisions were made (Greenberg, 1990). Colquitt et al, 2001 work by Thibaut and Walker (1975, 1978) concurs that procedural justice reflects the fairness of the procedures used to determine outcome distributions of allocations. (Colquitt et al., 2001 Work by Thibaut and Walker (1975, 1978) found that individuals were contented of unfavourable outcomes as long as the process used to
allocate those outcomes perceived to be fair. For instance, when individuals are either given voice or considered in a participation in a process, they tend to believe that it was fair even if they did not benefit the fairest outcome as a result of that process (Shapiro, 1993).

Procedural Justice (PJ) came up when scientists recognized that distributive justice was too inadequate to describe justice in organizational justice in many diverse contexts (Greenberg, 1987). For instance, matters on how pay plans were administered in organizations prompted concerns about fairness that was more process oriented. Looking at what those decisions were (DJ) is important, but it was also important to look at how these decisions were made (Greenberg, 1990).

Participation is a significant aspect of perceptions about the fairness of procedures; the possibility to influence allocation decisions results in fairer perceptions of the outcomes (Alexander & Rudenman, 1987), also giving employees’ participation is an important reward for the employee (Bies & Shapiro, 1988; Karregat & Steensma, 2005). Giving employees a participation in decision making is very important for PJ: “to deny someone participation when decisions are being made that affect the person is to imply that he or she has nothing of value to contribute to the decision” (Moorman, Niehoff & Organ, 1993).

An important finding from the justice literature is that procedural fairness positively affects people’s reactions. The perceived fairness of procedures within an organization and fair treatment have an important effect on individual employee’s attitudes, such as commitment (e.g. Colquitt, 2001; Simons & Roberson, 2003); commitment is an outcome of procedural justice (Moorman, Niehoff & Organ, 1993; Kernan & Hanges, 2002) or rather PJ is a good predictor of organizational commitment (Moorman, 2001; McFarlin & Sweeney, 1992). PJ is strongly related to affective commitment (Cohen-Charash & Spector, 2001). PJ is also related to calculative commitment; however, the correlations found were less strong than with affective commitment (Moorman, Niehoff & Organ, 1993). An indication of how the relation work can be found in the work of Cohen-Charash & Spector (2001), who suggested that fair procedures lead to people feel obliged to the organization. This might meant that procedural commitment leads to higher levels of normative commitment to the organization. The mere presence of procedures does not
influence fairness perceptions, employees’ impressions of the fairness of their interactions with their supervisors is responsible for that (Moorman, 1991). PJ leads to enhanced leader evaluation (Colquitt, 2001; Alexander & Ruderman, 1987; McFarlin & Sweeney, 1992).

2.3.3.3 Interactional justice

Individuals appraise the fairness of the interpersonal treatment they receive during decision-making procedures and outcome distributions (Bies, 2005; Bies & Moag, 1986; Bies & Shapiro, 1987). Fairness perceptions were found to be upheld when people perceived that they were treated with dignity and respect, and when information was shared and adequate explanations were given regarding allocation of important resources (Bies, 1987).


2.3.3.4 Informational justice

Informational justice is said to refer to fairness perceptions where by the decision maker is regarded to be truthful and provides adequate justifications for decisions. People believe that they are an important part of the organization when officials take the time to thoroughly explain the reasons behind justice decisions.

2.3.3.5 Interpersonal Justice

Interpersonal justice is said to refer to treating people with dignity and respect across any social environment. People believe that it is their right to be treated well and feel that things are not working fairly when they are not treated well. Organizational justice is an important part of interpersonal relations among people in the workplace. Employees closely monitor the fairness of processes, outcomes, and interpersonal treatment in their organizations. The employees recognize that their organization is being fair, when the four important individual needs are met for them that include: the need for belonging, the need for meaning, the need for positive self-regard, and the need for control (Cropanzano, Byrne, Bobocel, & Rupp, 2001). Organizational
justice helps; fulfil people’s desire for important attachments to others in their organizations, bring employees closer together and have a strong sense of pride in their organization, fulfil employees’ need for things to be “done right” and with a sense of morality, and enable employees to have a more positive view of themselves and who they are in their organization.

2.4 Conceptualization

Conceptualization involves explanation of the research variables that will be measured in order to investigate the effects of employee participation on organizational commitment of State Corporations a case study of the National Museums of Kenya. It refers to what extent a researcher conceptualizes to be the relationship between contextual variables in the study and show the relationship graphically or diagrammatically (Mugenda & Mugenda, 2003). The study will involve an in depth analysis of employee participation in the National Museums affects their commitment to the organization. It particularly focused on the various forms of employee participation and especially how various forms of organisation justices affect employee participation and their general commitment to the organization.

According to William, (2010) human resources involve the people or staffs that operate an organization as constructed with the financial and material resources of an organization. Effective strategic planning process requires involvement of sufficient and competent staff with great potential of developing and facilitating implementation of organization strategies. This depends on the participation of the organization human resources pool and most State Corporation due to their structural orientation/development do not always involve a majority of their employees in decision making process or in their strategic planning process

According to Porter (2003), competition is open market rivalry in which every seller tries to get what other seller tries to get what other sellers are seeking at the same time- sales, profit and market share by offering the best practical combination of price, quality and service. Most State corporations compete in order to retain the right, best, and attract and competent employees. This has to be made possible by ensuring optimal employee involvement in the strategic planning process and its implementation as this creates a sense of ownership so as to meet organisational objectives.
2.5 Conceptual framework

Figure 2.1 Conceptual Framework:

Independent Variables

Components of employee participation: voice, influence, training communication, team work, union, meetings, management policies,

Individual and supervisor involvement in decision making; Consultation, suggestions, mutual gains, feedback and ownership

Intervening variable

Organizational Commitment
- Affective
- Normative
- Calculative

Dependent Variable

Organizational Justice
- Distributive
- Procedural
- Informational
- Interpersonal

Source (Author: 2015)
CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction
This chapter dealt with the methodology aspect of the study. The researcher provided a systematic description of the research methodology that was used to answer questions described in chapter one. The methodology used in the research study included research design, target population and data collection methods and procedures.

3.1 Research Design
Descriptive research design was employed. According to Cooper and Schindler (2009) says descriptive studies deal with the question of, who what, when, where, and how affect. Although, some variables cannot be quantified and can only be expressed in descriptive statistics, descriptive research design provided clearly defined information and its findings could be considered to be conclusive enough. Orodho (2003) argues that descriptive method of collecting data contributes to accurate and fair interpretation.

3.2 Research site
The research was conducted at the National Museum Headquarters, Nairobi and the stations within Nairobi. This involved staff from Uhuru gardens, Karen Blixen, Institute of Primate research and Nairobi National museum. These sites are located within Nairobi environs.

3.3 Target population
Mugenda and Mugenda (1999) refer to target population as the total number of subjects or interests to the researchers. A target population is a group of individuals, objects or items from which samples are taken for measurement. It is an entire group of persons or elements that have at least one thing in common. Information available from Human Resource Department show that National Museums of Kenya have a population of 550 employees in Nairobi area stratified in three levels of workforce as shown in Table 3.1 below.
Table 3.1 Target population

<table>
<thead>
<tr>
<th>Station</th>
<th>No of Staff</th>
<th>Unionizable employees</th>
<th>Lower management</th>
<th>Upper management</th>
</tr>
</thead>
<tbody>
<tr>
<td>NMK Headquarters</td>
<td>350</td>
<td>300</td>
<td>35</td>
<td>15</td>
</tr>
<tr>
<td>Nairobi National Museums</td>
<td>20</td>
<td>15</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Uhuru Gardens</td>
<td>20</td>
<td>13</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Karen Blixen</td>
<td>10</td>
<td>8</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Institute of Primate research</td>
<td>150</td>
<td>95</td>
<td>50</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>550</strong></td>
<td><strong>431</strong></td>
<td><strong>95</strong></td>
<td><strong>24</strong></td>
</tr>
</tbody>
</table>

Source: (NMK, 2015)

3.4 Sample Size and Sampling Technique

In order to select appropriate sample size the study employed stratified random sampling technique. Stratified random sampling technique was used since the population of interest was not homogeneous and could be subdivided into groups or strata to obtain a representative sample. As defined by (Mugenda & Mugenda, 1999), any meaningful study, 10-30% of the sample was adequate.

The researcher used stratified random sampling because it could enable generalization of larger population with margin of error that is statistically determinable (Mugenda & Mugenda, 2003). The unit of observation was 110 respondents that formed sample size of 20% of the target population sampled from all the departments/institutions in the headquarters in Nairobi.

Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>STAFF LEVEL</th>
<th>No of Staff</th>
<th>20% % of No. Staff</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper management</td>
<td>24</td>
<td>20%</td>
<td>5</td>
</tr>
<tr>
<td>Lower management</td>
<td>95</td>
<td>20%</td>
<td>19</td>
</tr>
<tr>
<td>Unionizable</td>
<td>431</td>
<td>20%</td>
<td>86</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>550</strong></td>
<td></td>
<td><strong>110</strong></td>
</tr>
</tbody>
</table>

Source: (Researcher, 2015)
3.5 Data collection Methods

3.5.1 Type, Sources and Instruments of Data collection
The study collected both primary and secondary data for the purpose of analyzing the effects of employee participation on organizational commitment in State Corporations, Kenya. Primary data was collected using a questionnaire while secondary data was obtained from annual reports of the organization. The secondary data was collected through the use of policy documents from the ministry of Labour and the parent Ministry to the NMK (Ministry of Culture, Sports and Social Services).

The researcher used questionnaires to enable the respondents to express their feelings about the issue under investigation, as the main tool for data collection. The questions were brief and composed of both closed and open questions. The questionnaire designed in this study comprised of two sections. The first part was designed to determine fundamental issues including the demographic characteristics of the respondent, while the second part consisted of questions where the independent, intervening and dependent variables were focused.

The structured questions were used in an effort to conserve time and money as well as to facilitate in easier analysis as they are in immediate usable form; while the unstructured questions were used so as to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information.

3.6 Data collection Procedure
The researcher dropped the questionnaires physically at the respondents’ place of work. The researcher left the questionnaires with the respondents and picked them after two weeks. Each questionnaire was coded and only the researcher knew which person responded. The coding technique only used for the purpose of matching returned, completed questionnaires with those delivered to the respondents. The researcher involved two research assistant to distribute the questionnaires and analyze the data collected.

3.7 Reliability and Validity
According to Cole (2002), validity refers to the degree to which a test measures what is supposed to measure, while reliability of a research instrument concerns the extent to which the instrument
yields the same results on repeated trials. Although unreliability can always present to a certain extent, there is a generally good deal of consistency in the results of a quality instrument gathered at different times. The tendency toward consistency found in repeated measurement is referred to as reliability.

In order to confirm validity and reliability of research instruments, the researcher administered questionnaires to three respondents who responded so that the researcher can ascertain whether the respondents were in position to respond to all the questions. After a period of five days, the questionnaires were collected back and necessary amendments were done on the other questionnaires that were later distributed to all respondents.

3.8 Data Analysis Methods and Procedures

Since the data collected was in raw form it would be difficult to interpret; hence it was cleaned to check for accuracy, sorted/rearranged to allow some systematic handling, edited to identify errors that might occur during data collection, coded to enable the responses to be grouped into various categories. Data collected was analysed using descriptive analysis techniques which included mean and standard deviation. The statistical tools such as SPSS aided as software to guide the study in generation of output such as tables. Data collected was analysed using frequency distribution tables, descriptive statistics and inferential statistics. Tables were used to summarize responses for further analysis and facilitate comparison. The data was presented in tables. The study utilized multiple regression statistics to determine relationships that exists between independent variable and dependent variable.

The Multiple regression equation was:

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon + \alpha \]

Where Y is the dependent (Organizational commitment), \( \beta_0 \) is the regression coefficient, \( \beta_1, \beta_2 \) and \( \beta_3 \), are the gradient of the regression equation, \( X_1 \) is employee participation, \( X_2 \) individual and supervisor involvement, \( X_3 \) is the contribution of forms of Organizational Justice, while \( \epsilon \) is an error term normally distributed about a mean of 0 and for purposes of computation, the \( \alpha \) is assumed to be 0. The equation was solved by the use of statistical model where SPSS was
applied. This generated quantitative reports through tabulations, percentages, and measure of central tendency.

3.9 Ethical Consideration
The researcher ensured that the following values are observed and reinforced during the research process.

The researcher ensured that he would not divulge the information that was given by the respondent about themselves or their organization. The researcher assured the respondent that the information sought would only be used purely for academic purposes and thus would be treated with a lot of confidentiality.

The researcher endeavoured to treat the respondent with a lot of respect. The researcher reinforced this respect by ensuring that he is patient with them and that he observes time when they are filling the questionnaires while at the same time using polite language to talk to them.

The researcher while collecting data portrayed honesty and ensured that the respondents are not suspicious about the authenticity of the research study. The researcher thus produced a letter of introduction from Kenyatta University to confirm the motive of the study.
CHAPTER FOUR
DATA PRESENTATION, ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction
This chapter presents data, the analysis, findings and discussion. The objectives of the study were to identify the components of employee participation that affect organizational commitment at the National Museum of Kenya, to establish how the individual and supervisor involvement in decision making affect organizational commitment at NMK, and also to establish the contribution of forms of organizational justice to organizational commitment and employee participation at NMK. The findings were presented in percentages and frequency distributions, mean and standard deviations.

4.2 General information
The general information considered in the study was respondents’ age, highest level of education attained, length of service in National Museum, gender and cadre belonged.

4.2.1 Gender
This section represents the gender of the respondents in the institution. The result is represented in table 4.1 below.

Table 4.1 Gender respondent

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>53</td>
<td>46.9</td>
<td>46.9</td>
</tr>
<tr>
<td>Female</td>
<td>60</td>
<td>53.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>113</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher data, 2016

The findings above indicates that majority of the respondents 53.1% were female while 46.9% were male. The respondents were slightly made up of more female than male. The findings indicate that the male and female difference was not significant and therefore this implies that the study was not influenced by gender imbalance.
4.2.2 Ages of the respondents
This section of the questionnaire sought to establish the ages of the respondents. The results are presented in figure 4.1 below.

Table 4.2: Respondents Age Bracket

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 – 30</td>
<td>20</td>
<td>17.7</td>
<td>17.7</td>
</tr>
<tr>
<td>31 – 40</td>
<td>58</td>
<td>51.3</td>
<td>69.0</td>
</tr>
<tr>
<td>41 – 50</td>
<td>35</td>
<td>31.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>113</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher data, 2016

The results on the age of respondents show that 51.30% were aged between 31-40 years, 31% were aged between 41-50 years and 17.7% were aged 21-30 years. The results indicate that majority of the respondents were more than 30 years and therefore they still have many years to retirement thus they need to work in organizations that would ensure that their interest is taken care off in order to commit themselves to the organizations.

4.2.3 Level of education
This section sought the level of education of respondents. The results were presented in table 4.3 below.

Table 4.3: Level of education

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td>42</td>
<td>37.2</td>
<td>37.2</td>
</tr>
<tr>
<td>Degree</td>
<td>45</td>
<td>39.8</td>
<td>77</td>
</tr>
<tr>
<td>Masters</td>
<td>22</td>
<td>19.5</td>
<td>96.5</td>
</tr>
<tr>
<td>PHD</td>
<td>4</td>
<td>3.5</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>113</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher data, 2016
The results on the level of education indicate that 3.5% of respondents have attained PhD, 39.8% of the respondents have attained a degree, 37.2% of the respondents indicated that they have a diploma while 19.5% of the respondents indicated that they have attained masters level. The results indicate that majority of the respondents have attained university level. The results indicate that the respondents were knowledgeable on the influence of education level on employee commitment in the museums.

4.2.4 Length of continuous service

This is the duration of continuous service that the respondents have worked at the institution. This was important in order to determine the respondents understanding of the National Museums of Kenya and how employee’s participation affects their commitment to the organization. The results were represented in table 4.4.

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 years</td>
<td>20</td>
<td>17.7</td>
<td>17.7</td>
</tr>
<tr>
<td>between 5-10 years</td>
<td>39</td>
<td>34.5</td>
<td>52.2</td>
</tr>
<tr>
<td>10 years and above</td>
<td>54</td>
<td>47.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>113</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher data, 2016

The findings above indicates that majority of the respondents 47.8% had been working in the organization for a period 10 years and above, 34.5% had worked for a period between 5-10 years and 17.7% had worked for less than 5 years.

The results indicate that majority of the respondents have worked in National Museums of Kenya for a long time and therefore they understand the effect of employee participation in organizational commitment.

4.2.5 Cadre of staff in the institution

This section of the questionnaire sought to establish the cadre of staff in the institution. The results are presented in table 4.5.
Table 4.5: Cadre of staff in the institution

<table>
<thead>
<tr>
<th>Employee cadre</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper Management</td>
<td>8</td>
<td>7.1</td>
<td>7.1</td>
</tr>
<tr>
<td>Middle Management</td>
<td>74</td>
<td>65.5</td>
<td>72.6</td>
</tr>
<tr>
<td>Unionizable</td>
<td>31</td>
<td>27.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>113</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Researcher data, 2016

The results indicate that 65.5% of the respondents were middle management, 27.4% of the respondents were Unionizable while 7.1% of the respondents were in upper management. The results show that employees from all the cadres in the organization were involved in the study.

4.3 Employee participation

Employee participation represents the combination of task-related practices, which aim to maximize employees’ sense of involvement in their work, and human resource management practices that aim to maximize employees’ commitment to the wider organization. The respondents were asked to indicate the extent to which employees participate in the running of National Museums of Kenya. The scores of disagreeing have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale; (0≤ S.D <2.4). The scores of ‘Neutral’ have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: (2.5≤M.E. <3.4) and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; (3.5≤ S.A. <5.0). A standard deviation of > 0.9 implies a significant difference on the impact of the variable among respondents.
Table 4.6: Components of Employee participation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teams are encouraged in producing output</td>
<td>3.354</td>
<td>1.1174</td>
</tr>
<tr>
<td>Communication is timely done</td>
<td>3.345</td>
<td>1.0417</td>
</tr>
<tr>
<td>Employees are consulted on your allocation of duties/ work plan</td>
<td>3.133</td>
<td>1.2571</td>
</tr>
<tr>
<td>Management timely addresses employees concerns and welfare issues</td>
<td>3.106</td>
<td>1.2912</td>
</tr>
<tr>
<td>Employee opinion is considered in decision making</td>
<td>3.053</td>
<td>1.1326</td>
</tr>
<tr>
<td>Organisation observe timely adherence to policies regarding welfare of the employees, i.e promotions, training, health and safety etc</td>
<td>3.035</td>
<td>1.2951</td>
</tr>
<tr>
<td>Collective bargaining agreements are honoured by the management</td>
<td>2.849</td>
<td>1.2408</td>
</tr>
<tr>
<td>Managements consults and rewards the employees fairly</td>
<td>2.743</td>
<td>1.3547</td>
</tr>
</tbody>
</table>

Source: Researcher data, 2016

The results in the table above show that the increased level of employee participation has encouraged the team to increase their production output (M=3.354) and also enhanced the speed of communication among the various departments (M= 3.3451) as well as enhancement of consultations with the employees on matters to do with allocation of duties (M= 3.133). In addition, the participation of employees improved their timely adherence to policies regarding welfare of the employees, for example, promotions, training, health and safety (M=3.0354). These finding concur with Koontz and Donnell (2003) who find that with increased employee participation in decision making, there was an increase in the organization outputs as measured by high profit, quality product, large market share and good financial results. On other hand Hillman & Keim, (2001) stated the lines of communication and participation of employees is more beneficial to a centralized organization.

4.4 Individual and supervisor Involvement

This section of the questionnaire sought to get the respondents view on how individual and supervisor involvement influence employee commitment to the organization. The results are presented below.
## Table 4.7: Individual and supervisor involvement

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are left to work without interference, but help is available if they want it</td>
<td>3.6195</td>
<td>.9572</td>
</tr>
<tr>
<td>Supervisors are available for employees to discuss their concerns, worries and suggestions</td>
<td>3.5044</td>
<td>2.2124</td>
</tr>
<tr>
<td>Employees are given opportunity to solve problems connected with their work</td>
<td>3.3451</td>
<td>1.2590</td>
</tr>
<tr>
<td>Does your supervisor often give feedback on work related decisions</td>
<td>3.3186</td>
<td>1.1515</td>
</tr>
<tr>
<td>Employees are encouraged to learn skills outside their immediate area of responsibility</td>
<td>3.1062</td>
<td>1.2912</td>
</tr>
<tr>
<td>To what extent do you feel that you own decisions made by the management</td>
<td>3.0088</td>
<td>1.1533</td>
</tr>
<tr>
<td>Employee suggestions are taken into consideration in decision making</td>
<td>3.0000</td>
<td>1.1952</td>
</tr>
<tr>
<td>The decisions in employee department are made through consultation with members of the department</td>
<td>2.9646</td>
<td>1.2169</td>
</tr>
<tr>
<td>Employees are involved in decision making</td>
<td>2.9381</td>
<td>1.2268</td>
</tr>
<tr>
<td>Employees are given incentives to work hard and well</td>
<td>2.7168</td>
<td>1.4108</td>
</tr>
</tbody>
</table>

**Source:** Researcher data, 2016

The results indicate that employees are left to work without interference, but help is available if they want it by a mean score of 3.6195. On the hand, supervisors are available for employees to discuss their concerns, worries and suggestions by a mean score of 3.5044 and in the process, employees are given an opportunity to solve problems connected with their work by a mean of 3.345. However, the high standard deviation indicates that the respondents view varied to a great extent. On the lower side of the findings, decisions relating to the formation of employee department was found to a lower extent to be practiced in the organization, mean of 2.9646. The finding indicated that employees are involved in decision making by a mean of 2.9381 and employees are given incentives to work hard and well.

The results show that employees in the National Museums of Kenya largely work without interference from the management in solving their work related problems and instead employees...
are involved in decision making process in the organization. Employees who participate in the decisions making process are found to consider themselves as part of a team with a common goal, and find their sense of self-esteem and creative fulfillment heightened (Helms, 2006). This is because individual and supervisor involvement helps employees gain a wider view of the organization. Through training, development opportunities, and information sharing, employees can acquire the conceptual skills needed to become effective managers or top executives. It also increases the commitment of employees to the organization and the decisions they make (Helms, 2006).

4.5 Organizational justice

Organizational justice is an important factor in understanding the way in which people and organizations function. The concept is intimately connected to the way decisions are being made and the way leaders interact with their subordinates (Greenberg, 2009). However, they point out that when employees feel they are not being treated fairly, they will ‘compensate’ this by displaying unfavorable attitudes such as lower job satisfaction. This section of the questionnaire sought to get information from the respondents on the effect of organizational justice on organizational commitment.

Table 4.8: Organizational justice

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are given autonomy and freedom in their work</td>
<td>3.3274</td>
<td>1.0892</td>
</tr>
<tr>
<td>The supervisor informs employees thoroughly on issues that concern them</td>
<td>3.1681</td>
<td>1.2740</td>
</tr>
<tr>
<td>Managers provides information that is important to them</td>
<td>3.0973</td>
<td>1.2171</td>
</tr>
<tr>
<td>Employees are shown sincere interest in their work related issues</td>
<td>3.0531</td>
<td>1.1087</td>
</tr>
<tr>
<td>Useful information is provided in order to make good decisions</td>
<td>3.0442</td>
<td>1.1679</td>
</tr>
<tr>
<td>Employees are treated with trustworthiness</td>
<td>3.0177</td>
<td>1.1098</td>
</tr>
<tr>
<td>The quality of physical labour such as ergonomics of the display place,</td>
<td>2.9912</td>
<td>1.1687</td>
</tr>
<tr>
<td>furniture and workspace layout</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are giving development and/or training opportunities</td>
<td>2.9646</td>
<td>1.2315</td>
</tr>
<tr>
<td>Information is collected in a fair way to deal with protests and objections to decisions</td>
<td>2.7345</td>
<td>1.1574</td>
</tr>
</tbody>
</table>

Source: Researcher data, 2016
The result in table 4.8 indicates that by the employees being given autonomy and freedom in their work with a mean score of 3.3274 came out as the major activity that affects the employee’s commitment to the organization. In addition, the act of the organizations supervisor willing to solve the issue that affects employees (M= 3.1681) and employees showing interest in their work related issues (M=3.0531) to a large extent increases the level of employee commitment. On the factors that least affects the level of employee commitment at the National Museum of Kenya, the provision of development and/or training opportunities (M=2.9646) as well as dealing fairly with staff protest and objections to management decision from time to time (M=2.7345) were found not to affect much the level of employee commitment to the organization. This finding could be due to the perception among the employees that any further training will not result in job progression in the organization. This position supports that made by Bradberry, (2003) who found that employees are connected to the way decisions are being made and the way leaders interact with their subordinate’s and not the training that is being offered by the organization. However, this contradicts the position made arrived by Kotter (2005) who noted that training opportunities, especially in start-up companies, increases the level of employee commitment to the organization.

4.6 Organizational Commitment

Employee commitment to an organization refers to the feeling that a person wants to continue the relation with an organization, because the costs of leaving the organization are too high or he or she has no alternatives. This feeling of willing to work in the same organization in the foreseeable future is supported by different action exhibited by the employees. The researcher sought to establish from the respondents what effect increased level of commitment had on their performance. The results are presented in Table 4.9 below.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am proud that I work at the organisation</td>
<td>3.6549</td>
<td>1.0502</td>
</tr>
<tr>
<td>The goals of the organisation are my goals</td>
<td>3.5929</td>
<td>1.1621</td>
</tr>
<tr>
<td>This organization has a great deal of personal meaning for me</td>
<td>3.5752</td>
<td>1.0674</td>
</tr>
<tr>
<td>I feel obligated to the organisation</td>
<td>3.5398</td>
<td>1.0859</td>
</tr>
<tr>
<td>The organisation is a great company to work for me</td>
<td>3.5133</td>
<td>1.1348</td>
</tr>
</tbody>
</table>
Right now, staying with my organization is a matter of necessity as much as desire  

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>With my training I can come right to the bin with other organisations</td>
<td>3.3805</td>
<td>1.2699</td>
</tr>
<tr>
<td>It would be very hard for me to leave my organization right now, even if I wanted to</td>
<td>3.2212</td>
<td>1.3006</td>
</tr>
<tr>
<td>I feel partly responsible for the affairs of the organisation</td>
<td>3.2035</td>
<td>1.2038</td>
</tr>
<tr>
<td>Too much in my life would be disrupted if I decided I wanted to leave my organization now</td>
<td>3.1504</td>
<td>1.1666</td>
</tr>
<tr>
<td>I have plenty of employment opportunities</td>
<td>2.9912</td>
<td>1.2356</td>
</tr>
<tr>
<td>I would accept almost any job to keep working at the organisation</td>
<td>2.9027</td>
<td>1.2953</td>
</tr>
<tr>
<td>If I were fired today, I would not be afraid of the consequences</td>
<td>2.8938</td>
<td>1.1904</td>
</tr>
</tbody>
</table>

**Source: Researcher data, 2016**

The findings above suggest that with increased organizational commitment, the employees will be proud to work in the organization (M= 3.6549) and will consider the organizational goals as their own (M=3.5929) and this will increase the rate of realizing the firms objectives since less resistance will be witnessed. In addition, with increased employee commitment, employees feel that the organization will be working for them and in the process, they feel obligated to the organization and its mission and vision (M= 3.3363). Indeed this position is in line with that of Meyer, Allen & Gellatly (1990) who suggest that employees with high commitment have a long term employment relation with their employer. In addition Somers (1995) found that a higher level of employee commitment reduces absenteeism and therefore enhanced their intent to remain.

### 4.7 Employee Participation and Employee Commitment

The relationship between the employee participation and organization commitment was tested using Pearson correlation. The following show the model summary, ANOVA and coefficients of regression.
Table 4.10: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.685a</td>
<td>.478</td>
<td>.536</td>
<td>.64593</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), employee participation, individual and supervisor involvement and Organizational Justice

The results show that the independent variables (Components of employee participation and Individual and supervisor involvement in decision making) studied, explain only 47.8% on the level of commitment to an organization. This measure is represented by the coefficient of determination ($R^2$). This therefore means that other factors not studied in this research contribute 52.2% of the capacity of employee to be committed to National Museums of Kenya.

Table 4.11: ANOVA Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>3</td>
<td>9.103</td>
<td>11.671</td>
<td>.000a</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>110</td>
<td>.780</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>113</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), employee participation, individual and supervisor involvement and Organizational Justice
b. Dependent Variable: Organizational Commitment

From the ANOVA statistics, the study established the regression model had a significance level of 0.3% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value ($11.671>1.658$) an indication that employee participation, individual and supervisor involvement and organizational justice influence organizational commitment of employees in National Museums of Kenya. The significance value was less than 0.05 indicating that the model was significant.
Table 12: Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.356</td>
<td>.426</td>
<td>5.531</td>
</tr>
<tr>
<td></td>
<td>Employee participation</td>
<td>.257</td>
<td>.071</td>
<td>.362</td>
</tr>
<tr>
<td></td>
<td>(Components)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Individual and supervisor</td>
<td>.360</td>
<td>.081</td>
<td>.378</td>
</tr>
<tr>
<td></td>
<td>involvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational justice</td>
<td>.396</td>
<td>.097</td>
<td>.298</td>
</tr>
</tbody>
</table>

Source: Researcher data, 2016

From the data, the established regression equation was

\[ Y = 2.356 + 0.257X_1 + 0.360X_2 + 0.396X_3 \]

At 5% level of significance, employee participation had a 0.002 level of significance; individual and supervisor involvement showed a 0.020 level of significance, while organizational justice showed a 0.010 level of significance. Employee participation (Components) had the greatest influence on organizational commitment, followed by organizational justice and lastly individual and supervisor involvement. All the variables were significant (p<0.05).
4.8 Chapter Summary
This chapter presented the results of the data collected and made discussion thereon. The researcher collected back from the target respondents 113 questionnaires which represented 86% response rate. This level of response was considered adequate to provide a representative result and therefore realize the research objectives. Majority of the respondents were found to be over 30 years and also had at least first degree qualification which made them capable of understanding the research instrument questions better. The National Museum of Kenya was found to employ various mechanisms in an attempt to enhance the level of employee participation. The popular mechanism that was popular among the staff is adoption of effective communication, broad consultation with the staff on matters touching on their welfare and fair allocation of duties. At the individual employee and supervisor level, the study found that the organization encourages employees to work with minimum interference from the immediate supervisors though the supervisors were found to be available to address employee concerns.

The other factor investigated that was perceived to affect employee’s level of commitment was the organizational justice. Organizational justice was found to be intimately connected to the way decisions are being made and the way leaders interact with their subordinates. The organizational justice system at NMK takes different forms among them, the supervisor informing employees on issues affecting them, and giving autonomy to staff on their areas of operations so long as responsibility does not get delegated. With the above influence on employees, the study found out that NMK employees are proud to work in the institution. In establishing the extent to which employee participation affects the level of employee commitment, the study found out that the independent variable affects around 48% of the decision of the employees to be committed to the organization.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction
This is the final chapter in this study which gives the summary of the findings, the conclusions and recommendations of the study based on the objective of the study. The chapter finally presents the suggestions for further studies.

5.2 Summary of Findings
The first objective of the study was to identify the components of employee participation that affect employee commitment at NMK. The study established that to a large extent employee participation is highly practised in National Museum of Kenya and some of the popular approaches used were encouraging teamwork in production of output. The communication of organisation strategies to employees was found to be well managed and this led to a better allocation of duties among the employees. The study further established that welfare of employees is well adhered in the organization policies like promotions, training, health and safety. Indeed in the present day business environment, the human resource base and how they are managed is becoming more important than any other resource. Therefore, employee participation as a factor that affects employee level of commitment came out strongly in the study. The loss of talented employees may be very detrimental to the organization’s future success and therefore it becomes imperative for organizations to put in place strategies to ensure that the employees are committed to the organization. Individuals who are affectively committed to their organizations believe in the organizations’ goals and wish to maintain their organizational membership.

The second objective of the study was to establish how individual and supervisor involvement in decision making affected organizational commitment at NMK. The findings were that as one way of fostering individual employee and supervisor involvement, the organizations should leave employees to work with less interference. Though the study found out that the supervisors were available when the need arises. In addition, employees were being given an opportunity to solve
problems connected with their work. However, there was high standard deviation in the results indicating that the views by the respondents were varied.

The third objective of the study was to establish the various contributions of organizational justice to employee commitment and participation. A committed workforce is a great blessing for any organization. The findings were that the perceived justice system was concerned with matters that affected employee life in the organization such as communication process within the organization, level of autonomy and consultation on matters that affect the staff. To this regard, the study found out that employees are connected to the way decisions are made in the organization and that provides employees with freedom in their work. The perceived employee’s justice system was and participation was found to positively affect the employee commitment to the organization.

5.3 Conclusion

Highly committed employees are the destiny of an organization. Therefore there is need for an organization to be attentive to their concern and needs that will affect their level of satisfaction, organizational citizenship behavior and physical environment of the organization. From the study findings, it is concluded that the level of employee participation in an organization positively affects the level of employee’s commitment in state corporations in Kenya especially in National Museum. Increased level of employee commitment to the organizations values is likely to increase their productivity level.

The study also concludes that the welfare of employees is well adhered in policies like promotions, training, health and safety which eventually result to employee input of various notches such as reduction of employee intention to turn over, organisational commitment and increase in motivation. Further, the study concludes that employees and supervisor involvement have good relationship which makes them to be trusted in their work without interference. Moreover, the study concludes that organization is giving employees autonomy and freedom in their work as well as treating them with trustworthiness. Finally, the study concludes employees are proud of the organizational commitment and accept almost any job to keep working at the organisation.
5.4 Recommendations

Based on the findings and conclusions, the study recommends that the government of Kenya should encourage employee participation on organisational commitment in state corporations in Kenya to the maximum extent in order to build a strong relationship with employees. This can be done through government organisation involving employee in all organisational commitment section. The government and non-governmental organisation should play an important role in understanding the effects of employees’ participation on organizational commitment in state corporations in Kenya.

The leadership of the organization can be regarded as the driving force for organizations on the path of productivity. They can give the assurance of and commit themselves to modeling the desired behaviors combined with the values that need to be institutionalized. Managers can increase organizational commitment by communicating that they value employees’ contribution and that they care about employees’ well-being. The findings from this study will therefore help senior managers to identify those employee related issues that can slow productivity in the workplace. When the staff members see that they are considered, their emotional, normative and continuity attachment will increase successively. Individuals with higher level of organizational attachment will be more willing to work for the organization and to stay as a member of the organization, which brings about higher levels of productivity in the organization.

The organization needs to cater for employee welfare; trust and freedom in their work which eventually result to employees been proud of the organizational commitment and accept almost any job to keep working at the organisation. Further the study shown the National Museum poses a strong, good relationship with the employees. This shows organization should practice the same in order to improve the relation with the employees.

The study established that organizations interested in their growth and in highly committed work force must involve their employees in decision making process. Some time it happens that what employees knows, managements does not know it. It is always true that employer cannot implement all the types employee participation techniques immediately, it never work. Organizations have to implement them one by one so that employee can trust their employer.
5.5 Recommendations for Future Studies

The study was undertaken on the effect of employee participation on organisational commitment in state corporations in National Museum of Kenya. However, the study established that employee participation and perception of organizational justice was found to influence employee commitment to an extent of around 48%. This implies that there is still another high proportion of factors that influence staff commitment. The study recommends that a further study should be carried out to establish the factors not considered in the study that also affects employee commitment to the NMK. In addition, the study concentrated only to one organization and there is need to undertake a cross-sectional study involving different organizations cutting across both public and private entities and their subsequent results compared.
REFERENCES


Baloff N., Doherty, E.M. (1989). Potential Pitfalls in Employee participation; *Organisational Dynamics*; 17 (3); 51-62


Benson G. S. (2006). Employee development, commitment and intention to turnover: a test of ‘employability’ policies in action; *Human Resource Management Journal*; 16(2); 173-192


Bies R.J., & Shapiro D.L. (1988); Participation and justification: their influence on procedural fairness judgments; *Academy of Journal*; 31 (3); 676-685


Colquitt J.A. (2001); On the dimensionality of Organizational Justice: A Construct Validation of a Measure; *Journal of Applied Psychology; 86* (3); 386-400.


Colquitt J.A; Chertkoff J.M (2012); Explaining Injustice : The outcome on Fairness Perceptions and Task motivation ; *Journal on Management, 28*(5) 591-610.


Dawley D.D., Stephens R.D., & Stephens D.B. (2005); Dimensionality of organizational commitment in volunteer workers: Chamber of commerce board members and role fulfillment; *Journal of Vocational Behavior*; 67; 511-525

Dundon, T., A. Wilkinson, M. Machington and P. Ackers (2005), on-union organisation ““The management of the participation in non-union organisations”, managers perspective’, Employee Relations, 27(3) 307-19

Eisenberger R., Steven A., Rexwinkel B., Lynch P.D., Rhoades L. (2001); Reciprocation of Perceived Organizational Support; *Journal of Applied Psychology*; 86 (1); 42-51


Folger R. (1987). Distributive and Procedural Justice in the workplace; Social Justice Research; 1 (2); 143-159


Gilder D. de (2003). Commitment, trust and work behaviour; the case of contingent workers; *Personnel Review*; 32 (5); 588-604


Karregat S., Steensma H. (2005); Sociale rechtvaardigheid, psychologisch teruktrekgedrag en ziekteverzuim; *Gedrag & Organisatie*; 18 (3); 139-155


Kernan M.C., Hanges P.J. (2002); Supervisor Reactions to Reorganization: Antecedents and Consequences of Procedural, Interpersonal and Informational Justice; *Journal of Applied Psychology*; 87 (5); 916-928


Leana C.R., Ahlbrandt R.S., Murrell A.J. (1992); The effects of employee involvement programs on unionized workers’ attitudes, perceptions, and preferences in decision making; *Academy of Management Journal*; 35 (4); 861-873

Leventhal G.S. (1976); *The Distribution of rewards and resources in groups and organizations*; In: Berkowitz Z., Walster (W); Advances in experimental social psychology; New York; Academic Press


McGee G.W., Ford R.C. (1987). Two (or more?) dimensions of organizational commitment; re-examination of the affective and continuance commitment scales; *Journal of Applied Psychology*; 72; 638-641


Meyer J.P., Allen N.J., Gellatly I.R. (1990); Affective and continuance commitment to the organization: evaluation of measures and analysis of concurrent and time-lagged relations; *Journal of Applied Psychology*; 75 (6); 710-720


APPENDICES

Appendix I: Introduction Letter
Dear respondent,
Patrick K. Manene is a postgraduate student from Kenyatta University School of Humanities and Social Sciences, department of Public Policy and Public Administration, undertaking a research project on the Employee participation and organizational commitment in State Corporations: a case of the National museums of Kenya. This research is a requirement course in the department. The specific objectives of the study are; to identify the components of employee participation that affect organisational commitment at NMK, to establish the contributions of forms of Organisational Justice to organisational commitment and employee participation at NMK and to establish how the individual and Supervisor involvement in decision making affect organisational commitment at NMK. The findings of this study will be used by the researcher for academic purposes and recommending the possible solution to maximize employee participation in order to increase their organizational commitment. You are kindly requested to respond to this questionnaire. For purpose of confidentiality please DO NOT write your name anywhere on the questionnaire. The information you give will be treated with utmost confidence without disclosing it to anybody whatsoever. Thank you in advance.

Yours faithfully,

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

PATRICK K. MANENE
Appendix II: Time Plan

The Research is proposed to take approximately 12 months including the report writing.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>SCHEDULE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concept paper development</td>
<td>Nov 2013-Jan 2015</td>
</tr>
<tr>
<td>Research proposal writing</td>
<td>FEB - OCT 2015</td>
</tr>
<tr>
<td>Proposal defence and presentation</td>
<td>NOV 2015</td>
</tr>
<tr>
<td>Pilot testing of the questionnaires</td>
<td>DEC 2015</td>
</tr>
<tr>
<td>Data collection and analysis</td>
<td>JAN 2016</td>
</tr>
<tr>
<td>Final project writing, printing, binding and final submission</td>
<td>FEB 2016, APRIL 2016, MAY 2016</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2016)
### Appendix III: Budget Plan

<table>
<thead>
<tr>
<th>ITEMS</th>
<th>AMOUNT IN KSH.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stationary</td>
<td>10,000</td>
</tr>
<tr>
<td>Typing and Photocopying</td>
<td>10,000</td>
</tr>
<tr>
<td>Printing and Binding</td>
<td>10,000</td>
</tr>
<tr>
<td>Sustenance and travel</td>
<td>20,000</td>
</tr>
<tr>
<td>Data collection and analysis</td>
<td>20,000</td>
</tr>
<tr>
<td>Hiring a research assistant for data collection</td>
<td>10,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>85,000</strong></td>
</tr>
</tbody>
</table>
Appendix IV: Questionnaire

This study aims to collect information for academic purposes only. The researcher wishes to affirm that, the identity of respondents will remain confidential and that there are no accruing benefits to the respondents who participate in this course; however your contribution is of much essence to academic knowledge. The researcher highly appreciates your participation.

Section A: General Information

1. Department
2. Gender Male □ Female □
3. Age (years)
   21-30 year □ 31-40 years □ 41-50 years □
4. Level of Education
   O-Level □ Diploma □ Degree □ Masters □ Phd □
5. How long have you been working at NMK?
   Less than 5 years □ between 5 years – 10 years □ Ten years and above □
6. Which cadre do you belong?
   Upper management □ Middle level management □ Unionisable □

Section B: Employee participation

To what extent does the following components of employee participation affects your commitment to the organization? 1= no extent, 2= little extent, 3= moderate extent, 4= great extent and 5= Very great extent.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication is timely done</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee opinion is considered in decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teams are encouraged in producing output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collective bargaining agreements are honoured by the management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are consulted on your allocation of duties/ work plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisation observe timely adherence to policies regarding welfare of the employees. i.e promotions, training, health and safety etc</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Managements consults and rewards the employees fairly
Management timely addresses employees concerns and welfare issues

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are involved in decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee suggestions are taken into consideration in decision making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does your supervisor often give feedback on work related decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To what extent do you feel that you own decisions made by the management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are left to work without interference, but help is available if they want it</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisors are available for employees to discuss their concerns, worries and suggestions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The decisions in employee department are made through consultation with members of the department</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are encouraged to learn skills outside their immediate area of responsibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are given opportunity to solve problems connected with their work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are given incentives to work hard and well</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Section C: Individual and supervisor involvement**

To what extent does individual and supervisor involvement influence your commitment to the organization? Rate on a scale of 1-5 where 1=no extent, 2=little extent, 3= moderate extent, 4=great extent and 5=Very great extent.
**Section D: Organizational justice**

To what extent does your organization manage the following aspects of organizational justice?
Rate on a scale of 1 to 5 where 1= no extent, 2= little extent, 3= moderate extent, 4= great extent and 5 is to a very great extent.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information is collected in a fair way to deal with protests and objections to decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Useful information is provided in order to make good decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The supervisor informs employees thoroughly on issues that concern them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers provides information that is important to them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are treated with trustworthiness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are shown sincere interest in their work related issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are given autonomy and freedom in their work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are giving development and/or training opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The quality of physical labour such as ergonomics of the display place, furniture and workspace layout</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Section E: Organizational Commitment**

To what extent can you rate the following aspects of organizational commitment in your organization? Rate on a scale of 1 to 5 where 1= strongly disagree, 2= Disagree, 3= neither agree nor disagree, 4= Agree and 5 is strongly agree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am proud that I work at the organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It would be very hard for me to leave my organization right now, even if I wanted to</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organisation is a great company to work for</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would accept almost any job to keep working at the organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
I feel partly responsible for the affairs of the organisation
The goals of the organisation are my goals
I feel obligated to the organisation
This organization has a great deal of personal meaning for me
If I were fired today, I would not be afraid of the consequences
I have plenty of employment opportunities
With my training I can come right to the bin with other organisations
Too much in my life would be disrupted if I decided I wanted to leave my organization now
Right now, staying with my organization is a matter of necessity as much as desire

THANK YOU
Appendix V: Research Permit Certificate

THIS IS TO CERTIFY THAT:
MR. PATRICK KIMATHI MANENE
of KENYATTA UNIVERSITY, 40658-100
NAIROBI, has been permitted to conduct
research in Nairobi County
on the topic: THE EFFECT OF EMPLOYEE
PARTICIPATION ON ORGANISATIONAL
COMMITMENT IN STATE CORPORATIONS
IN KENYA: THE CASE OF NATIONAL
MUSEUMS OF KENYA
for the period ending:
29th April, 2017

Permit No.: NACOSTIP/15/57792/10177
Date Of Issue: 31st May, 2016
Fee Received: Ksh 1000

Applicant's Signature

Director General
National Commission for Science,
Technology & Innovation