

# THE EFFECTS OF DEMOGRAPHIC CHARACTERISTICS ON ORGANISATIONAL COMMITMENT, JOB SATISFACTION AND TURNOVER INTENTIONS: THE CASE OF EMPLOYEES IN KENYAN UNIVERSITIES

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**Abstract** *The purpose of this study is to investigate the effect of employee demographic characteristics on organisational commitment, job satisfaction, and turnover intentions. Data was collected from 932 employees from three public and three private universities in Kenya. The results from multiple regression analysis has shown that age, gender, marital status, education, and university sector had significant effect on continuance commitment; age and university sector had significant effect on affective commitment; age, position tenure, education, and university sector had significant effect on normative commitment; age, gender, position tenure occupational grouping, and university sector had significant effect on job satisfaction; and finally, age, job tenure, position tenure, and education had significant effect on turnover intentions. The findings show that university managers, especially from public universities, should focus on improving their HR policies so as enhance their employees' commitment levels.*

**Keywords:** *Organisational Commitment, Job Satisfaction, Turnover Intentions, Demographic Characteristics.*

Over the last three decades, organisational commitment has generated a lot of interest among organisational behaviour researchers. The popularity of the concept has stemmed from its relationship with several important employee behaviours. For instance, studies have found that organisational commitment has a positive impact on attendance (Meyer & Allen, 1997), job satisfaction (Cooper-Hakim & Viswesvaran, 2005), and motivation (Mathieu & Zajac, 1990) and is negatively related to turnover, intent to leave, tardiness, and absenteeism (Meyer & Herscovitch, 2001). Cooper-Hakim and Viswesvaran (2005) noted that predicting employee satisfaction, performance and turnover is important because employees have become the only source of sustainable competitive advantage to organisations.

Organisational commitment has been studied extensively among diverse professional groups such as public sector employees, nurses, police, and university academic staff among others (Al-Qarioti & Al-Enezi, 2004; Dixon et al., 2005; Meyer et al., 1993; Dunham et al., 1994; Cetin, 2006). However, there is a dearth of empirical studies on organisational commitment in higher education institutions with both academic and non-academic samples

especially from a Kenyan context. In addition, most of the organisational commitment studies have been carried out using North American samples. Very few studies have used samples from Sub-Saharan Africa and Kenya in particular, thus challenging the generalisability of their findings to these contexts. In this regard, Meyer (1997), cited by Suliman and Iles (2000), pointed out that “the models of commitment... have been developed and tested in western countries. There is a need for more systematic research to determine whether these models apply elsewhere” (p.72).

The purpose of this study is to determine the extent to which demographic characteristics (i.e., age, gender, marital status, tenure, education, and occupational groups) predicted organisational commitment, job satisfaction, and turnover intentions among employees in Kenyan universities.

## BACKGROUND TO THE STUDY PROBLEM

Universities in Kenya are expected to make contributions to national development through the training and development of human resources in various professions for the labour

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market (Government of Kenya, 1988). This is a costly endeavour which the government must be prepared to support through adequate funding. However, the period of poor economic performance from the late 1980s saw a drastic increase in the number of public universities and student enrolment (Amutabi, 2003). From one public university at independence, there are presently seven public universities and 30 private universities with an increase in student population from 571 students in 1963 to 182, 253 in 2010/2011 (Government of Kenya, 2011).

The consequence of this unplanned increase without commensurate increase in funds has led to extreme pressure on the human and physical resources in ways that have affected these universities' ability to maintain respectable levels of performance in relation to their core mandates of teaching and research (Mutula, 2002; Oketch, 2003). Due to these challenges, public universities in Kenya are faced with the challenging task of motivating their employees through the provision of attractive working conditions and competitive remuneration. Consequently, "brain drain" levels have been quite high, as most academics have sought alternative, more competitive opportunities in the private sector or abroad, thus affecting the teaching needs of Kenyan universities (Tetty, 2006; Mwiria & Ngethe, 2007). Further, strikes among lecturers from public universities agitating for better remuneration have been on the increase, resulting in the disruption of learning in public universities. These unfavourable working conditions have jeopardised the loyalty of the employees towards their universities as they increasingly engage in "moonlighting" activities in order to supplement their earnings. Based on these challenges facing universities in Kenya, this study investigates the factors that influence employees job satisfaction, organizational commitment, and turnover intentions. According to Meyer and Allen (1997), employees who do not turnover represent the "heart, brain and muscle" (p. 5) of the organisation.

## THEORIES OF ORGANISATIONAL COMMITMENT

Despite several articles on the subject of organisational commitment, there has been lack of consensus on its definition while its dimensionality has been unclear (Meyer & Allen, 1991; Meyer & Herscovitch, 2001). Some research studies have conceptualised organisational commitment as either attitudinal or behavioural, while others have considered it as multidimensional (Becker, 1960; Wiener, 1982; Allen & Meyer, 1990).

Allen and Meyer (1990) found that organisational commitment had at least three general themes, i.e., affective attachment to the organisation, perceived costs associated with leaving the organisation and obligation to remain with the organisation. According to Allen and Meyer, "the

'net sum' of a person's commitment to the organisation, therefore, reflects each of these separable psychological states" (p.4) since an employee can experience each of these psychological states with varying degrees, for instance, a strong need and obligation to remain in the organisation but no desire to do so. These themes became known as affective, continuance, and normative commitment respectively.

**Affective commitment:** This approach views commitment as involving some form of psychological bond between employees and the organisation. Meyer and Allen (1991) defined it as "employee's emotional attachment to, identification with, and involvement in the organisation. Employees with a strong affective commitment continue employment with the organisation because they want to do so" (p. 67).

**Normative commitment:** This view of commitment argues that employees' identification with the organisation's goals and values are a result of personal moral standards, cultural, or organisational socialisation, and not rewards or punishments. Meyer and Allen (1991) referred to it as "a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they *ought* to remain with the organisation" (p. 67).

**Continuance commitment:** This dimension views commitment as a force tying an employee to an organisation because the perceived cost of doing otherwise is likely to be high (Becker, 1960; Kanter, 1968). Kanter (1968) referred to this type of commitment as "profit associated with continued participation and 'cost' associated with leaving" (p. 504). Meyer and Allen (1991) defined it as "an awareness of the costs associated with leaving the organisation. Employees whose primary link to the organisation is based on continuance commitment remain because they need to do so" (p.67). McGee and Ford (1987) found that continuance commitment was a bi-dimensional construct consisting of perceptions of 'high personal sacrifice' and 'limited alternative job opportunities' associated with leaving one's organisation.

**Job satisfaction** is "a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences" (Locke, 1976, p. 1300). Studies have shown that employee absenteeism, turnover, and other behaviours are related to a person's satisfaction with his or her job and the organization (Maidani, 1991). Most studies have found that job satisfaction is influenced by an array of personal and job characteristics such as age, gender, tenure, autonomy, teamwork, job variety, satisfaction with pay, and training, among others (Volkwein & Zhou, 2003; Lambert, 2004). Stressful work conditions were found to negatively affect employees' job satisfaction (Ngo *et al.*, 2005; Lambert, Hogan, & Griffin, 2007).

**Turnover intention** has been found to be inversely related with organisational commitment and job satisfaction (Meyer

& Herscovitch, 2001; Lambert & Hogan, 2009). Employees with low commitment levels and who are dissatisfied with their jobs are expected to report high turnover rates, absenteeism, and poor job performance. Similarly, employees who have rewarding, meaningful, and enjoyable jobs are less likely to quit as compared to employees who dislike their jobs (Kanwar, Singh, & Kodwani, 2012).

## ANTECEDENTS OF ORGANISATIONAL COMMITMENT, JOB SATISFACTION AND TURNOVER INTENTIONS

Research studies on the relationship between organisational commitment and demographic variables have produced weak and sometimes inconsistent results (Mathieu & Zajac, 1990). Other studies have shown that personal variables like age, tenure, education, gender, and marital status played a role in enhancing employee “side-bets”, which would be lost if the employee considered terminating membership with the organisation (Becker, 1960; Stevens *et al.*, 1978).

Studies have shown that age is positively related to organisational commitment and job satisfaction, and negatively related to turnover intentions (Kipkebut, 2010; Karsh, Bookse and Sainfort, 2005). Sager and Johnson (1989) found that age was unrelated to a salesperson’s organisational commitment. Thus, it is hypothesized that:

H<sub>0</sub>1: Age has no effect on organisational commitment, job satisfaction, and turnover intentions.

Studies have shown that education is inversely related to organisational commitment and job satisfaction, and positively related with turnover intentions (Lincoln & Kalleberg, 1990; Mathieu & Zajac, 1990). Highly educated employees are more likely to have lower levels of commitment and job satisfaction and higher levels of turnover intentions. Therefore, it is hypothesized that:

H<sub>0</sub>2: Education has no effect on organisational commitment, job satisfaction, and turnover intentions.

Some studies have found a weak correlation between gender and organisational commitment (Mathieu and Zajac, 1990; Lincoln and Kalleberg, 1990), other studies have found no relationship (Stevens *et al.*, 1978; Aven *et al.*, 1993). Thus, it is hypothesized that:

H<sub>0</sub>3: Gender will not have a significant effect on organisational commitment, job satisfaction, and turnover intentions.

Marital status has been found to positively correlate with organisational commitment (Mathieu and Zajac, 1990; Cetin, 2006). Mathieu and Zajac (1990) found that marital status was more related to continuance commitment than attitudinal commitment since married employees were more likely to have greater financial burdens than single

employees. Therefore, it is hypothesized that:

H<sub>0</sub>4: Marital status will not have a significant effect on organisational commitment, job satisfaction and turnover intentions.

Studies have shown that organisational commitment-tenure relationship develops only after an employee has spent some years in the organisation and has accumulated investments or “side-bets” which would enhance retention in the organisation (Becker, 1960; Mathieu & Zajac, 1990). Positional tenure is expected to be negatively related to organisational commitment and job satisfaction, and negatively related with turnover intentions (Stevens *et al.*, 1978). Therefore, it is hypothesized that:

H<sub>0</sub>5: Job tenure will not have a significant effect on organisational commitment, job satisfaction and turnover intentions.

H<sub>0</sub>6: Position tenure will not have a significant effect on organisational commitment, job satisfaction and turnover intentions.

Studies have shown that non-professional employees, who perform meaningless and unchallenging jobs, will have higher levels of organisational commitment and job satisfaction than employees in high status jobs (Ritzer & Trice, 1969; Cohen, 1992). Mowday *et al.*, (1982) however, did not find any significant differences in the commitment levels across occupational levels. Therefore, it is hypothesized that:

H<sub>0</sub>7: Academic employees will not have significantly higher levels of organisational commitment, job satisfaction, and turnover intentions than non-academic employees.

Studies have found significant sector differences in organisational commitment, job satisfaction, and turnover intention, with employees from public sector organisations having lower levels of organisational commitment than private sector workers (Bourantas & Papalexandris, 1992; Obeng & Ugboro, 2003). Based on the literature, it is hypothesized that:

H<sub>0</sub>8: Employees from private universities will not have significantly high levels of organisational commitment, job satisfaction, and turnover intentions than employees from public universities.

## METHOD

This research paper is based on a cross-sectional study from a random sample of academic and non-academic employees from three public and three private universities in Kenya. Questionnaires were distributed to 1200 employees from public universities and 415 from private universities through a “drop and pick” method. The response rate from public universities was 62.6% (751 respondents), while it was 57.8% (240 respondents) from private universities.

**Table 1: Summary of Demographic Characteristics of the Respondents**

Demographic variables	Frequency	Percent (%)	Demographic variables	Frequency	Percent (%)
Occupational groups			Job tenure		
Academic	446	47.9	4 years and less	191	20.5
Non-academic	486	52.1	5 – 10	224	24.0
University sector			11 – 15	266	28.5
Public	723	77.6	16 and above	251	26.9
Private	209	22.4			
Age			Position tenure		
Below 30	83	8.9	Below 1 year	67	7.2
30-39	308	33.0	1 – 4	421	45.2
40-49	364	39.1	5 - 10	237	25.4
50 and above	177	19.0	11 and above	207	22.2
Gender			Education		
Male	607	65.1	Certificate	65	7.0
Female	325	34.9	Diploma	153	16.4
Marital status			Bachelor	166	17.8
Unmarried	171	18.3	Masters	295	31.7
Married	761	81.7	PhD (on-going)	86	9.2
			PhD	167	17.9

Screening of the data reduced the sample to 723 respondents from public universities and 209 respondents from private universities. The description of the respondents is presented in Table 1.

## MEASUREMENT OF THE VARIABLES

**Dependent variables:** Organisational commitment was measured as a multi-dimensional construct consisting of affective, continuance, and normative commitment. These items for affective and continuance commitment were adopted from Allen and Meyer (1990), while the items for normative comment was from the revised scales by Meyer et al., (1993). This was because the original scales by Allen and Meyer (1990) obtained low reliability during the pilot study ( $\alpha = 0.54$ ). Each of the commitment dimensions had six items and were measured on a five-point Likert scale where, 1 = Strongly Disagree and 5 = Strongly Agree. The Cronbach reliability coefficients were as follows: affective commitment ( $\alpha = .879$ ), continuance commitment ( $\alpha = 0.786$ ), and normative commitment ( $\alpha = .772$ ).

**Independent variables:** The demographic characteristics are as follows: age, gender (coded as a dummy variable, where Male = 0, Female = 1), marital status (Unmarried = 0, Married = 1), tenure (job), tenure (position), education, occupation (Academic = 0, Non-academic = 1), and university sector (Public = 0, Private = 1).

## RESULTS

This section will present results from both descriptive and inferential statistics. The techniques used include correlation analysis, independent samples t-tests, one-way Analysis of Variance (ANOVA) and regression analyses.

The correlation analysis has shown that CC (HPS) and CC (LALT) have the highest significant positive correlation with the demographic characteristics than the other organisational commitment dimensions, job satisfaction and turnover intentions.

The results of independent samples t-test and one-way ANOVA are presented below:

### Age

The results of one-way ANOVA has shown that respondents aged 50 years and above have significantly higher mean scores for affective commitment, CC (HPS), CC (LALT), extrinsic and intrinsic job satisfaction than respondents aged 40-49 years and below ( $p < 0.05$ ). Further, respondents aged 50 years and above have significantly lower mean scores for turnover intentions than respondents aged 40-49 years and below ( $p < 0.01$ ).



Table 2: Pearson's Correlation Analysis of Organisational Commitment, Job Satisfaction, and Turnover Intentions with the Demographic Characteristics

	Variables	Mean	Std. Dev	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Age	2.68	0.88	1													
2	Gender	1.35	0.48	-.216**	1												
3	Marital Status	1.82	0.39	.373**	-.217**	1											
4	Job tenure	2.62	1.09	.599**	-.164**	.331**	1										
5	Position tenure	2.63	0.91	.428**	-.054	.211**	.528**	1									
6	Education	3.73	1.48	.289**	-.230**	.162**	.123**	-.097**	1								
7	Occupation groups	0.52	0.50	-.232**	.174**	-.116**	-.077*	.034	-.755**	1							
8	Sector	1.22	0.42	-.144**	.163**	-.230**	-.301**	-.184**	-.081*	.000	1						
9	Affective commitment	20.07	5.40	.065*	.009	-.024	-.040	-.040	-.028	.029	.192**	1					
10	CC (HPS)	9.01	2.97	.129**	.020	.074*	.058	.091**	-.110**	.057	.048	.416**	1				
11	CC (LALT)	9.06	2.83	.095**	.060	.078*	.120**	.085**	-.154**	.133**	-.107**	.046	.505**	1			
12	Normative commitment	18.80	4.71	.007	.004	.003	-.027	-.038	-.114**	.105**	.144**	.649**	.474**	.131**	1		
13	EJS	24.98	4.99	.044	.003	-.052	-.058	-.053	-.084*	.106**	.239**	.542**	.260**	.009	.452**	1	
14	IJS	21.49	5.21	.072*	-.063	.011	-.057	-.107**	.050	-.068*	.208**	.517**	.238**	-.052	.405**	.785**	1
15	Turnover Intentions	7.83	3.35	-.148**	.023	-.008	-.019	.002	.041	-.008	-.015	-.552**	-.352**	-.061	-.456**	-.461**	-.461**

Note: \*\* Correlation is significant at the 0.01 level (2-tailed); \* Correlation is significant at the 0.05 level (2-tailed);

CC (HPS) – Continuance Commitment (High Personal Sacrifice); CC (LALT) – Continuance Commitment (Low Perceived Alternatives);

EJS – Extrinsic Job Satisfaction; IJS – Intrinsic Job Satisfaction

**Table 3: Results of ANOVA Test to Explore the Impact of Age on Organisational Commitment, Job Satisfaction, and Intentions to Turnover**

	<b>Below 30 years N = 83</b>	<b>30-39 years N = 308</b>	<b>40-49 years N = 364</b>	<b>50 and above N = 177</b>	<b><i>f</i>-ratio</b>
Affective commitment	20.01 (5.07)	19.88 (5.43)	19.65 (5.35)	21.31 (5.44)	3.994**
CC (HPS)	8.57 (2.95)	8.71 (3.01)	8.94 (2.96)	9.86 (2.81)	6.656***
CC (LALT)	8.57 (2.51)	8.84 (2.89)	9.16 (2.77)	9.46 (2.92)	2.839*
Normative commitment	18.87 (4.32)	18.89 (4.68)	18.53 (4.70)	19.16 (4.96)	0.798ns
Extrinsic job satisfaction	25.64 (4.58)	24.69 (4.98)	24.52 (5.02)	26.12 (4.94)	4.275**
Intrinsic job satisfaction	21.34 (4.80)	21.27 (5.40)	21.12 (5.09)	22.71 (5.15)	4.992**
Turnover intentions	8.43 (3.14)	8.16 (3.41)	7.97 (3.36)	6.68 (3.07)	4.118**

† $p < 0.10$ ; \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ; ns – not significant

**Table 4: Independent Sample t-test Results Conducted to Compare the Mean Scores of Organisational Commitment, Job Satisfaction, and Turnover Intentions Based on Gender**

	<b>Male N = 607</b>	<b>Female N = 325</b>	<b><i>t</i>-value</b>
Affective commitment	20.04 (5.45)	20.14 (5.30)	-0.271ns
CC (HPS)	8.96 (2.95)	9.09 (3.02)	-0.607ns
CC (LALT)	8.93 (2.84)	9.29 (2.79)	-1.839†
Normative commitment	18.78 (4.73)	18.82 (4.69)	-0.130ns
Extrinsic job satisfaction	24.97 (5.00)	25.00 (4.96)	-0.100ns
Intrinsic job satisfaction	21.73 (5.12)	21.04 (5.34)	1.921*
Turnover intentions	7.77 (3.34)	7.93 (3.37)	-0.700ns

† $p < 0.10$ ; \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ; ns – not significant

## Gender

The results of independent samples t-test has shown significant gender differences in CC (LALT) and intrinsic job satisfaction. In relation to CC (LALT), female respondents had significantly higher mean scores than male respondents ( $p < 0.05$ ). On the other hand, male respondents had significantly higher mean scores for intrinsic job satisfaction than female respondents ( $p < 0.05$ ).

## Marital Status

The results of the t-test analysis have shown that married employees have significantly higher the mean scores for CC (HPS) and CC (LALT) than unmarried employees ( $p < 0.05$ ).

## Position Tenure

The results have shown that there were significant differences in the mean scores of CC (HPS), CC (LALT),

and job satisfaction with position tenure ( $p < 0.05$ ). Post-hoc comparison using Tukey HSD has shown that respondents who have stagnated in the same position for 11 years and above have significantly higher mean scores for CC (LALT) and CC (HPS), than respondents who have been in the same position for less than one year. On the other hand, respondents who had been in the same position for less than one year have significantly higher mean scores for job satisfaction than respondents who have been in the same position for more than one year.

## Job Tenure

The results of one-way ANOVA test shows that job tenure had significant influence on CC (LALT). Post-hoc comparison using Tukey HSD test indicate that respondents who have worked in the university for 11 years and above have significantly higher mean scores for CC (LALT) than respondents who have worked in the university for less than 5 years ( $p < 0.01$ ).

**Table 5: Independent Sample t-test Conducted to Compare the Mean Scores of Organisational Commitment, Job Satisfaction, and Turnover Intentions Based on Marital Status**

	Unmarried N = 171	Married N = 761	t-value
Affective commitment	20.35 (5.57)	20.01 (5.36)	0.745ns
CC (HPS)	8.54 (2.96)	9.11 (2.97)	-2.252**
CC (LALT)	8.59 (2.87)	9.16 (2.81)	-2.393**
Normative commitment	18.77 (4.91)	18.80 (4.67)	-0.096ns
Extrinsic job satisfaction	25.53 (4.90)	24.86 (5.00)	1.585ns
Intrinsic job satisfaction	21.37 (5.29)	21.52 (5.19)	-0.322ns
Turnover intentions	7.88 (3.31)	7.81 (3.36)	0.241ns

† $p < 0.10$ ; \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ; ns – not significant

**Table 6: Results of ANOVA Test to Explore the Impact of Position Tenure on Organisational Commitment, Job Satisfaction, and Intentions to Turnover**

	Below 1 year N = 67	1 – 4years N = 421	5 – 10 years N = 237	11 years and above N = 207	f-ratio
Affective commitment	21.19 (6.00)	20.05 (5.40)	19.96 (5.30)	19.87 (5.28)	1.092ns
CC (HPS)	8.73 (2.99)	8.76 (2.94)	9.15 (3.02)	9.43 (2.94)	2.781*
CC (LALT)	8.79 (2.85)	8.78 (2.81)	9.39 (2.88)	9.31 (2.74)	3.214*
Normative commitment	19.64 (4.93)	18.70 (4.78)	19.08 (4.76)	18.41 (4.40)	1.527ns
Extrinsic job satisfaction	26.88 (4.78)	24.83 (4.99)	24.85 (5.09)	24.83 (4.84)	3.524*
Intrinsic job satisfaction	23.96 (5.19)	21.61 (5.12)	20.97 (5.29)	21.05 (5.09)	6.454***
Turnover intentions	7.21 (3.54)	7.93 (3.39)	7.97 (3.27)	7.66 (3.28)	1.213ns

† $p < 0.10$ ; \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ; ns – not significant

**Table 7: Results of ANOVA Test to Explore the Impact of Job Tenure on Organisational Commitment, Job Satisfaction, and Intentions to Turnover**

	4 years and below N = 191	5 – 10 years N = 224	11 - 15 years N = 266	16 years and above N = 251	f-ratio
Affective commitment	20.50 (5.18)	20.25 (5.19)	19.68 (5.51)	20.01 (5.61)	0.974ns
CC (HPS)	8.58 (2.96)	9.10 (3.02)	9.10 (2.94)	9.14 (2.96)	1.647ns
CC (LALT)	8.48 (2.94)	8.94 (2.79)	9.19 (2.67)	9.45 (2.87)	4.670**
Normative commitment	18.76 (4.82)	19.32 (4.29)	18.48 (4.79)	18.69 (4.87)	1.347ns
Extrinsic job satisfaction	25.39 (4.67)	25.06 (5.29)	25.06 (5.07)	24.51 (4.83)	1.209ns
Intrinsic job satisfaction	22.03 (4.99)	21.44 (5.38)	21.56 (5.02)	21.06 (5.40)	1.269ns
Turnover intentions	7.87 (3.38)	7.77 (3.20)	8.07 (3.34)	7.59 (3.46)	0.908ns

† $p < 0.10$ ; \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ; ns – not significant

## Education

The results indicate that level of education has insignificant influence on affective commitment and intentions to turnover ( $p > 0.10$ ). Post-hoc comparisons using Tukey HSD test indicates that respondents with the lowest level of education (i.e. Certificate and Diploma holders) have

the highest mean scores for CC (HPS), CC (LALT), and normative commitment as compared to PhD holders who had the lowest mean scores. The analysis further indicates that Masters Degree holders have significantly higher mean scores for extrinsic job satisfaction than PhD holders ( $p < 0.05$ ). Finally, respondents with Masters Degrees have significantly higher mean scores for intrinsic job satisfaction

than respondents who are Diploma and Certificate holders ( $p < 0.05$ ).

the other hand, respondents from public universities have higher mean scores for CC (LALT) than respondents from private universities ( $p < 0.05$ ).

## University Sector

The analysis indicates that respondents from private universities have significantly higher levels of affective commitment, normative commitment, and job satisfaction than respondents from public universities ( $p < 0.001$ ). On

## Occupational Groups

The analysis indicates that administrative staff respondents have highly significant mean scores for continuance commitment, normative commitment, and extrinsic job

**Table 8: Results of ANOVA Test to Explore the Impact of Education on Organisational Commitment, Job Satisfaction, and Intentions to Turnover**

	Certificate N = 65	Diploma N = 153	Undergraduate degree N = 166	Masters N = 295	Ongoing PhD studies N = 86	PhD N = 167	f-ratio
Affective commitment	19.72 (5.74)	20.27 (5.17)	20.16 (5.12)	20.44 (5.46)	19.40 (4.71)	19.65 (5.93)	0.855ns
CC (HPS)	9.80 (3.01)	9.44 (2.92)	8.92 (2.96)	8.95 (2.94)	9.03 (3.07)	8.47 (2.95)	2.772*
CC (LALT)	9.86 (2.71)	9.55 (2.72)	9.22 (2.85)	9.06 (2.81)	8.58 (2.72)	8.38 (2.88)	4.592***
Normative commitment	19.74 (4.51)	19.69 (4.35)	19.01 (4.54)	18.52 (4.79)	18.17 (4.96)	18.22 (4.87)	2.720*
Extrinsic job satisfaction	25.14 (4.45)	25.32 (4.97)	25.27 (4.80)	25.39 (5.23)	24.21 (4.25)	23.99 (5.16)	2.426*
Intrinsic job satisfaction	20.74 (4.98)	20.68 (5.24)	21.27 (5.18)	22.38 (5.39)	21.13 (4.55)	21.37 (5.13)	2.927**
Turnover intentions	7.60 (3.20)	7.73 (3.12)	7.74 (3.26)	7.75 (3.35)	8.19 (3.40)	8.04 (3.68)	0.472ns

† $p < 0.10$ ; \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$ ; ns – not significant

**Table 9: Independent sample t-test Results Conducted to Compare the Mean Scores of Organisational Commitment, Job Satisfaction, and Turnover Intentions Based on University Sector**

	Public N = 723	Private N = 209	t-value
Affective commitment	19.52 (5.43)	22.00 (4.81)	-5.968***
CC (HPS)	8.93 (3.05)	9.27 (2.69)	-1.451ns
CC (LALT)	9.22 (2.83)	8.49 (2.76)	3.293***
Normative commitment	18.43 (4.77)	20.06 (4.27)	-4.435***
Extrinsic job satisfaction	24.34 (4.86)	27.19 (4.78)	-7.491***
Intrinsic job satisfaction	20.91 (5.17)	23.51 (4.85)	-6.495***
Turnover intentions	7.85 (3.33)	7.73 (3.43)	0.466ns

† $p < 0.10$ ; \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$ ; ns – not significant

**Table 10: Independent Sample t-test Results Conducted to Compare the Mean Scores of Organisational Commitment, Job Satisfaction, and Turnover Intentions Based on Occupation Groups**

	Academic N = 446	Non-academic N = 486	t-value
Affective commitment	19.91 (5.48)	20.22 (5.32)	-0.881ns
CC (HPS)	8.83 (2.93)	9.17 (3.00)	-1.732*
CC (LALT)	8.67 (2.79)	9.42 (2.81)	-4.079***
Normative commitment	18.28 (4.90)	19.27 (4.48)	-3.226***
Extrinsic job satisfaction	24.43 (5.07)	25.49 (4.86)	-3.244***
Intrinsic job satisfaction	21.86 (5.03)	21.15 (5.35)	2.085*
Turnover intentions	7.86 (3.41)	7.80 (3.30)	0.255ns

† $p < 0.10$ ; \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$ ; ns – not significant



satisfaction than academic staff respondents ( $p < 0.05$ ). On the other hand, academic staff respondents have scored highly significant mean scores for intrinsic job satisfaction than administrative staff respondents ( $p < 0.05$ ).

## REGRESSION ANALYSIS

The regression results are presented below.

### PREDICTORS OF AFFECTIVE COMMITMENT

The regression results indicate that demographic variables have explained 5.3% of the variance in affective commitment ( $R^2 = 0.053$ ,  $F = 6.442$ ,  $p < 0.001$ ). Age and sector were the only significant predictors of affective commitment. The positive beta coefficients indicate that older employees have higher affective commitment than younger employees ( $\beta = 0.159$ ,  $p < 0.001$ ), while employees from private universities have higher levels of affective commitment than employees from public universities ( $\beta = 0.191$ ,  $p < 0.001$ ).

### PREDICTORS OF NORMATIVE COMMITMENT

The second regression analysis indicates that demographic variables explain 4.2% of the variance in normative commitment ( $R^2 = 0.042$ ,  $F = 5.056$ ,  $p < 0.001$ ) with age, position tenure, education, and university sector being significant predictors. University sector has contributed the highest variance ( $\beta = 0.151$ ,  $p < 0.001$ ) with employees from private universities having higher levels of normative commitment than employees from public universities.

### PREDICTORS OF CONTINUANCE COMMITMENT (HIGH PERSONAL SACRIFICE)

The third regression analysis shows that the demographic characteristics have explained 4.9% of the variance in CC (HPS). Age, marital status, education, and university sector were significant predictors with education ( $\beta = -0.190$ ,  $p < 0.001$ ) and age ( $\beta = 0.179$ ,  $p < 0.001$ ) being the strongest predictors.

**Table 11: Results of Multiple Regressions of Demographic Variables Predicting Organisational Commitment**

Variables	AC $\beta$	NC $\beta$	CC (HPS) $\beta$	CC (LALT) $\beta$
Age	0.159***	0.074†	0.179***	0.116**
Gender (Male = 0)	-0.013	-0.031	0.021	0.074*
Marital status (Unmarried = 0)	-0.008	0.038	0.059†	0.049
Tenure (Job)	-0.043	0.008	-0.035	0.064
Tenure (Position)	-0.054	-0.067†	0.016	-0.040
Education	-0.024	-0.097†	-0.190***	-0.181***
Occupation (Academic = 0)	0.048	0.062	-0.045	0.022
University sector (Public = 0)	0.191***	0.151***	0.061†	-0.094**
	$R^2 = 0.053$ $F = 6.442***$	$R^2 = 0.042$ $F = 5.056***$	$R^2 = 0.049$ $F = 5.883***$	$R^2 = 0.064$ $F = 7.953***$

\*\*\*  $p < 0.001$ ; \*\*  $p < 0.01$ ; \*  $p < 0.05$ ; †  $p < 0.10$

**Table 12: Results of Multiple Regressions of Demographic Variables Predicting Job Satisfaction, and Turnover Intentions**

Variables	EJS $\beta$	IJS $\beta$	TI $\beta$
Age	0.164***	0.156***	-0.272***
Gender (Male = 0)	-0.042	-0.072*	0.015
Marital status (Unmarried = 0)	-0.023	0.026	0.035
Tenure (Job)	-0.038	-0.040	0.076†
Tenure (Position)	-0.063	-0.126**	0.085*
Education	-0.019	-0.042	0.153***
Occupation (Academic = 0)	0.133**	-0.047	0.048
University sector (Public = 0)	0.239***	0.210***	0.002
	$R^2 = 0.087$ $F = 10.949***$	$R^2 = 0.077$ $F = 9.583***$	$R^2 = 0.045$ $F = 5.404***$

\*\*\*  $p < 0.001$ ; \*\*  $p < 0.01$ ; \*  $p < 0.05$ ; †  $p < 0.10$

## PREDICTORS OF CONTINUANCE COMMITMENT (LOW PERCEIVED ALTERNATIVES)

Finally, the regression analysis shows that the demographic characteristics have accounted for 6.4% of the variance in CC (LALT). Age, gender, education, and sector were significant predictors with education ( $\beta = -0.181, p < 0.001$ ) and age ( $\beta = 0.116, p < 0.01$ ) contributing the highest individual variance.

## PREDICTORS OF EXTRINSIC JOB SATISFACTION

The regression results indicate that demographic variables have explained 8.7% of the variance in extrinsic job satisfaction ( $R^2 = 0.087, F = 10.949, p < 0.001$ ). Age, occupational grouping, and sector were the only significant predictors of extrinsic job satisfaction. The positive beta coefficients indicate that older employees were more satisfied with the extrinsic aspects of their jobs than younger employees ( $\beta = 0.164, p < 0.001$ ), while administrative employees ( $\beta = 0.133, p < 0.01$ ) and employees from private universities ( $\beta = 0.239, p < 0.001$ ) were more satisfied with the extrinsic aspects of their jobs than academic staff and employees from public universities respectively.

## PREDICTORS OF INTRINSIC JOB SATISFACTION

The regression analysis indicates that demographic variables have explained 7.7% of the variance in intrinsic job satisfaction ( $R^2 = 0.077, F = 9.583, p < 0.001$ ) with age, gender, position tenure, and sector being significant predictors. The negative beta coefficient for gender ( $\beta = -0.072, p < 0.01$ ) suggests that female employees were less satisfied with the intrinsic aspects of their jobs than their male colleagues. The negative beta coefficient for position tenure ( $\beta = -0.126, p < 0.01$ ) suggests that employees who have stagnated in the same position for a long time are dissatisfied with the intrinsic aspects of their jobs. University sector has contributed the highest variance ( $\beta = 0.210, p < 0.001$ ) with employees from private universities having higher levels of intrinsic job satisfaction than employees from public universities.

## PREDICTORS OF TURNOVER INTENTIONS

The third regression analysis shows that the demographic characteristics have explained 4.5% of the variance in turnover intentions. Age, job tenure, position tenure, and

education were significant predictors of turnover intentions with education ( $\beta = 0.153, p < 0.001$ ) and age ( $\beta = -0.272, p < 0.001$ ) being the strongest predictors.

## DISCUSSION

The main objective of the study was to determine the extent to which demographic characteristics influence organisational commitment, job satisfaction, and turnover intentions. Contrary to previous studies, job tenure and occupational groups have no significant relationships with any of the components of organisational commitment (Mowday et al., 1982; Mathieu & Zajac, 1990; Meyer & Allen, 1997).

Age was a positive predictor of organisational commitment, and job satisfaction and a negative predictor of turnover intentions. On the contrary, some studies have found that age did not influence organisational commitment and job satisfaction, while others have found that it decreased with age (Suman & Srivastava, 2012; Oshagbemi, 1998; Al-Qarioti & Al-Enezi, 2004). Unlike younger employees, older employees are more committed to their universities, satisfied with their jobs and less likely to quit because of the investments they have in their universities, the experiences they have accumulated in their universities, and limited alternative employment opportunities (Mathieu & Zajac, 1990; Cetin, 2006; Chew & Chan, 2008).

Gender was a significant positive predictor of continuance commitment (low perceived alternatives) which suggests that female employees have perceived that they have lower chances of getting alternative jobs than male employees. The negative beta coefficient suggests that female employees were less satisfied with the intrinsic aspects of their jobs. It is possible that most female employees were involved in jobs which required minimal educational skills, effectively making them less competitive in the labour market.

Gender was also a negative predictor of intrinsic job satisfaction ( $\beta = -0.072, p < 0.01$ ). Consistent with Kanwar et al. (2012), female employees were less satisfied with the intrinsic aspects of their jobs than their male colleagues. Okpara, Squillace, and Erondy (2005) reported that most female academics face challenges in advancing their careers especially publishing academic papers due to family/work conflict. Other challenges that Kenyan female academics face include discriminatory appointments into positions of authority, lack of opportunities for further training, sex role stereotyping, among others (Mulinge, 2001; Onsongo, 2003).

Married employees were found to have higher levels of continuance commitment (low perceived alternatives) as compared to unmarried employees. Consistent with previous studies, married employees are less likely to quit their jobs as they have greater family responsibilities and greater

financial burdens as compared to their single colleagues, especially when there were limited alternative jobs (Mathieu & Zajac, 1990; Cetin, 2006).

The results indicate that *education* was a significant negative predictor of normative commitment and continuance commitment, and a positive predictor of turnover intentions. These results are consistent with studies which have shown that employees with lower educational levels were more committed and less likely to quit their organisations due to limited employment options as compared to those with higher levels of education (Mathieu & Zajac, 1990; Meyer & Allen, 1997). Employees with higher levels of education are less committed because they have better job prospects and also have higher expectations which are not likely to be met by their universities (Mowday et al., 1982).

*Position tenure* was a significant negative predictor of normative commitment and intrinsic job satisfaction, and a positive predictor of turnover intentions. Consistent with previous studies, employees who had stagnated in the same position for a long period of time became frustrated and disillusioned with their jobs, thus increasing their desire to quit their jobs as compared to employees who had served in the same position for a short time (Stevens et al., 1978; Hogan, Lambert, Jenkins, & Wambold, 2006).

The results have shown that *job tenure* is a significant positive predictor of turnover intentions. This suggests that employees who have worked in their universities for a long time are likely to have reached the peak of their careers and are therefore likely to be looking for more challenging opportunities.

The results show that non-academic employees have higher levels of extrinsic job satisfaction as compared to academic employees. A possible explanation is that since most of the non-academic employees perform unchallenging jobs that require general skills which may not be in demand in the labour market, they are more likely to settle in their jobs and become satisfied with what they have.

Consistent with previous studies, employees from private universities have higher levels of organisational commitment and job satisfaction as compared to employees from public universities (Zeffane, 1994; Obeng & Ugboro, 2003). These differences in commitment levels may be explained by previous studies which found public sector organisations to be too bureaucratic, and with tasks that are deficient in goal clarity, have lower levels of job autonomy, task variety, and feedback, unlike private sector organisations which are more efficient (Balfour & Wechsler, 1991; Bourantas & Palalexandris, 1992). On the other hand, continuance commitment (low perceived alternatives) is higher in public universities than in private universities. According

to Mwiria and Ngethe (2007), public universities have been overstaffed with employees whose skills are not competitive in the labour market due to ethnic and political manipulation in the recruitment and selection of non-teaching staff. On the other hand, private universities have strived to efficiently utilise their human resources in order to cut down their staff costs through competitive recruitment (Wesonga, Ngome, Ouma-Odero, & Wawire, 2007).

## LIMITATIONS OF THE STUDY

This study, like all studies, has limitations. The first limitation is the nature of the data collection instruments and procedures. The survey tool was a self-report instrument that relied upon the integrity of the respondents. The organisational commitment instrument used in the study was a pure attitudinal survey and therefore subjective in nature. Secondly, prior to the data collection, academic employees from public universities had been on a three-month strike agitating for better pay package. This may have had a negative influence on their responses. Thirdly, the data was collected at one point in time (i.e., cross-sectional study). A longitudinal study may have revealed if there were any changes in the commitment and job satisfaction levels of academics from public universities over a period of time.

## CONCLUSION AND RECOMMENDATIONS

This study has shown that employees' demographic characteristics were significant predictors of organisational commitment, job satisfaction and turnover intentions. Therefore, university managers, especially from public universities, should focus on improving their HR policies so as to enhance their employees' commitment levels, especially employees who have stagnated in the same position for a long time, highly educated employees, and younger employees. This can be achieved through reviewing jobs to ensure that employees perform meaningful and challenging jobs, with skills variety, recognition, responsibilities, competitive pay packages, and to provide training and promotional opportunities so as to ensure that employees do not stagnate in the same positions for a long time.

The findings of this study has contributed to the International Human resource management literature by showing that employee characteristics are important determinants of organisational commitment, job satisfaction, and turnover intentions. The study also provides empirical evidence that top managers of Kenyan universities can enhance organisational commitment and job satisfaction of their employees, resulting in the reduction of turnover intentions.



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