

Influence of Working Conditions on the Commitment of Administration Police Officers in Meru County Kenya

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Abstract: The study sought to determine the influence of working conditions on the commitment of administration police officers in Meru County Kenya. Descriptive research design was used in the study. The target population was 1178 administration police officers of different ranks out of which 10% of the entire population in the county was used as the sample size. Questionnaire was used to collect primary data from the police officers. The study revealed that interpersonal relations and compensation had a statistically significant relationship with both the normative commitment and affective commitment. The relationship between physical conditions and workload did not have statistically significant relationship with either normative commitment or affective commitment. With regard to continuance commitment, only compensation had a statistically significant relationship, otherwise the other independent variables had relationship that was not statistically significant. Overall, only workload ($p = 0.02$), interpersonal relations ($p = 0.00$), and compensation ($p = 0.00$) had a statistically significant relationship with commitment as their respective p -values were all less than 0.05. Huge workload negatively affected officer's commitment to the administration police service. Compensation level greatly influenced officer's level of commitment to the police service as shown by majority of the officers indicating that they were not satisfied with compensation level. Good interpersonal relations existed among the administration police officers and this enhanced commitment to the police service. The study recommends that organization should ensure that employees are properly compensated. Organizations should also ensure that staff gets adequate workload. While allocating day-to-day duties, supervisors should keep in mind human relations and understand that there is life after work. People have emotions, and thus interpersonal relations with other employees will enhance organization commitment.

Key words: normative commitment, continuance commitment, affective commitment, compensation, workload, physical conditions, interpersonal relations, Administration Police Officers

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I. Introduction

Contemporary law enforcement encompasses a range of work such as crime prevention, controlling traffic, responding to road accidents, monitoring and deterring drug sales, and forging strong linkages with various interest groups in the populace (Davis (2012). Roberg and Kuykendall add that it is within this context, the fact that police officers are human beings and public servants with extrinsic and intrinsic motivations to work is likely to be overlooked. It is important for the police department to recruit and retain qualified and highly motivated personnel (as cited in Keverenge, 2015).

Organizational or job commitment is intertwined with loyalty and attachment that employees have towards their employers or organizations. Similarly, job commitment is intricately linked to job satisfaction, as a satisfied employee is likely to be committed to the organization. Commitment is three-pronged. Affective commitment entails the employee having a profound emotional attachment to the organization as well as being involved in the organization's life. Continuance commitment hinges on the worker being aware of the costs or consequences of separating from the organization. Normative commitment is a feeling where one is obligated to be part of the organization (Armstrong, 2007).

Physical conditions in the workplace, the quality of equipment and the conduciveness of the surroundings have a role to play in human resource contexts (Rita-Negrin, & Tzafirir (2003). According to Anderson (2003), workload and job stress are of great concern among employers, considering organizations to lose billions of monies due to low performance, absenteeism and turnover. There are drastic monetary implications associated with low productivity, low sales and profits, and recruiting and orienting replacement personnel, all of which are traceable to job-related stress. There is need to address intrinsic and extrinsic harbingers of stress among employees.

II. Statement of the problem

According to Armstrong (2007) commitment denotes an employee identifying with the ideals of an organization, desiring to be identified with such an entity, and being willing to expend some effort in support of the organization. Moreover, job commitment is a product of fulfilment of other constructs in the motivation framework. For employees to be committed, the organization must address working condition aspects such as workload, physical conditions, relationships and compensation.

A number of studies have been conducted on the issue of performance of police officers in Kenya. For example, Mumanthi and Gachunga (2014) conducted a study on training and performance among Kenya police officers and established that motivation was a crucial factor in eliciting good performance among police officers. However, this study did not delve into issues of job commitment among police officers. Were, Gakure, Kiraithe, and Waititu (2012), conducted a study on the relationship between motivation and performance among police officers in Nairobi area. The study established that units of motivation had strong influence on performance of police officers. However, this study looked at motivation and performance of police officers thus overlooking working conditions and commitment of officers. Ongoro and Oloko (2015) conducted a study to find out how occupational stress influenced police officers' work performance, and established that stress was impacting negatively on the performance of police officers in Migori County, Kenya. Mwangi (2014) carried out a study aimed at establishing the influence of age and job rank on commitment of Kenya Police officers. This study targeted Kenya Police officers only thus excluding Administration Police Officers.

There have been no available studies, which have been conducted to investigate the influence of working conditions on commitment of administration of police officers in Meru County and in Kenya. This study therefore sought to establish how working conditions such as workload, physical conditions, interpersonal relations, and compensation influenced organizational commitment of administration of police officers.

III. Purpose of the Study

The purpose of this was to establish the influence of working conditions on the commitment of administration police officers in Meru County Kenya

IV. Theoretical framework

This study was guided by the two factor theory of motivation. This theory was proposed by Frederick Herzberg in (1959) and it states that in a workplace there are factors that cause satisfaction among employees, while others cause dissatisfaction. Since job satisfaction and performance are positively related, Hertzberg classified these factors in to two namely: motivator and hygiene factors. According to Hertzberg motivator factors motivates employees for a superior performance. Generally, these are the factors that are involved in performing the job. Motivator factors include such factors such as growth and promotional opportunities; recognition of workers contribution; and responsibility. Hygiene factors are those factors that if they are absent at the work place they can lead to dissatisfaction and thus affect performance. If hygiene factors are not adequate then workers might not want to work.

This theory is very important in explaining factors that influence commitment of police officers. If for example compensation is poor, or relationship between junior and senior officers is poor, then it can greatly affect organizational commitment of police officers especially affective commitment. Police officers will not feel attached to an organization, which does not adequately pay them. To curb job dissatisfaction, employees need to be properly remunerated; there need to be growth; proper working conditions as well as recognition.

V. Conceptual Framework

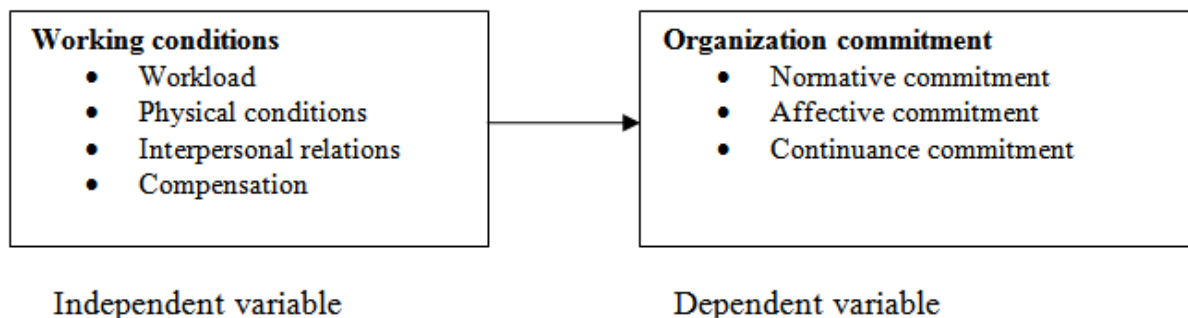


Figure 1: Conceptual Framework

VI. Empirical Literature

6.1 Working Conditions and Organisational Commitment

For an organization to increase its efficiency, productivity height and work commitment among the workers, needs of the staff must be met by ensuring that conducive working conditions are provided. With the ever-changing environment, organizations have to appreciate the importance of conducive working environments for maximizing job satisfaction level amongst its employees (Raziq & Maulabakhsh, 2015). Employee's commitment may result in not less than two positive organizational outcomes, which include: intention to stay on; and greater customer service which is in the benefit of the organization, which may go a long way in reducing cases of turnover rate and thus reduce costs emanating from recruitment as well as training of new employees. Commitment oriented institutions mostly presume that employees organizational commitment may result to labour force strength and improved customer service, hence lead to an increased performance of an organization (Nguyen, Mai, & Nguyen, 2014).

According to a study by Pitaloka and Sofia (2014a) on how work environment, job satisfaction, affect organization commitment by employees it was revealed that working environment significantly affected commitments. According to these authors, a good working environment makes workers feel secure with regards to their jobs and this facilitated them in completing tasks. In good working environment staff will trust their employers' values, believing that they can realise the organization objectives. This also makes employees feel that they made the right decision to be part of the organization. Job environment influences workers' quality of work life and commitment; it is therefore important to ensure that the environment in which the employees work is conducive for them to be productive and perform their duties effectively and efficiently (Linguli & K'Obonyo, 2013).

6.2 Workload and Commitment

The organizational load on employees can affect both individual and organizational stress, their turnover intention, and emotional commitment (Erat, Kitapci, & Comez, 2017). A study by Gyamfi (2014) on influence of job stress on job satisfaction in Ghana Police Service established that workload and co-worker support need to be considered to enhance job satisfaction among officers. This would reduce the stressful conditions of police officers and thus enhance job satisfaction. A study by Erat, Kitapci, and Comez, (2017) established a positive relationship between workload and emotional stress. Rai (2011) in a study on organizational commitment by the long-term care members of staff established that heavy work demand decreased organizational commitment. According to these authors, emotional commitment increases as workload increases. However, a study by Olugbenga and Omolade (2013) established that workload did not contribute greatly to organizational commitment among the employees.

6.3 Physical Conditions and Commitment

Good working conditions maximize probability that staff will be satisfied and thus work optimally (Mabila, Dorasamy & Wallis, 2014). Good working environment in an organization increases employee level of productivity, commitment level, and efficiency as well as development of a sense of ownership among staff, which eventually leads to an enhanced organizational effectiveness, and reduction in cost emanating from dissatisfied staff (Raziq & Maulabakhsh, 2015). Conducive working environment in an organization will result to a physical pleasure and workers job contentment. Job contentment can be termed as collection of emotions and conviction by an individual in an organization by contrasting what employees anticipate and what the employees gets from the employer. Physical resources that tend to help the jobs, presence of a straightforward and drafted job approach may go a long way in facilitating employees to finishing their work (Pitaloka & Sofia, 2014b). According to Aydogdu and Asikgil, (2011) job satisfaction among employees as well as organizational commitment need not to be forgotten because top level work contentment and commitment to a firm will avoid intention among workers leaving an organization or actual leaving from the organization by employees. Different employees have different kinds of expectations from the organizations and it can be hard to satisfy all their needs and expectations. It is important that both the employee and the organization try to come up with a working programme that they will work in a joyful and fruitful atmosphere to attain organization objectives.

6.4 Interpersonal Relations and Commitment

Co-workers need to be able to work harmoniously, but if a worker does not have a good relationship with the co-workers, then he may tend not to feel comfortable in this working conditions and this may result to a decreased level organizational commitment (Eliyana, Yusuf, & Prabowo, 2012). A study by Raziq and Maulabakhsh (2015) established that relationship with co-workers did not have any exhibit any significant relationship with the level of job satisfaction among employees. The authors argue that nowadays employees are becoming concerned about factors that include: working hours; job safety and security; relationship with co-worker; and top management. However, a study by Nguyen, Mai, and Nguyen, (2014) on factors affecting

employees' organizational commitment established that working relationship with management was a predictor for employees' organizational commitment.

6.4 Compensation and Commitment

Effective pay for performance plans usually has a positive effect on the organization employees, however, reward preferences differ from one individual to another. This calls for organizations to properly understand their workers and what motivates them (Awino, 2015). According to a study by Karimu (2015) remuneration of police officers in Nigeria was considered meagre and this has made officers engage in extortion activities in order to feed their families. Njanja, Maina, Kibet, Njagi (2013) add that organization need to change the intrinsic nature and job content by enriching them so as to enhance opportunities for employees to have additional duties and develop their skills so that they can achieve full performance. Nguyen, Mai, and Nguyen (2014) emphasize that theorists of motivation have believed that levels of compensation, which are high, can result to enhanced job satisfaction level. However, available literature does not sufficiently show a causal link between levels of satisfaction and staff's long-term commitment to their management and workplace. According to a study by Kelly (2015) on the relationship between organization commitment and job satisfaction of commissioned officers it was determined that employers pay had a moderate statistically significant relationship with organizational commitment.

VII. Research Methodology

7.1 Research Design

In this study, the researcher adopted descriptive research design to guide the assessment of the influence that working conditions on the commitment of Administration Police Officers in Meru County. This design helped the researcher to collect both qualitative and quantitative data on all variables and their indicators. Through this design the researcher was also able to link working conditions to their commitment. Research design describes the approach to be adopted in conducting a study, particularly by delineating the steps to be undertaken (Saunders, Lewis & Thronbill, 2011). The researcher, therefore, can anticipate and mitigate against possible partiality, misrepresentations and errors. In addition, Silverman (2011) defines research design as the framework within which research questions are answered.

7.2 Population and Sample Size

This study targeted one thousand one hundred and seventy eight (1178) administration police officers in Meru County. This number of police officers formed the target population for this study. The researcher used a sample size of 10% of the population under study. Ten percent of the population under study represented a sample size of 118 administration police officers. The number of administration police officers was distributed in all the ten sub-counties proportionately. From each sub-county, a simple random sampling was used to select the officers who took part in the study.

7.3 Data Collection

In this study primary data were used for all the indicators. The data were collected using a questionnaire consisting of both closed and open-ended questions. The questionnaires were structured in a simple way that was understandable, by the respondents during administering with the aim of obtaining the necessary information for the study. Moreover, the questionnaires were self-administered to the respondents. Close-ended questions in the questionnaires provided quantitative data for statistical analysis, while open-ended questions helped the researcher to generate qualitative data for content analysis as well as enabling the researcher to get a deeper understanding of the quantitative findings.

7.4 Data analysis

A multiple linear regression model was developed based on how each of the three types of organization commitments influenced by the independent variables.

$$y = a + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + e$$

where,

y	type of organizational commitment
a	intercept term
β_1, \dots, β_4	Slope coefficients for each independent variable
x_1	workload
x_2	physical conditions
x_3	interpersonal relations
x_4	compensation
e	error term

VIII. Data Analysis and Findings

8.1 Rank and Gender of the Respondents

Respondents were required to indicate their rank and gender. Results are as shown in Table 1.

Table 1 Rank and Gender of Respondents

Variable	Response	Percent
Rank	APS Constable	60.0
	APS Sergeant	5.6
	APS Inspector	10.0
	APS Corporal	20.0
	APS Senior Sergeant	4.4
	Total	100.0
Gender	Male	70.0
	Female	30.0
	Total	100.0

Results presented in Table 1 reveal that 60% of the respondents were administration police constables, 6% were administration police sergeants, 10% of the respondents were administration police inspectors, 20 % of the respondents were administration corporal whereas 4% of the respondents indicated that they were APS senior sergeant. From the results it can be established majority of the respondents were administration police constables which is the junior most rank in the administration police service. Administration police senior sergeants were the least which could be an indication that they were the ones in charge of the Administration Police Service at the Subcounties. According to this study, 70% of the respondents were males whereas the remainder were females. It is clear that gender of the respondents was in favour of males.

8.2 Physical Conditions

The study sought to determine the extent to which the respondents agreed with statements regarding physical conditions. Results are as shown in Table 2.

Table 2 Statements Relating to Physical Conditions

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
My work environment is pleasant and calm	4.5%	12.4%	4.5%	56.2%	22.5%	3.80
I have enough quality workplace	5.7%	17.0%	4.5%	51.1%	21.6%	3.66
Security alarms are in operation	9.3%	23.3%	12.8%	41.9%	12.8%	3.26
Safety of documents is guaranteed at my workplace	4.5%	3.4%	6.7%	57.3%	28.1%	4.01
General working condition influences my commitment to the APS	4.5%	9.0%	7.9%	53.9%	24.7%	3.85
I am provided with necessary work materials, tools and equipment	15.9%	31.8%	9.1%	31.8%	11.4%	2.91

Results indicate that 79% of the respondents agreed (mean 3.80) that their work environment was pleasant and calm. This was against 17% who indicated that their disagreed with the statement that their work environment was pleasant and calm. The study also established that 73% of the respondents agreed (mean 3.66) that they had enough quality work place. Fifty five of the respondents (mean of 3.26) indicated that they agreed that security alarms were in operation. Eighty percent of the respondents agreed (mean 4.01) that safety of documents at their workplace was guaranteed. On whether general working conditions influenced their commitment to the administration police service, 79% of the respondents agreed (mean 3.85) against 14% of the respondents who disagreed. However, the study established that 48% of the respondents disagreed (mean 2.91) that they were provided with the necessary work materials, tools and equipments. This was against 43% of the respondents who agreed that they were provided with work materials and equipments. This indicates that most of the respondents responded in affirmative to almost all the positive statements on physical conditions.

8.3 Workload

The study also sought to determine how workload affected commitment of respondents. Respondents were asked to state the extent to which they agreed with statements regarding the workload. Results are presented in Table 3.

Table 3 Statements Relating to Workload

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
I am able to meet the deadlines I have for my work	4.4%	16.7%	8.9%	52.2%	17.8%	3.62
Workload influences my commitment to the police service work	9.0%	16.9%	5.6%	58.4%	10.1%	3.44
My workload enables me to balance my family and work life	14.8%	26.1%	9.1%	34.1%	15.9%	3.10
My workload is flexible enough to meet my needs	18.2 %	26.1%	8.0%	34.1%	13.6%	2.99
I can take time off to handle personal commitments.	6.7%	13.5%	12.4%	50.6%	16.9%	3.57
Generally I am satisfied with the number of my working hours per day	13.5%	31.5%	4.5%	40.4%	10.1%	3.02

Seventy percent of the respondents agreed (mean 3.62) that they were able to meet deadlines. This is against 21% of the respondents who disagreed. This indicates that most of the respondents were able to meet their deadlines they had for their work. On whether workload influenced their commitment to the administration police service, 69% of the respondents agreed (mean 3.44). Only 26% disagreed that workload influenced their commitment to the APS. Half of the respondents responded in affirmative that workload enabled them to balance their family life and work life. Almost a similar number of 48% of the respondents agreed that their workload was flexible enough for them to meet their needs. On whether respondents could take time off to handle their personal commitments, 68% of the respondents responded in affirmative (mean 3.57). A half of the respondents agreed (mean 3.02) that they were generally satisfied with the number of working hours per day. It can be concluded that with the regard to the statements on workload, majority of the respondents responded in affirmative.

8.4 Interpersonal Relations

The study also sought to establish respondent’s relations with the officers in the same job rank as well as their juniors or seniors. When respondents were asked to describe their working relationship with their fellow administration police officers an overwhelming number of the respondents indicated that the relationship was good. Respondents indicated various ways on how they create relationship with their colleagues. Some of the major reasons they gave included: enhancing respect; mutual dialogue in case of conflicts; and supporting each other. Respondents indicated that they maintained relationship with their colleagues by ensuring that they observed punctuality especially during change of shifts; understanding well each other; and continuous respect irrespective of whether an officer is of junior or senior rank. Respondents were asked to rate the extent to which they agreed with certain statements about interpersonal relation and results were as shown in Table 4.

Table 4 Statement on Interpersonal Relations

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
My supervisors/seniors express appreciation for my good work and effort.	6.7%	12.2%	5.6%	46.7%	28.9%	3.79
I have a good working relationship with other police officers.	1.1%	1.1%	4.4%	51.1%	42.2%	4.32
My supervisor works to inspire and motivate me	3.3%	4.4%	11.1%	43.3%	37.8%	4.08
My supervisor shows that s/he has trust in me	2.2 %	9.0%	9.0%	36.6%	43.8%	4.10
My relationship with the other officers influences how I am committed to APS	2.2%	6.7%	16.7%	42.2%	32.2%	3.96

Seventy six percent of the respondents agreed (mean 3.79) that their seniors appreciated them for the good work and effort and put while working. Only 19% of the respondents disagreed that their seniors appreciated them the good work and effort put while working. Ninety three percent of the respondents responded in affirmative (mean 4.32) that they had a good working relationship with their colleagues. Majority of the respondents at 81% agreed (mean 4.08) that their supervisors inspires and motivates them. This is similar to the almost the same number of respondents who agreed that their supervisors had trust in them. On whether interpersonal relations with the other officers influenced their commitment to the APS 74% of the respondents responded in affirmative (mean 3.96).

8.5 Compensation

In this study, the researcher sought to determine the extent measured on 1-5 Likert scale to which the respondents agreed to statements on compensation. The results are as shown in Table 5.

Table 5 Statements on Compensation

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
I receive right amount of salary for my work as an APS officer.	38.9%	33.3%	6.7%	13.3%	7.8%	2.18
The economy affects my satisfaction with my current salary level.	5.6%	5.6%	5.6%	44.4%	38.9%	4.06
Compensation influences my commitment to the police service work	14.4%	21.1%	13.3%	32.2%	18.9%	3.20
As an officer, I'm being fairly paid in comparison to others.	31.1 %	33.3%	6.7%	17.8%	11.1%	2.44
I am likely interested in salary increment	3.4%	0%	0%	30.3%	66.3%	4.56

It is evident that most of the respondents at 72%, agreed (mean 2.18) that they disagreed with the statement that they received the right amount of salary. Only 21% of the respondents indicated that they agreed with the statement they received the right amount of salary. This is an indication that most of the respondents were not satisfied with their salary. On whether the state of the economy affected the respondents with their current salary level, 83% of the respondents replied in affirmative with a mean of 4.06. Only 11% of the respondents indicated that they disagreed with the statement that economy affected them with their current level of salary. When the respondents were asked whether compensation influenced their commitment to the police service work half of the respondents (mean 3.20) indicated that compensation influenced their level of commitment. Only 36% of the respondents disagreed that compensation influenced their commitment level. When respondents were asked whether they were fairly paid in comparison to others majority of the respondents at 64% disagreed (mean 2.44). However, almost all the respondents at 97%, agreed (mean 4.56) that they would like a salary increment. Only 3% of the respondents disagreed that they would like a salary increment.

8.6 Commitment

In this study, three major types of commitment were used in order to determine the extent to which they were influenced by working conditions. These types of commitment are: normative commitment; affective commitment; and continuance commitment.

8.6.1 Normative Commitment

The researcher asked the respondents to indicate the extent to which they agreed with certain statements about normative commitment. The results of data analysis are as shown in Table 6.

Table 6: Statement on Normative Commitment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
I would be very happy to spend the rest of my career as an AP officer.	13.5%	20.2%	21.3%	32.6%	12.4%	3.10
I believe Administration Police Service deserves my loyalty.	1.1%	4.4%	6.7%	61.1%	26.7%	4.08
I would not leave my organization right now because I have a sense of obligation to the people in it.	6.7%	8.9%	11.1%	55.6%	17.8%	3.69

According to this study, 45% of the respondents agreed (mean 3.10) that they would be happy to spend the rest of their careers as administration police officers. However, a significant number of them at 34% disagreed that they would like to spend the rest of their careers as administration police officers. On loyalty to the service, 88% of the respondents agreed (mean 4.08) that they believed APS deserves their loyalty. Only 6% of the respondents disagreed with this statement. Seventy three percent of the respondents agreed that they would not leave APS because they had a sense of obligation to the people in the service. Only 15% of the respondents disagreed that they would not leave the service.

8.6.2 Affective Commitment

Results for affective commitment are as shown in Table 7.

Table 7 Statement on Affective Commitment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
I feel emotionally attached to the Administration Police Service work	4.4%	18.9%	14.4%	46.7%	15.6%	3.50
Administration Police Service has a great deal of personal meaning for me.	3.3%	14.4%	16.7%	51.1%	14.4%	3.59
I feel as if the problems of the Administration Police Service work are my own.	20.5%	23.9%	17.0%	27.3%	11.4%	2.85

On affective commitment 62% of the respondents agreed (mean 3.50) that they felt emotionally attached to the administration police service work with only 23% disagreeing that they felt emotionally attached. Sixty six percent (mean 3.59) of the administration police officers felt that the service had a great deal of personal meaning to them with 18% disagreeing. Another aspect which the researcher used to measure affective commitment is the extent to which the respondents felt that the problems of the administration police service were their own. Thirty nine percent (mean 2.85) of the respondents responded in affirmative whereas 44% of the respondents disagreed.

8.6.3 Continuance Commitment

This study also sought to determine the extent to which respondents agreed with certain measurements of continuance commitment. Results are as shown in Table 8.

Table 8 Statement on Continuance Commitment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
It would be very hard for me to leave Administration Police Service right now, even if I wanted to.	15.6%	18.9%	7.8%	44.4%	13.3%	3.21
Right now, staying with Administration Police Service is a matter of necessity as much as desire.	3.3%	16.7%	13.3%	54.4%	12.2%	3.56
If I had not already put so much of myself into this organization, I might consider working elsewhere.	7.8%	28.9%	12.2%	31.1%	20.0%	3.27

Fifty eight percent of the respondents agreed (mean 3.21) that it would be very hard for them to leave the service then even if they wanted to with 36% of the respondents disagreeing. Sixty seven percent of the respondents agreed (mean 3.56) that staying with the service then was a matter of necessity with 20% disagreeing. Fifty one percent of the respondents also agreed (mean 3.27) that if they had not already put so much of themselves into the administration police service, they might have considered working elsewhere with 37% of the respondents disagreeing.

8.7 Tests of Effect of Independent Variables on Normative Commitment

The researcher conducted test of the independent variables on normative commitment. Results are as shown in Table 9.

Table 9 Model Summary for Normative Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 ^a	.405	.377	.656

a. Predictors: (Constant), physical conditions, workload, interpersonal relations, compensation

Results in Table 9 show a coefficient of determination of 41%. It can be concluded that 41% normative commitment can be explained by physical conditions, workload, interpersonal relations, and compensation. This means that there are other factors which account for 51% that can explain variation normative commitment.

Table 10 Regression Coefficients for Normative Commitment
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.435	.445		.979	.331
	Physical conditions	-.076	.133	-.074	-.571	.569
	Workload	.209	.106	.242	1.969	.052
	Interpersonal relations	.397	.109	.353	3.635	.000
	Compensations	.356	.106	.312	3.375	.001

a. Dependent Variable: Normative commitment

According to these results, only physical conditions have a negative relationship with normative commitment. Workload, interpersonal relations and compensation have a positive relationship with normative commitment. From these results, interpersonal relations and compensation have p-values less than 0.05. This means that these two independent variables have a statistically significant relationship with normative commitment.

Coefficients of regression in Table 10 can therefore be fitted in the multiple regression model as shown below.

$$y = 0.435 - 0.076x_1 + 0.209x_2 + 0.397x_3 + 0.356x_4$$

where,

- y normative commitment
- x₁ physical conditions
- x₂ workload
- x₃ interpersonal relations
- x₄ compensation

8.9 Tests of Effect of Independent Variables on Affective Commitment

The study also sought to determine the influence of independent variables on affective commitment and results are as shown in Table 11.

Table 11 Model Summary for Affective Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 ^a	.389	.360	.716

a. Predictors: (Constant), physical conditions, workload, interpersonal relations, compensation

Results in Table 11 show a coefficient of determination of 39%. It can be concluded that 39% affective commitment can be explained by physical conditions, workload, interpersonal relations, and compensation. This means that there are other factors which account for 61% that can explain variation normative commitment

Table 12 Regression coefficient for affective commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.075	.485		-.155	.877
	Physical conditions	.198	.145	.178	1.361	.177
	Workload	-.041	.116	-.044	-.352	.726
	Interpersonal relations	.297	.119	.246	2.496	.015
	Compensation	.493	.115	.401	4.276	.000

a. Dependent Variable: Affective commitment

Results in Table 12 indicate that only workload has a negative relationship with affective commitment. Physical conditions, interpersonal relations, and compensation have a positive relationship with affective commitment. The study further reveals that only interpersonal relations and compensation (p-values less than 5%) have a statistically significant relationship with affective commitment.

Coefficients of regression in Table 4.12 can be fitted in the multiple regression model as shown below.

$$y = -0.075 + 0.198x_1 - 0.041x_2 + 0.297x_3 + 0.493x_4$$

where,

- y affective commitment

- X₁ physical conditions
- X₂ workload
- X₃ interpersonal relations
- X₄ compensation

8.10 Test of Effect of Independent Variables and Continuance Commitment

Test of the independent variables on the three independent variables was carried out and results presented in Table 13.

Table 13 Model Summary for Continuance Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442 ^a	.196	.158	.720

a. Predictors: (Constant), physical conditions, workload, interpersonal relations, compensation

Results in Table 13 show a coefficient of determination of 20%. This indicates that 20% normative commitment can be explained by physical conditions, workload, interpersonal relations, and compensation. There are other factors which account for 80% that can explain variation normative commitment.

Table 14 Regression Coefficient for Normative Commitment

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.711	.488		3.505	.001
	Physical conditions	-.044	.146	-.045	-.302	.764
	Workload	-.084	.116	-.103	-.723	.472
	Interpersonal relations	.166	.120	.156	1.384	.170
	Compensation	.425	.116	.394	3.661	.000

a. Dependent Variable: Continuance commitment

The study revealed that the relationship between both the physical conditions, and workload was negative with continuance commitment. Only compensation (p-value less than 0.05) had a statistically significant relationship with continuance commitment.

Coefficients of regression in Table 14 can be fitted in the multiple regression model as shown below.

$$y = 1.711 - 0.044x_1 - 0.084x_2 + 0.166x_3 + 0.425x_4$$

where,

- y continuance commitment
- x₁ physical conditions
- x₂ workload
- x₃ interpersonal relations
- x₄ compensation

8.11 Analysis of Variance Results for Physical Conditions and Commitment

Analysis of variance was conducted to establish the relationship between physical conditions and commitment. Results are as shown in Table 15.

Table 15 ANOVA Table for Physical Conditions and Commitment

	Sum of Squares	Df	Mean square	F	Sig.
Between Groups	17.624	21	.839	2.245	.007
Within Groups	25.424	68	.374		
Total	43.048	89			

Predictor: Physical Conditions

Dependent variable: Commitment

According to the results in Table 15, the significance value is 0.07 (i.e. p=0.07). This p-value is greater than 0.05. It can therefore be concluded that there is no significant relationship between physical conditions and organization commitment.

8.12 Analysis of Variance Results for Workload and Commitment

In order to find whether workload and commitment had any relationship, analysis of variance was conducted and results are as shown in Table 16.

Table 16 ANOVA Table for Workload and Commitment

	Sum of Squares	Df	Mean square	F	Sig.
Between Groups	20.684	24	.862	2.505	.002
Within Groups	22.364	65	.344		
Total	43.048	89			

Predictor: Workload

Dependent variable: Commitment

The results in Table 16 indicate a significance value of 0.02. This value is less than 0.05. It can be concluded that there existed a statistically significant relationship ($F=2.505$, $p=0.002$) between workload and combined organization commitment.

8.13 Analysis of Variance Results for Interpersonal Relations and Commitment

Analysis of variance results for interpersonal relations and commitment are presented in Table 17.

Table 17 ANOVA Table for Interpersonal Relations and Commitment

	Sum of Squares	df	Mean square	F	Sig.
Between Groups	18.285	15	1.219	3.643	.000
Within Groups	24.763	74	.335		
Total	43.048	89			

Predictor: Interpersonal Relations

Dependent variable: Commitment

According to the results in Table 17, the p-value is less than the level of significance. Based on these results it can be concluded that there exist a statistically significant relationship ($F=3.643$, $p=0.000$) between interpersonal relations and organization commitment.

8.14 Analysis of Variance Results for Compensation and Commitment

In order to establish whether compensation was statistically significant to organization commitment an analysis of variance was conducted and the results presented in Table 18.

Table 18 ANOVA Table for Compensation and Commitment

	Sum of Squares	df	Mean square	F	Sig.
Between Groups	19.454	15	1.297	4.068	.000
Within Groups	23.594	74	.319		
Total	43.048	89			

Predictor: Compensation

Dependent variable: Commitment

Based on the results in Table 18, it is evident that the p-value is less than 0.005. Therefore, it can be concluded that at $F=4.068$, $p=0.000$ there exist a statistically significant relationship between compensation and organization commitment.

IX. Conclusion and Recommendation

The negative relationship between continuance commitment, affective commitment and administration police officers workload could be as results of majority of the officers indicating that workload was not enough for them to engage in their personal needs. Police officers workload could not enable them balance their work life and family affairs. The study also concludes that the level of compensation influences the level of officer's commitment to the service. The more pay the officer receives the more committed the officer is and vice versa. Majority of the officers on average, were happy about the physical conditions. Good working relationship existed among the officers irrespective of the officer's rank.

This study recommends that organization should ensure that employees are properly compensated. Employees who are adequately compensated are more committed than employees who are not. Organizations should also ensure that staff gets adequate workload. While allocating day-to-day duties, supervisors should

keep in mind human relations and understand that there is life after work. People have emotions, and thus interpersonal relations with other employees will enhance organization commitment.

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