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## INFLUENCE OF ORGANIZATIONAL VALUES ON JOB COMMITMENT OF PUBLIC UNIVERSITY LECTURERS

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### ABSTRACT

Values fostered by various organizations often have the potential to ignite various positive employee outcomes. Whereas previous scholars have documented those values such as corporate social responsibility (CSR), welfare programs, and teamwork are significant in influencing employee behaviour. However, how these values have influenced job commitment among university lecturers has not been highlighted. This is critical especially in universities like Nairobi and South Eastern which have experienced abnormally high turnover, absenteeism, and strike events of lecturer in the last five years. This study investigated the influence of organizational values on job commitment among lecturers at the University of Nairobi and South Eastern University. Specific objectives were to explore the influence of CSR on job commitment, analyse the influence of welfare programs on job commitment, and to determine the influence of teamwork on job commitment. The Theory of Equity by Adams was used to guide the study. Descriptive survey design was used on a target population of 56191 lecturers, deans and students from which 377 was derived as a sample size via Krejcie and Morgan's (1970)

Table. Closed and open-ended questionnaire was used for data collection. Findings revealed that organizational values investigated contributes 63.4% variation in job commitment among lecturers in the University of Nairobi and South Eastern Kenya University ( $R^2 = 0.634$ ). CSR ( $B = 0.473$ ), welfare programs ( $B = 0.488$ ), and teamwork ( $B = 0.484$ ) are significant predictors ( $p = 0.000$ ) of job satisfaction among the lecturers. It is concluded that equitable provision of these values can lead to a significant improvement in lecturers' job commitment.

Key Words: Organizational values; Job Commitment; Corporate Social Responsibility; welfare programs; teamwork; University of Nairobi and South Eastern Kenya University

### INTRODUCTION

The mission and strategic goals of the organization form critical reflection of the company's values (Gorenak & Košir, 2012). Earlier scholars (see Pfeffer, Goodstein & Nolan, 1985; Simmerly, 1987) view emergence of organizational values as emanating from its philosophy and embedded in its culture which evolve from modes of conduct, communication styles and decision making styles within the company.

According to Bourne and Jenkins (2013), the values that top managers sanction through verbal or written statements and formal documents, are often presumed to represent organizational values. Put more succinctly by Kull, Narasimhan and Schroeder (2012) organizational values are beliefs within the organizations that are shared by employees. However, while some previous studies (Gorenaka, Edelheimb and Brumena, 2020; Kiradoo, 2018) have found some weak correlation between organizational values and employee satisfaction, how the same influence job commitment especially among university lecturers seems underexplored.

The importance of employee job commitment (JC) to an organization cannot be gainsaid. This is because a host of previous researchers (Olugbenga & Felicia, 2016; Rajak & Pandey, 2017; Sariwulan, Capnary & Agung, 2019) have attributed diverse organizational outcomes such as employee turnover, absenteeism, job satisfaction, and performance to JC. According to Olugbenga and Felicia (2016), job commitment refers to the affective reactions of employees to the characteristics of the employer related to feeling of attachment to the goals and values of the organization. Commitment of employees to their organization has variedly been discussed under the lenses of equity theory espoused by Jane Stacy Adams (Adams, 1965).

The theory articulates that employees often compare their job inputs and outcomes with those of others and then respond to any inequalities (Balassiano & Salles, 2012). It is more about equity in trade-off between input and outcome among employees such that a worker would perceive there is justice in the distribution of rewards amongst them (Chinomona, Chinomona & Joubert, 2013). Chinomona et al (2013) argue that employees who feel under-compensated will have tension leading to withholding of their input (skills or effort) hence reduced commitments in their jobs. Whereas job commitment has been categorized in terms of affective commitment, continuous commitment, and normative commitment (Colquitt, Jeffery & Michael, 2015; Cooper, 2011), paucity of information exist on how organizational values have had influence over them.

It is worth noting that previous scholars (Agusioma et al, 2019; Farooq et al, 2013; Sailatha et al, 2022) have listed corporate social responsibility, staff welfare, and teamwork as important values for attaining positive organizational outcomes. However, these studies have not precisely explained how these components of organizational values influence job commitment especially among university lecturers.

Corporate Social responsibility has been described as a company's commitment to minimizing or eliminating any harmful influence and maximizing its long-run beneficial impact on society (Mohr, Webb and Harris, 2001). The society whose interest must be safeguarded include the consumers, community, employees and the government because a company's operations heavily depend on their health, stability, and prosperity (Huan, Tai & Tiep, 2017). However, studies on CSR and job commitment among university lecturers seem to be scarce. A study examining how CSR practices influence organizational commitment (OC) of employees of a company was done in South Korea by Kim, Nurunnabi, Kim and Jung (2018). Meaningful of work and perceived organizational support were found to mediate the relationship between perceived CSR and organizational commitment. On their part, Farooq et al (2013) analyse the impact of CSR on organizational commitment among South Asian companies.

Their finding showed that CSR toward employees is the strongest predictor of employees' trust, identification, and affective commitment. Another study done in Vietnam by Huan et al (2017) investigated the influence of CSR on employee commitment and performance among 1000 foreign and local companies operating in South Vietnam.

Four dimensions of CSR, including Government, employees, customers, and other stakeholders, were found to have positive relationships with commitment and the firms' performance. Whereas the aforementioned studies demonstrate the influence of CSR on employee commitment, they also support that focus on university lecturers with regards to the phenomenon is underexplored.

Previous studies have highlighted the significance of staff welfare programs in various contexts (Agusioma, Nyakwara & Mwiti, 2019; Nazeri, Meftahi and Kianipour, 2012; Prince-George, 2021). Welfare programs are financial or other assistance offered to an employee or family by an organization (Stone, 2012). The programs include services provided over and above wages for purposes of motivating and satisfying employees (Prince-George, 2021). While available studies have revealed that provision of staff welfare programs positively relates with performance, how they relate with job commitment especially among university lecturers has attracted limited documentation. For instance, a study in Iran by Nazeri et al (2012) analysed the relationship between welfare programs and organizational commitment among employees of Noor University. Staff welfare had negative relationship continuance commitment but positive commitment with normative commitment.

In another study, Prince-George (2021) used the staff from River State Health sector to examine how workers' welfare relates with job commitment. Both voluntary and statutory welfare programs were found to have strong relationship with job commitment. In their work, Abiodun-Oyebanji and Adekola (2016) examined the relationship between welfare package factors and job commitment among administrative staff in Ibadan Polytechnic. Their finding showed a significant relationship between welfare package and administrative staff job commitment. Emerging from the foregoing studies, further focus needs to be directed at university lecturers with regards to welfare programs and job commitment.

Working in teams where employees cooperate, share information, confront differences and sublimate personal interests for the greater good of the team is widely approach for enhancing performance (Onyekwelu, Anah, Onwuchekwa & Ejike, 2018). Robbins and Judge (2007) assert that a work team is a group of employees whose individual efforts result in a performance exceeding the sum of their individual inputs. According to Samwel (2019), effective teamwork is associated with greater participation and feelings of accomplishment which are directly linked to best organizational performance. However, existing studies have fallen short of highlighting the relationship between

teamwork and job commitment among university lecturers. For example, Onyekwelu et al (2018) analysed the effect of teamwork on employee performance among medium size industries in Nigeria. Findings showed a positive and significant relationships. In a study done in Tanzania, Samwel (2019) explored the importance of teamwork on employee performance using a population from selected manufacturing companies. A positive and significant relationship was found. In Kenya, Kelemba, Chepkilot and Zakayo (2017) investigated how teamwork practices influence performance of public service employees. Analysis revealed that teamwork ensures democracy at the workplace and enhances change, innovation and creativity, as well as effective decision-making and networking. Extending the understanding on how teamwork also influence job commitment among university lecturers would expand knowledge in this space within higher learning institutions. This is critical in economies like Kenya where universities face immense challenges in financing, over enrolment of students, and low staff wages among others (Adoyo, Ombito & Langat, 2020; Aduda, 2018).

#### **STATEMENT OF THE PROBLEM**

The cardinal role of university lecturers is to teach, conduct research in the field of specialty, and observe societal circumstances with a view of offering improvement

options. In Kenya, there has been a steady rise in student enrolment in all the public universities during the last decade. However, there has never been a corresponding rise in skilled human capital particularly with respect to university graduates. A random survey in the labour market indicates that most employers prefer graduates from technical colleges over university graduates. Similarly, public universities in Kenya have experienced incessant events of industrial actions by lecturers on one hand, and high turnover rates on the other hand. In addition, over 1000 lecturers have shifted to universities in the Eastern Africa region, with the highest casualty being the University of Nairobi and South Eastern Kenya University.

This is an antecedent of low job commitment. There is evidence that astute organizational values such as corporate social responsibility, welfare programs, and teamwork have the potential to harness job commitment. However, how these values have influenced job commitment among university lecturers particularly in the University of Nairobi and South Eastern Kenya University has not been explored.

#### RESEARCH PURPOSE

The purpose of this research was to analyse the influence of organizational values on job commitment of lecturers at the University of Nairobi and South Eastern Kenya University

#### Specific Objectives

- i. To explore the influence of corporate social responsibility on job commitment of lecturers at the University of Nairobi and South Eastern Kenya University
- ii. To assess the influence of welfare programs on job commitment of lecturers at the University of Nairobi and South Eastern Kenya University
- iii. To determine the influence of teamwork on job commitment of lecturers at the University of Nairobi and South Eastern Kenya University

#### RESEARCH HYPOTHESIS

**H<sub>01</sub>:** There is no significant influence of corporate social responsibility on job commitment of lecturers at the University of Nairobi and South Eastern Kenya University

**H<sub>02</sub>:** There is no significant influence of welfare programs on job commitment of lecturers at the University of Nairobi and South Eastern Kenya University

**H<sub>03</sub>:** There is no significant influence of teamwork on job commitment of lecturers at the University of Nairobi and South Eastern Kenya University

## **LITERATURE REVIEW**

This study was guided by Equity Theory advanced by Adams (Adams, 1965). According to Balassiano and Salles (2012), Theory of equity is concerned with the perception of the way outcomes are consistent with the norm for allocation of rewards. Adams (1965) explains that the perception of equity could lead to anger and guilt when undergoing comparative judgment. Anger results when people feel under-benefited or shortchanged by not receiving enough compared with others. Guilt, on the other hand, occurs when an employee feels over-benefited by receiving too much compared with others (Chinomona et al, 2013). Distribution of rewards lies behind judgment formed by the concept of equity (Burrus & Mattern, 2010). In her earlier work, Adams (1963) stated that individuals seek a fair balance between what they put into their job (input) and what they get out of it (output). Such inputs include effort, hard work, skills and ability (Muruu, Were & Abok, 2016).

Outputs are considered as rewards financial rewards plus intangibles such as recognition and responsibility, among others. Theory of Equity is simply concerned with the worker's perception on how he/she is being treated (Essay, 2012).

This paper considered the Theory of Equity as relevant in understanding antecedents of low job commitment suspected among

university lecturers at the Nairobi and South Eastern Kenya universities. An understanding of how the lecturers perceive CSR, welfare programs as well as team support towards them as provided by the university. An addition, an understanding of how fairness in distribution of these values influence effort, hard work, skill and ability of the lecturers warranted adoption of this theory.

## **JOB COMMITMENT**

Aziz et al (2021) examined the association between employee commitment and job satisfaction using a population from private universities in Kurdistan region of Iraq. This research was carried out among 157 employees from three different private universities. A quantitative method was used to gather relevant information. The results revealed that employee commitment was correlated with job satisfaction. Findings further showed that job satisfaction has a positive relationship with employee commitment, implying that if employees are satisfied, they are organizationally committed.

In India, Rajak and Pandey (2017) explored the relationship between job commitment and job satisfaction through a review of previous studies.

The authors specifically focused on analyzing the interrelation between job commitment and job satisfaction among the employee of an institution of higher education, the effect of employee on job satisfaction and job commitment due to their biographical characteristics, and the significant way to motivate employees in order to boost their job satisfaction. The result showed that there exists a critical connection between job commitment and employment fulfillment of a person. The study highlights that the higher the level of motivation the greater the enhancement of satisfaction and commitment of the employees towards their institution.

Onukwu (2021) investigated lecturers' job commitment and leadership roles in South-South Nigeria universities using descriptive survey research design. The target population of the study was all the lecturers in South-South Nigeria universities. A total of 4,000 lecturers were randomly selected for the study and only 3,620 submitted their forms accordingly. The data collected were descriptively analyzed while the hypotheses was tested with Pearson r statistics at 0.05 level of significance. The study revealed low level of job commitment among university lecturers and low level of role performance of leadership. It also revealed a significant relationship between leadership role performance and job commitment of university lecturers.

Cheche, Muathe and Maina (2017) investigated the mediating influence of organizational commitment on the relationship between employee engagement and performance of selected state corporations in Kenya. The study adopted a positivistic using descriptive and explanatory research. The study targeted employees of state corporations in research and training. A sample of 378 respondents was selected using a multistage sampling strategy. Data was analysed using descriptive and inferential statistics. The result indicates that employee engagement influences organizational performance, and that the relationship is partially moderated by organizational commitment.

Gitau and Monari (2019) sought to identify determinants of employee commitment among constitutional commissions in Kenya. A descriptive cross-sectional survey design was adopted. The target population was 4,771 employees. Simple random and stratified methods were used to sample 380 employees of the commissions. The study utilised primary data collected using structured questionnaires which were pretested to ensure both validity and reliability. Data Analysis was done by using descriptive and inferential statistics. Findings showed that compensation and reward had a significant effect on employee commitment.

It was also established that work environment had a significant effect on employee commitment.

#### **ORGANIZATIONAL VALUES**

Gorenaka, Edelheimb and Brumena (2020) sought to identify the influence of organizational values on job satisfaction among organizations in the leisure and travels sector in the central European states. The research was done using a questionnaire with a pencil-and-paper survey. Target population was 2,762 employees out of which 1,100 was sampled for data collection via questionnaire method. The results show a weak, but positive correlation between organizational values and job satisfaction of employees with regard to work itself. Additionally, there was a positive correlation between organizational value in terms of innovation and satisfaction with working conditions.

Gorenak and Košir (2012) explored how organizational values influence performance factors among some organizations in Slovenia. The research was based on a survey conducted using a target population of 303 companies in Slovenia. Results showed that 52.6 % of organizations with explicit noted above average of the sector performance. Organizational values were found to have significant influence on all the performance factors.

Kiradoo (2018) analysed the influence of personal values and their interaction with organizational culture in influencing performance and commitment of employees in India. This was a qualitative study involving analysis of literatures and focus group interviews. The findings indicated that organizational culture that encompassing personal or individual value enhances employee performance and commitment towards organization. Analysis of evidence informed that employee satisfaction is mainly associated with fulfillment of their individual values, goals and motivations and their satisfaction levels drive their performance and commitment.

Mutuma, Moguche & Mutea (2022) investigated how organizational values contribute to employee productivity among universities in the Mt. Kenya Region. The study adopted a descriptive research design, and a convenient sampling design was used to come up with a sample of seventy-six respondents. Primary data was collected using close-ended questionnaires. Analysis of data was done using descriptive and inferential statistics. The study established that the organizational values when regressed severally against employee productivity have a significant effect. The study concludes that employee attitude occupied a huge place in the daily operations of the employees thus the need to ensure employees have the right attitudes towards work at all times.

## **Corporate Social Responsibility and Job Commitment**

Kim, Nurunnabi, Kim and Jung (2018) examined how CSR practices influence attitudes of employees. In particular, the authors hypothesized that perceived CSR would enhance organizational commitment (OC) of employees through the sequential mediation of meaningfulness of work (MOW) and perceived organizational support (POS). In order to empirically test this, we utilized two-wave time-lagged survey data from 378 employees who work for companies in South Korea. The results show that MOW and POS sequentially mediate the relationship between perceived CSR and OC. The findings suggest that CSR practices could be an active investment which enhances important attitudes of employees, instead of merely being a cost or obligation for firms.

Farooq et al (2013) investigated the impact of CSR on organizational commitment taking in consideration multiple mediation mechanisms. Social exchange and social identity theory provided the foundation for predictions that the primary outcomes of CSR initiatives are organizational trust and organizational identification, which in turn affect AOC. Data was collected from 378 employees of local and multinational companies in South Asia.

Both organizational trust and organizational identification fully mediate the CSR–AOC link. However, the identification mechanism is significantly stronger than the trust mechanism in terms of building AOC from CSR. Out of four CSR components, CSR toward employees is the strongest predictor of employees' trust, identification, and AOC, followed by CSR toward community, whereas CSR toward the environment has no effect. Finally, CSR toward community and employees are more associated with social exchange, whereas CSR toward consumers relates more to the social identity process.

Zafar & Ali (2016) analysed the influence of corporate social responsibility on employee commitment and the mediating role of employee company identification. Target population was employees from medium size service firms in Saudi Arabia. The authors used social identification theory to explain the positive outcomes of CSR towards employee behavior. The findings of the study confirms that participation in corporate socially responsible activities have positive higher impact on commitment of employees.

Mensah, Agyapong and Nuerthey (2017) assessed the effect of corporate social responsibility engagement on employee commitment to their organizations. A self-reported questionnaire was used to collect data from 145 employees of 50 Rural and Community Banks (RCBs) across Ghana.

The study found a strong positive relationship between engagement in corporate social responsibility and employee commitment. Engagement in corporate social responsibility explained 54.1% of the total variation on employee commitment. However, this relationship was insignificant when educational level and years of working with the bank was controlled. Gender however does not confound this relationship..

Nkundabanyanga and Okwee (2011) assessed the relationship between CSR, managerial discretion, competences, learning and efficiency and perceived corporate financial performance in Uganda. The study used quantitative, correlation and regression analyses and collected primary data through a structured questionnaire on a sample of 100 firms. The results indicated that perceived corporate financial performance was related to managerial discretion and competences, learning and efficiency were significant predictors of, but not CSR. However, the results further showed that managerial discretion's predictive potential of perceived corporate performance was moderated by CSR.

Mugesani (2018) investigated the role of Corporate Social responsibility activities on employee commitment to firms listed at Nairobi stock exchange. Descriptive survey and correlation designs were used.

The researcher used both open and closed questions, document analysis and interviews to collect data from a target population of 53,203 employees. The findings indicated that organizational identification partially mediated the relationship between internal CSR and employee commitment, organizational identification completely mediated the relationship between external CSR and employee commitment, Organizational justice had significant and enhanced moderating effect on the relationship between employee commitment and CSR activities.

#### **WELFARE PROGRAMS AND JOB COMMITMENT**

Nazeri, Meftahi and Kianipour (2012) analyzed the role of the staff's wellbeing on the work locus of control as the moderator factor associated with the organizational commitment and the staff's wellbeing. To accomplish the objective, we used regression analysis. The research focuses on the one's ability to predict the staff's wellbeing and it studies the effects of the work locus of control as a moderator on the organizational commitment. Findings of the research show that the staff's wellbeing maintains a negative relationship with the continuance commitment and a positive relation with the affective and normative commitments.

Moreover, the impact of the work locus of control, as moderator, on the relationship between the staff's wellbeing and their organizational commitment relational and has some necessities.

Abiodun-Oyebanji and Adekola (2016) examined welfare package factors in Nigerian institutions by taken an in-depth study of the Polytechnic of Ibadan. The study adopted survey research design with the total population of all the 347 administrative staff of the sampled polytechnic. Simple random sampling technique was used to select 250 participants for the study. Data collection instrument was a self-developed questionnaire. The data collected were analyzed using descriptive statistics and multiple Regression analysis. The result revealed among others that a significant joint contribution exists between welfare package and administrative staff job commitment. Health services made the highest contribution to the administrative staff job commitment and was significant.

Prince-George (2021) examined workers' welfare and job commitment in Rivers State Ministry of Health. The research design adopted in this study was the descriptive survey. Herzberg's Two- Factor Theory formed the theoretical framework of the study. The population of the study comprised 767 health workers. As a result, the random sampling technique was applied, while the sample size was 263 determined using the Taro Yamane formula. Questionnaire was used for data collection. The findings of the study revealed that there is a very strong positive relationship between statutory welfare and job commitment. The study also revealed that there is a very strong positive relationship between voluntary welfare and job commitment.

Agusioma et al (2019) sought to determine effect of staff conflict resolution on employee performance at Public Service Commission in Kenya.. This research adopted descriptive survey research design approach. The target population in this study comprised of human resource department, staff welfare/public relations, and general management in the Public Service Commission in Kenya. The study sample size of 141 respondents were selected. Data was collected mainly by use of semi structured questionnaires. Correlation and regression analysis were used to achieve the study objectives. The study found that staff welfare was positively and significantly affected employee performance. Therefore, an increase in these factors will result in increased accessibility to increased employee performance. The study concludes that staff welfare is essential in creating a sense of recognition and satisfaction among the employees which improves their productivity.

Waititu, Kihara & Senaji (2017) sought to determine the effects of employee welfare programs on employee performance in Kenya Railways Corporation. The study targeted a population of 1720 employees. A sample of 172 respondents was obtained through stratified random sampling. The primary data was collected through a semi structured questionnaire. Both qualitative and quantitative data analysis methods were used to analyze the data that was collected in this study. The study established that the five variables of employee welfare programmes (occupational health; succession plans; training and development; employee referral scheme and remuneration policies) have an effect on employee performance. From the regression model, the study established that remuneration policies had strongly positively influenced employee performance.

This was followed by occupational health and Training and development, while employee referral scheme had a weak negative influence. Succession plan recorded the least weak and negative influence.

#### **TEAMWORK AND JOB COMMITMENT**

Onyekwelu, Anah, Onwuchekwa and Ejike (2018) explored the effect of team work on employee performance in an organization, using selected medium scale enterprises in Anambra State. Structured questionnaire was used for data collection. Correlation coefficient and multiple regression analysis were used to test the hypotheses. The findings showed that there was a high rate of relationship between the dependent and independent variables. It showed further that a high variation exists in performance explained by teamwork. Equally, the coefficients of the individual predictors of employee performance-team members' abilities, team esprit de corps, team trust, recognition and reward and their t-values showed varying degrees of positive relationship with the dependent variable.

Samwel (2019) examined the importance of teamwork on employees' performance in manufacturing companies in Lake Zone regions in Tanzania. Teamwork is one of the most important factors that help to improve employees' performance in the organization. The study adopted survey research design and used a stratified random sampling technique to select a sample size of 102 respondents from manufacturing companies in Lake Zone regions. Data was collected using structured questionnaires and analyzed using descriptive statistics, correlation analysis, Parametric tests (T-test) and regression analysis and the results presented using tables. The results of the study reveal that there is a positive significant relationship between teamwork and employee performance in manufacturing

companies in Lake Zone regions in Tanzania.

Kassaw and Golga (2019) assessed academic staffs' level of organizational commitment in Haramaya University of Ethiopia. In addition, the study assessed whether there exists a significant difference in academic staffs' level of organizational commitment in terms of their gender and level of education. A cross-sectional research design was employed, and data was collected via questionnaire method from 275 participants who were selected using stratified random sampling. Focus group discussion and document review were also used. The study revealed that academic staffs had moderate level of organizational commitment. The study further revealed that although there is no significant difference in level of commitment with reference to gender, academic staffs' level of organizational commitment was significantly different with reference to their level of education.

Kelemba, Chepkilot and Zakayo (2017) sought to determine the influence of teamwork practices on employee performance in public service in Kenya. The study adopted a cross-sectional survey design. The target group comprised of 126,998 employees drawn from twenty ministries in Kenya. The study used a sample of 225 out of whom 203 took part in the study. Since the target population was heterogeneous, stratified and simple random sampling techniques were employed during sample selection. Data collection was by means of a questionnaire which had close ended items. Descriptive statistics were used to analyse the data.. The study concludes that teamwork ensures democracy at the workplace, enhances change, encourage innovation and creativity, and allow for effective decision-making and networking.

**SUMMARY OF THE REVIEWED STUDIES**

The reviewed studies demonstrate that organizational values have been extensively studied. Values practiced including CSR, employee welfare programs, and teamwork environment have been documented to be having significant relationships with diverse employee outcomes. However, it is evident from the previous studies that key employee outcomes that has occupied the minds of researchers of organizational values is performance (Gorenaka et al, 2020; Kiradoo, 2018). This notwithstanding, existing studies on CSR have attempted to relate the same with employee commitment (Farooq et al, 2013; Mensah et al, 2017; Zafar & Ali, 2016). Similarly, previous studies focusing on employee welfare programs have sufficiently related the same with staff commitment (Nazeri et al, 2012; Prince-George, 2021). In addition, studies focusing on teamwork among organizations have also tried to relate the same with employee commitment (Kassaw and Golga, 2019). However, it should be noted that most studies done in Kenya on organizational values (VSR, welfare programs, and teamwork) have related the same with employee performance (Kelemba et al, 2017; Mutuma et al, 2022; Waititu et al, 2017). Moreover, majority of previous studies focusing on these aspects of organizational values and job commitment have not been conducted among university lecturers.

**RESEARCH METHODOLOGY**

This study used descriptive survey design with mixed methods, utilizing both quantitative and qualitative methods of data collection and analysis (Poth & Munce, 2020). This approach was adopted so that quantitative methods is used to measure some aspects of the phenomenon under study and qualitative methods for others (Dawadi, Shrestha & Giri, 2021). This approach provides for complementarity in data collection, analysis and interpretation (Shorten & Smith, 2017). The consequently made the study to benefit from the concept of concurrent triangulation.

This study targeted 1,845 lecturers, being 1,645 from the University of Nairobi and 200 from South Eastern University. It also targeted 20 deans of schools (10 each from University of Nairobi and South Eastern University). The study also targeted 54,326 students, with University of Nairobi (48,326) and 6000 from South Eastern University. Target population was therefore 56191.

Krejcie and Morgan's (1970) Table was adopted to obtain a sample size of 377. For sampling procedure, the study used purposive approach to select all the targeted deans.

Lecturers and students were selected in line with Nassiuma (2000) recommendation as:

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

Where *n* = sample size

*N* = population

*cv* = Coefficient of variation (0.2 to 0.3)

*e* = tolerance (0.02 to 0.05)

For lecturers, the sample size was then  $\{(1845 \cdot 0.3 \cdot 0.03) / (0.3 \cdot 0.3 + (1845 - 1) \cdot 0.025 \cdot 0.025)\}$  which was equivalent to 134. Finally for students, the sample size was  $\{(54326 \cdot 0.3 \cdot 0.03) / (0.3 \cdot 0.3 + (54326 - 1) \cdot 0.02 \cdot 0.02)\}$  which was equivalent to 223. Table 1 presents the distribution of sample size.

Table 1: Sample Size Distribution

	Target Population (N)	%	Sample (n)
Deans	20	100 %	20
Lecturers	1845	7.3%	134
Students	54326	0.4%	223
<b>Total</b>	<b>56191</b>		<b>377</b>

The study used self-administered structured questionnaires to collect data. The questionnaire consisted of both closed ended and open-ended questionnaire to enable collection of both qualitative and quantitative data. Questionnaire method was chosen because it enabled the researcher to obtain a lot of information faster. This study used content validity index (CVI) to enhance the validity of the study instruments. In this regard, ratings of four experts based on item relevance were used to measure constructs of the study variables (Dawadi, Shrestha & Giri, 2021). The ratings adopted a 4-point ordinal scale of 1 – 4 for not relevant to highly relevant. The calculated rating of the four experts generated a CVI of 0.88. This

was considered to be highly relevant by the researchers.

On the other hand, the study used data collected from a pilot study involving randomly selected 16 lectures and 21 students in a pilot study who were excluded from the final data collection exercise to check reliability of the study instrument. With the aid of Statistical Package for the Social Sciences (SPSS) version 21 tool, Split-half method was used to calculate correlation coefficients of 0.83, 0.88, and 0.84 for CSR, welfare programs, and teamwork respectively. The instrument was therefore considered as reliable in collecting the required data since the reliability coefficient surpassed the threshold of 0.70 espoused by reliable scholars (Rahi, 2017).

**DATA ANALYSIS AND PRESENTATION**

Data obtained using questionnaire was analysed via descriptive and inferential statistics with the aid of SPSS version 21. Descriptive statistics enabled generation of mean (M) and Standard Deviation (SD) which was essential for interpretation of quantitative results. On the other hand, inferential statistics generated data which helped in explaining the relationship demonstrated in the model:

$$Y_0 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \dots \dots \dots$$

Equation

(Source: Adopted from Hair, Babin, Money & Samouel, 2003).

Where;

*Y*<sub>0</sub> = Job Commitment

*X*<sub>1</sub> =

C

S

R

*X*<sub>2</sub> = Welfare program

s

*X*<sub>2</sub> = Teamwork

$\beta_0$  = Constant  
represent  
ing the  
fixed job  
commit  
ment

$\epsilon$  = Error term representing factors affecting  
job commitment not included in the  
study

**RESULTS AND DISCUSSIONS**

The researcher was able to administer the study questionnaire to 270 respondents after several visits to their respective offices. This represented 71.6% questionnaire return rate. Table 2 presents the questionnaire coverage rate.

Table 2: Questionnaire Response Rate

	Sampled	Questionnaires returned	Return Rate
Deans	20	13	65.0
Lecturers	134	96	71.6
Students	223	161	72.2
<b>Total</b>	<b>377</b>	<b>270</b>	

The objective of this study was to determine the influence of organisational values on job commitment of lecturers at the University of Nairobi and South Eastern Kenya University. The study postulated and tested the hypothesis that:

**H<sub>01</sub>:** There is no significant influence of corporate social responsibility on job commitment of lecturers at the University of Nairobi and South Eastern Kenya University

**H<sub>02</sub>:** There is no significant influence of welfare programs on job commitment of lecturers at the University of Nairobi and South Eastern Kenya University

**H<sub>03</sub>:** There is no significant influence of teamwork on job commitment of lecturers at the University of Nairobi and South Eastern Kenya University

The first section of the survey assessed the respondents' views on the extent of job commitment among the lecturers and deans. The respondents were presented with statements related to job commitment such as meeting of targets, turnover intentions,

absenteeism, and job satisfaction among others. The overall mean ratings of the lecturers and the deans are summarized in Tables 3 and 4.

Table 3: Extent of Job Commitment by Lecturers

	Mean	Std. Dev.
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	3.875	0.785
I talk up this organization to my friends as a great organization to work for.	3.750	0.834
I would accept almost any type of job assignment in order to keep working for this organization.	2.042	0.893
I find that my values and the organization's values are very similar.	3.990	0.900
I could just as well be working for a different organization as long as the type of work was similar. (R)	4.135	0.790
This organization really inspires the very best in me in the way of job performance.	3.375	0.861
It would take very little change in my present circumstances to cause me to leave this organization. (R)	3.250	1.095
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	3.750	0.834
There's not too much to be gained by sticking with this organization indefinitely. (R)	2.375	1.117
Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)	2.125	0.932
<b>Overall Mean</b>	<b>3.27</b>	<b>0.9041</b>

Table 4: Extent of Job Commitment by Deans

	Mean	Std. Dev.
Lecturers achieve all the targets set by the faculty by the end of every semester	4.077	0.641
Lecturers' takes part in all university activities	2.462	0.967
Some lectures have turned down opportunities to go elsewhere just to continue working at this university	4.539	0.519
There is a sense job satisfaction among the lecturers	2.231	1.092
There are cases of chronic absenteeism among the lecturers	2.154	0.899
Overall Mean	3.09	0.8236

Table 3 shows that the overall mean of the ratings of both the deans and lecturers is 3.18 with standard deviation of 0.864. Based on the Likert scale, 3.18 falls under “neither agree nor disagree”. This illustrates that the sampled deans and lecturers neither agreed nor disagreed with the statements on job commitment presented to them. This tends to imply that whereas cases of target achievement, turnover intentions, absenteeism, and job satisfaction were occurring in campuses, these were not true in others.

Organizational values were categorized as corporate social responsibility, welfare programs, and teamwork. The respondents were asked to rate these aspects on a scale of 1 - Strongly Disagree, 2 – Disagree, 3 Neutral, 4 – Agree and 5 - Strongly Agree. The results were analyzed and presented in terms of means and standard deviations for lecturers, deans and students as shown in Tables 5, 6 and 7 respectively.

Table 5: Mean Organizational Values according to Lecturers

	Mean	Std. Dev.
The work ethics within the university are clearly outlined ( <i>CSR</i> )	3.875	0.332
The university encourages lectures to have good employee-employee relationships ( <i>Teamwork</i> )	4.167	0.536
There are effectively maintained university-lecturer relationships ( <i>Teamwork</i> )	2.292	1.004
The university have programs meant to take care of its staff and students as well ( <i>Welfare</i> )	3.740	0.861
Lecturers have the opportunity to be involved in the decision-making process ( <i>Teamwork</i> )	2.354	0.973
The students from poor background are usually considered for bursaries ( <i>Welfare</i> )	3.635	0.884
There are scholarships for students from poor background ( <i>Welfare</i> )	4.240	0.750
The university have initiated work-study programs for students from poor background ( <i>Welfare</i> )	2.219	0.908
The university supports teamwork among the lecturers ( <i>Teamwork</i> )	4.052	0.887
The university's policies make enable the lecturers to practice integrity in their workplace ( <i>Welfare</i> )	4.115	0.540
There is a freedom of thought and expression at the university ( <i>Teamwork</i> )	4.125	0.603
The lecturers are valued by the management at the university ( <i>CSR</i> )	3.375	0.861
The university administration entrusts the lecturers with administrative roles ( <i>CSR</i> )	4.115	0.560
The university supports lecturers in research, teaching and community service ( <i>CSR</i> )	3.875	0.785
<b>Overall Mean</b>	<b>3.27</b>	<b>0.9041</b>

Table 6: Organizational Values according to Deans

	Me an	Std. Dev.
The university engages the lecturers in the decision-making process ( <i>Teamwork</i> )	3.923	0.954
The university have active corporate social responsibility initiatives ( <i>CSR</i> )	4.231	0.725
The university supports teamwork among the lecturers ( <i>Teamwork</i> )	4.154	0.899
The university’s policies enable the lecturers to practice integrity in their workplace ( <i>Welfare</i> )	4.000	1.080
The university administration entrusts the lecturers with administrative roles ( <i>CSR</i> )	3.692	0.855
<b>Overall Mean</b>	<b>3.09</b>	<b>0.8236</b>

Table 7: Organizational Values according to Students

	Mean	Std. Dev.
Both lecturers and students are involved in decision making at the university ( <i>Teamwork</i> )	2.404	0.996
The university have actively undertake corporate social responsibility activities ( <i>CSR</i> )	3.615	0.956
The students from economically challenged backgrounds are given bursaries ( <i>CSR</i> )	3.429	1.176
The university facilities are accessible to by persons with disabilities ( <i>Welfare</i> )	3.832	1.068
There is freedom of worship for all religious groups within the university ( <i>Welfare</i> )	4.248	0.844
There is a freedom of thought and expression at the university ( <i>Teamwork</i> )	3.839	1.066
The university administration entrusts the lecturers with administrative roles ( <i>CSR</i> )	3.752	0.859
There are friendly policies at the university that enhance working environment for lectures ( <i>Welfare</i> )	4.155	0.703
<b>Overall Mean</b>	<b>3.66</b>	<b>0.8585</b>

Tables 5 to 7 illustrates that lecturers neither agreed nor disagreed that organizational values espoused by the universities enhance job commitment (Mean=3.27; SD=0.9041). Similarly, the deans also neither agreed nor disagreed that organizational values espoused by the universities enhance job commitment (Mean=3.09; SD=0.8236). Based on the Likert scale rating interpretation, this result denotes that the respondents agreed that organizational values put forward by the universities

enhances job commitment among the lecturers. The three components of organizational values (teamwork, CSR, and welfare) are appropriate with regards to enhancement of job commitment. However, the large standard deviation (SD=0.9026) tends to suggest that the provisions of these values motivates the lecturers differently (not homogenously), with some being more motivated than others. In contrast, Table 4c shows that the students agreed that the organizational values provided by the universities enhance job commitment among lecturers (Mean=3.66; SD=0.8585).

The values that the study analysed include CSR, welfare programs, and teamwork. Subsequent regression analysis results (model summary) is presented in Tables 5.

**Table 8: Organization culture and employee turnover model Summary**

Mo del	R	R <sup>2</sup>	Adju sted R <sup>2</sup>	Std Err or	Change Statistics				
					R <sup>2</sup> Ch ange	F Cha nge	d f 1	d f 2	Sig. F Cha nge
1	.796	.634	.630	.20038	.757	278.617	3	267	.000

**Note:** Dependent Variable: Job Commitment; Predictors: (Constant), CSR, Welfare, Teamwork

From the model summary in Table 8, the R-square was 0.634 which implies 63.4% of the variations in lecturers’ job commitment in University of Nairobi and South Eastern Kenya University could be attributed to the existing organizational values. These variations are significant (F=0.000).

The study further ran an Analysis of Variance (ANOVA) to determine the existence of differences between the study variables. Table 6 presents the organizational values and job commitment ANOVA results.

Table 9: Organizational values and Job Commitment ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.475	3	25.825	162.846	.000
	Residual	24.887	267	.0932		
	Total	102.363	270			

*Note:* Dependent Variable: Job Commitment; Predictors: (Constant), CSR, Welfare, Teamwork.

The results of ANOVA presented in Table 9 illustrates that organizational values are a significant (P = 0.000) predictor of job commitment among lecturers in the two universities with a combined influence on employee turnover (F [3, 270] = 162.846), and that the model was fit for purposes of measuring the relationship. Further, the contribution of each coefficient (CSR, Welfare, and Teamwork) were analysed. Table 7 presents coefficients for organizational values.

Table 10: Coefficients for organisational values

Model	USTC		STC	Beta	t	Sig.	95.0% CI		COS	
	B	SE					Lower	Upper	TOL	VIF
1 (Constant)	-.220	.274			-.802	.425	-.199	.386		
CSR	.473	.080	.438	5.897	.000	.314	.631	.246	4.061	
Welfare	.488	.054	.509	9.111	.000	.328	.641	.247	4.061	
Teamwork	.484	.078	.462	6.223	.000	.330	.637	.246	4.061	

*Note:* Dependent Variable: Job Commitment; USTC - Unstandardized Coefficients; STC - Standardized Coefficients; CI – Confidence Interval, COS - Collinearity Statistics; STE - Std. Error

Table 10 illustrates the Beta (B) for CSR is .473. This denotes that a unit improvement in CSR leads to an improvement of 0.473-unit improvement in job commitment. Similarly, the Beta for welfare is .488,

denoting that a unit improvement in welfare leads to an improvement of 0.488 unit improvement in job commitment. Finally, Table 7 illustrates that the Beta for teamwork is .484 which also denotes that a unit improvement in teamwork leads to an improvement of 0.484-unit improvement in job commitment. Based on P-Value of 0.00 as shown on Table 7, these improvements were significant since their values were less than 0.05 level of significant. The three hypotheses that *there is no significant influence of CSR on job commitment; there is no significant influence of welfare programs, and there is no significant influence of teamwork on job commitments* were all rejected. If this statistic is substituted in the above model:

$$Y_0 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Then:

$$Y_0 = -.220 + .473(X_1) + .488(X_2) + .484(X_3) + \epsilon$$

**DISCUSSIONS**

The current study has revealed that organizational values is a significant predictor of job commitment among lecturers in the university of Nairobi and South Eastern University. Aspects of organizational values such as corporate social responsibility (CSR), welfare programs, and teamwork are significant predictors of job commitment among the lecturers. This tends to imply that the trade-off between the perceived input and output are considered as fair by the lecturers and the deans. This resonates positively by the theory of Equity espoused by Adams (1965). According to Adams (1965), in comparing benefits received from input by an employee with that of a colleague, anger can arise. The discussed organizational values have high potential of arousing anger if there is perception of inequity.

Findings revealed in this article concurs with several studies done during the past years. For instance, Kim et al (2018) established in a study done in the Korea Republic that CSR practices are an active investment which enhances important attitudes of employees. Similarly, CSR toward employees was found to be the strongest predictor of employees' trust and identification in the organization during a study done among multinational companies in South Asia. Welfare programs to employees has been shown to be significant in predicting job commitment among the sampled lecturers. Previous studies have also come up with concurring findings. In their work, Abiodun-Oyebanji and Adekola (2016) a significant joint contribution welfare package towards administrative staff job commitment in Nigeria.

Another study which revealed similar findings was Waititu et al (2017) in Kenya. The study established that welfare programmes such as occupational health; succession plans; training and development; employee referral scheme and remuneration policies have an effect on employee performance. Finally, teamwork as an organizational value has also been established by previous studies to be having significant influence on employee outcomes. A positive and significant relationship between teamwork and employee performance was established by Samwel

(2019) in a study done in Tanzania. Kelemba et al (2017) also found in a study done in Kenya that teamwork ensures democracy at the workplace, enhances change, encourage innovation and creativity in public service. Likewise, to findings from previous studies done in different contexts, organizational values such as CSR, welfare programs, and team are also significant in influencing job commitment of lecturers.

#### **CONCLUSIONS**

Based on the study findings demonstrated in the preceding sections, the study concludes that components of organizational values investigated in this study explain a significant variation in job commitment among lecturers. It is also concluded that values such as CSR, welfare programs, and teamwork are significant predictors of job commitment of lecturers.

#### **RECOMMENDATIONS**

The finding that CSR, welfare programs, and teamwork are significant predictors of job commitment should prompt managements of public universities to work proactively towards these values.

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