

Remuneration Practice and Employee Commitment in Selected County Governments in Kenya

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ABSTRACT

The purpose of the study was analyze the effect of remuneration practice and employee commitment in selected county governments in Kenya. The study adopted Equity theory. The study adopted mixed research design. Qualitative as well as quantitative research methods were used. Proportionate sampling was used to select five County governments out of forty-seven. Out of target population of 12,990 employees, a sample size of 384 respondents was selected through stratified sampling. A pilot test was carried out to reduce the chances of instrumentation error like weakness in design, increased the data collection's reliability and checked the internal consistency of the data collection instrument. The descriptive results displayed percentages for variables on five-point Likert scale. Discussion based on mean and standard deviation was arrived. Correlation was used to determine the relationships between the individual independent variables and dependent variable. The study indicated that there was a positive significant relationship between the recruitment practice and employee commitment in the selected county governments in Kenya. Univariate regression analysis was used to establish the effect of individual independent variable on dependent variable employee commitment. A multiple regression model was used to establish the effect of relationship in the selected county governments in Kenya. HRM practices combined without the moderator explained the variation on employee commitment in selected county governments in Kenya. The study concluded that employee remuneration practices had a significant relationship on employee commitment in the selected county government in Kenya.

Keywords: Employee Remuneration practices, Employee Commitment

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1.0 Introduction

Employee remuneration practices play a crucial role in shaping employee commitment within an organization. Remuneration refers to the total compensation employees receive in exchange for their work, including salaries, bonuses, benefits, and other incentives. Organizations that implement fair, competitive, and performance-based remuneration strategies tend to foster higher levels of employee engagement, motivation, and loyalty. Ahmad et al. (2020) suggest that employee commitment serve several benefits which include; strong desire to achieve goals, strong desire to stay in the organization, belongingness, improved organization performance, increased effectiveness, and attachment to an organizations, improved job satisfaction, and reduced turnover. However, employee commitment is a global problem that affects public sector both in developed and developing countries (Donkor & Zhuo, 2020). Globally absence of committed employees contributed to reduced profitability emanating from unachieved organization goals, high turnover rates, and increased costs. Globally 85% of employees are not committed at work; this means that only 15% of the global workforce is actively committed to their jobs (Wang & Wang, 2022). Asian literature revealed that countries like Malaysia and Thailand scored 48% in employee commitment, on the other hand in Netherlands, the score was above global average at 31% which was comparable with Southern and Eastern Europe, (Kalia, Signgla & Kaushal, 2023). This resulted high costs in terms of recruitment, training and development, claims and compensation, and subsequently decreased productivity and profitability.

A study conducted by Office of personnel management in USA revealed that on average 29% of employees in USA are committed in their work. The contributing factors included; poor leadership, lack of career development opportunities, inadequate compensation, unclear job expectations, poor work-life balance, lack of recognition, a negative company culture, effective communication, and a perceived lack of fairness in treatment, often feeling

of disengagement and a lack of loyalty to organization. Low employee commitment costs companies in USA up to the tune of \$1.8 billion each year; this included costs related to absenteeism, turnover, and decrease productivity (Office of Personnel Management, 2022). From the literature, it was evident that employee commitment declined as time goes by, with significant percentages dropping globally. As a result, each organization across the globe comes up with its own practices to deal with the commitment challenge (Armstrong, 2019). The existing global studies as however, differed significantly on the best practices that would enhance employee commitment. The focus of European countries such as the United Kingdom, Spain, France, and Italy have been on financial motivation, promotion, transfer, product development, and advertising. While studies revealed that the organization for Economic Cooperation and Development (OECD) believed leadership, succession planning and organizational culture would increase the likelihood of obtaining better returns in employee investments (Benkarim & Imbeau, 2021). However, it was from these significant findings both in Europe and in the OECD, which revealed a While studies do not deny low levels of employee commitment globally, it raised dilemma on combination of HRM practices that would enhance employee commitment. Universal approach routes for practices applicable across all the organization irrespective of the context, culture, or size (Benkarim & Imbeau, 2021). On the other hand contingency approach argues that employee commitment improves through linking human resource strategy and the general organization strategy (Wang & Wang 2022). Joseph, Deshpande and Gupta, (2023) report on organizational failure and success as result of perceived HR practices for prosperity showed mixed reaction. There were extreme high levels of organization failures in Greece, the United Kingdom, Spain, and Australia. These countries reported reduction in organization productivity, and profitability. There was however, increase in business growth, and increased revenue in countries like France, Japan, and China as result of applied HRM best practices.

A significant body of knowledge was in consensus that among Asian countries such as Turkey, Kuwait, Malaysia, Saudi Arabia, and Jordan, with robust human resource management practices such as performance appraisal contributed significantly to employee commitment both in private and public institutions (Ahmad et al. 2020). Most organizations in Asian countries showed a significant change in employee commitment by measuring employee performance using 360° performance feedback; but showed unsatisfactory change among Africa countries that reported little change in their levels of employee commitment (Waktola, 2021). However, the proportion of changes in employee commitment resulting from HRM practices remained unknown. Perceiving that a high proportion of satisfactory changes as result of desirable HRM practices contribute to high levels of employee commitment globally cannot be underestimated.

In Africa there is consensus that employees are the most critical intellectual capital driving the productive devolved governments (Abozed & Salem, 2020). Few successful devolved governments in Africa depended on HRM's ability to effectively harness human capital to generate assets, goods and services that surpass expectations (Nansamba, et al. 2024). Utilization of available resources particularly human resources is important in sparring growth and development of devolved governments in Africa however, impediment to this is commitment from these resources (Kamila, 2022). The challenges to employee commitment exist when there is need to achieve organization goals. Employee commitment in African worsens due to conflicting goals especially when employee goals are not aligned to organization goals (Donkor & Zhuo, 2020). Ingebedion (2022) advanced reasons that result to low employee commitment to be recruitment mismatch, limited training, inequity in remuneration, and unmanaged employee performance. Nansamba, et al. (2024) research in Uganda showed variation of 60.5% among organizations which reported problem in retaining employees of all ages than hiring them. Comparison of Ugandans experience in hiring revealed that commitment levels vary across African countries with some countries like Senegal reported 35% of organization which experienced challenges in retaining than hiring. In South Africa Ingrid and Kelebogile (2021) study on socio-demographics indicated that older employees and separated/divorced or widowed employees had higher organizational commitment while younger employees and contract workers had marginally higher organizational trust. In general the study further revealed South Africa's experience; 80% of employees were likely to be committed as result of positive organizational sentiments while 74% of employees were likely to be committed as result of employee voice.

In Nigeria, a study of Ingebedion (2022) suggests that employees are not committed to their jobs in most organizations. Unemployment rate in Nigeria posed a big constraint to mobility of labor and thus increases the possibility of disguised commitment. Further the results indicated that stunted mobility, extrinsic motivation, intrinsic motivation and organizational climate are significant motivators of employee commitment in Nigeria. Bizunesh et al. (2023) study aver that in Ethiopia high level of organizational commitment was associated to satisfaction with recognition, work climate, supervisor support and workload. Besides good practice of transformational and transactional leadership styles and employee empowerment were significantly associated with high organizational commitment. However, the overall level of organizational commitment was a bit low.

To improve organizational commitment the study recommended adoption of best HRM practices.

County governments in Kenya have very crucial role to play especially in development agenda of the country. Development of the Kenya is greatly contributed by committed employees within county government (Njoroge, Kihoro, & Kosgei 2020). Employee commitment has become an area of concern given the ever changing work place and the need to achieve devolution goals in Kenya. With this in mind achieving employee commitment call for prudent recruitment and selection, training of senior and newly recruited employees, remuneration that constitute not only monetary but also non-monetary and enabling employee set targets, evaluation conducted throughout the year and making decision based on employee performance (Mwaniki & Omuya 2024). Achieving employee commitment from human resource management point of view has been a problem for most organizations in Kenya county governments is no exception. Nasimiyu and Egessa (2021) state that organization where employees are not committed to organization goal may experience conflict in efforts to achieve individual goals leading to lower commitment to either goal. This affects how employees put effort to their works causing serious performance problems and subsequent exits (Mwaniki & Omuya 2024). When county government lose talented employees who work with citizen service at heart, means that county governments spend more time replacing employees not mentioning compensation costs.

Council of Governors report (2024) suggest that 50% of employees among County governments in Kenya are willing to leave but there are no alternatives while 40% of employees were commitment because of privileges they received and a significant 30% were committed because of other people in the system. Cited factors contributing to the undesired employee commitment included uncompetitive salaries and benefits, poor work environment, unhealthy balance between work and personal lives; limited opportunities for growth and advancement (Ongadi & Juma 2020). If employee commitment is not addressed it has serious consequence among county governments in Kenya such as decreases productivity.

Awino and Korir (2020) attributed the low levels of employee commitment to an ineffective combination of HRM practices. The county governments in Kenya inherited and recruited a large number of employees but were inefficient as service delivery continue to decline. In response, it recommended reforms such as downsizing, rationalization of pay and benefits (Auditor General, 2022). Although, this resulted to a lean workforce, however, the problems of poor service delivery had become a torn in flesh among county governments in Kenya in the recent past. The Auditor General report showed that whereas national government in Kenya reported significant improvement in commitment to goals, this was not the case in County governments in Kenya.

In an approach to managing employee commitment, county governments introduced several tools to measure performance among others include; Balance Score Card, 360-degree performance feedback, Management by Objective, Key Performance Indicators, and Personal Development Plans (Mwema, Were, & Ndeti, 2022). These led to improvement in commitment to goals. However, numerous challenges that affected employee commitment were noted among county governments in Kenya; lack of ethical standards on performance management, lack of resources to support achievement, political mind set and attitudes, bureaucratic process, lack of qualified and skilled staff, and employee resistance (CoG, 2024).

County governments are critical in development agenda in Kenya; achievement of Vision 2030 social economic pillars and Sustainable Development Goals (SDGs), however, without employee commitment these cannot be achieved (Mwaniki & Omuya 2024). Despite having experts and experienced professionals; and billions of financial resources the selected county governments have little to show on service delivery; as employees decline to offer substantial services (Auditor General Report 2022). The selected county governments for the past years have experience declined in employee commitment; this resulted to increased costs and reduction in achievement of goals. The way employee commitment is being handled is wanting, and if not addressed it has got far much reaching effect on service delivery, and development agenda of the selected county governments in Kenya.

Taiko (2024) study reported that in 2023 county governments in Kenya experience turnover rate of 25% of top talented professionals. This has resulted to a significant 43% reduction in time of completion of development projects and 51% increase in audit queries. The report indicated that county governments with turnover rates exceeding 20% experienced a 32% decrease in budget utilization, this directly affected service delivery. Council of Governors reported that 66% of County governments in Kenya are operating with critical skill gaps, particularly in specialized areas such as information technology, finance and project management. These skill gaps have led to 37% decrease in the successful implementation development projects in county governments' and a 29% decline service delivery. Further, Council of Governors (2024) reported that 50% of employees in County governments in Kenya are willing to leave but there are no alternatives, 40% of employees were

committed in achieving goals because of certain privileges and a significant 30% were committed because of systemic advantages. The repercussions of decreased employee commitment resulted to 48% of goal not fulfilled in the selected county governments in Kenya. Obtaining employee commitment in the selected county government has been associated with HRM practices yet studies exploring this association remain inadequate and presented gaps in context, methodology and concept. Obunga, Were, and Muchelule (2024) findings showed that compensation is positively and significantly related to employee retention in non-governmental organizations in Kenya. The study however suffered contextual gap, findings from non-governmental setup could not be generalized in public sector. Awino and Korir (2020) found that career training and reward system positively and significantly influenced employee commitment of manufacturing firms in Kenya. However, the study presented methodological gaps; as they collected only quantitative data, and ignored qualitative thereby the study did not provide more insight of the findings. Aden and Omuya (2024) findings showed that staff retention is positively correlated with performance of State Corporation in Kenya. The study presented conceptual gaps as it did not demonstrate how HRM practices could be moderated by HR policy to explain employee commitment. Hence the existing evidence could not be generalized to the selected county government in Kenya. Therefore, this study fills these research gaps by examining remuneration practices on employee commitment in selected county governments in Kenya.

2.0. Remuneration Practice

Njoroge, Kihoro & Kosgei (2020), describes remuneration as financial or non-financial payments used to motivate, boost morale and appreciate employee contributions and achievements. Kibet, Biwott, & Kemboi (2020) suggest remuneration to include base pay, wages, recognition, promotion and other benefits and identify remuneration as driver of employee commitment including increased motivation, improved team morale, increased organizational loyalty, increased productivity, improved target achievement, reduced absenteeism, reduced turnover, and increased engagement. Although the literature showed remuneration widely offered both financial and non-financial in many organizations, however commitment from employees had not been fully achieved. Lorot (2024) perceived that remuneration package in most organizations mainly consisted of financial components and regarded less on nonfinancial aspect. Arguably, the commitment of many employees was affected since preferences not only on monetary but also non-monetary remuneration influenced employee commitment.

The literature was divided between emphases upon the need for remuneration package on monetary or non-monetary or combination of the two, cited as key in obtaining employee commitment (Awino & Korir, 2021). As result a well packaged remuneration causes employee satisfaction, which directly influences the commitment of employees. However, remuneration literature suggests both monetary and non-monetary packages are crucial human resource management tool that can be used to influence individual and group behavior (Mwangi and Muli 2024). Obunga, Were, and Muchelule (2024) opine that base pay is compensation designed in reference to the level of competence acquired and the ability to do certain duties today and in the future. Awino and Kipsang (2020) classified competence in a career planning into two categories: threshold competencies and authority competencies. The former was concerned with the minimum qualifications the office holder must possess. The latter was concerned with authority that supported decision making. This criterion attached financial rewards to influence individuals to achieve targets. However, without the other component of non-financial achieving employee commitment becomes difficult (Anyiendi & Atamba 2020).

Early studies revealed that remuneration play a pivotal role in determining employee retention and subsequent organization success (Kamau & Omondi 2020). With this in mind, remuneration was important as far as talent management was concerned. Therefore, a critical design of remuneration packages that reflects employee benefits and competencies needed to be put in place. Okili, Okili and Nuel (2020), monetary and non-monetary model, posit that pay is increased as an employee learns to perform additional jobs. According to the skill block model, groups of skills are identified, tested, and measured so as to represent skill blocks in the pay structure. Commitment to this concept was achieved when employees get new skills, are involved in more tasks, and additional pay considered for a block of skills acquired.

A winning and successful organization had to differentiate themselves from others through a remuneration strategy that attracted and retained quality employees. Luchivisi, Egessa, and Muchilwa (2020) noted that one way through which an organization retained its workforce was through recognizing employees' continued service. It worth to note that in today's competitive and changing business environment, it is not common for employees to continue to offer service in one organization for a long time. In such a case employee commitment was achieved by compensating such a group of individuals through benefits such as paid leave.

Njagi and Mose (2021) have examined non-financial remuneration such as medical cover, paid leaves, sick leaves and retirement benefits, and found them to influence employee performance. The study pointed out the setback of inadequate non-financial pay to be a major source of dissatisfaction among senior staff, and this influenced their decisions to leave. Similarly, Apuko and Ntongai (2022) discovered the beneficial effect of non-financial remuneration and concluded that employee recognition, training and development both are critical antecedents of employee performance. On the other hand Ayuma, Kiongera, and Otuya (2023), discovered that monetary rewards are crucial in improving service delivery. Monetary rewards such as bonuses were incentives for scarce skills and found them to significantly improve employee commitment goals. The study pointed out the setback of inadequate monetary rewards to be dissatisfaction among junior staff, and this influenced their decisions to leave.

Kamau and Omondi (2020) regarded not only monetary remuneration as a contributor to organizational performance but also found non-monetary compensation to have a positive impact on behavioral outcomes; satisfaction, motivation, productivity, and performance among executives and managers. The study further reported that financial rewards yielded good motivation results up to certain point on the ladder; it declined and produced poor motivational results. Further the study noted low voluntary turnover among employees who valued non-monetary rewards, compared to those who valued monetary rewards as part of their compensation package. The instance that combining the financial and non-financial remunerations was the only basis for achieving employee commitment needed to be examined. Nsoedo, and Sonna (2020), argued that employees neither inclined to monetary nor non-monetary remuneration. According to these sentiments, both financial and non-financial rewards complement each other for the betterment of organization success. Although findings vary across various researches, there was considerable evidence that remuneration had positive impact on employee commitment (Anyiendi & Atamba 2020). The study reported that remuneration was correlated to employee commitment for reciprocity reason; however, most often times than not, employee may tend not to reciprocate even when organization reward them financially.

Ongadi and Juma (2020) study was carried out to determine if financial rewards have positive effect on employee commitment and performance at Kakamega County Water and Sanitation Company. Structured questionnaire was used for data collection. The study found positive and significant relationship between the independent and dependent variables and concluded that perception of allowance, perception of merit pay, perception of health insurance and perception of related pay strategically enhanced job satisfaction levels. Individually and collectively the reward perceptions enhanced employee commitment. Luchivisi, Egessa, and Muchilwa (2020) had an objective to investigate the relationship between non-monetary rewards and organizational performance of Kakamega County. The 363 workers were sampled from a target population of 3918. The regression results indicated that staff recognition had positive and significant effect on organizational performance. The study found that recognition offered by senior management and supervisors made employees feel appreciated and therefore helped the organization achieve goals. Similar to this was the study, Mwangi and Muli (2024) on effect of compensation on employee performance in Nyeri County Government in Kenya. The findings indicated that staff performance was positively and significantly affected by compensation received. The study showed that the best and brightest minds are attracted to county because of competitive salary and benefit package provided.

Obunga, Were and Muchelule (2024) study on employee compensation practice and employee retention in non-governmental organization in Kenya. The findings of the study showed that compensation is positively and significantly relate to employee retention. Awino and Kipsang (2020) examined the moderating effect of reward system on the relationship between career planning and employee commitment in selected manufacturing firms in Kenya. The finding further found positive and significant moderating effect of reward system on relationship between career planning and employee commitment. The findings are in agreement with Njoroge, Kihoro and Kosgei (2020) who described remuneration to include financial and non-financial, offered to appreciate employee contribution and achievement. Likewise the study agrees with Kibet, Biwott and Kemboi (2020) who suggested wages, recognition, and promotion as driver of employee commitment. Further, found that pay increased productivity, improved target achievement, reduced absenteeism, reduced turnover and increased engagement.

3.0. Method

The study adopted a mixed research design. The study targeted 12,990 employees working in the selected county government (CIDP, 2022). The sample size for the study was 384 as per Cochran's formula, of (margin error $e=0.05$), and confidence level (95% $Z=1.96$) as well as estimated proportion of the attribute present in the population ($50\%p=0.5$) from Elgeyo Marakwet county 74, Baringo county 68, Tans Nzoia County 86, West

Pokot County 65 and Bungoama County 91. The total sample size for the study was 384. Data collection instrument was questionnaire where both primary secondary data was collected. Piloting was done to test the validity and reliability of the data collection instrument. The researcher used both descriptive and inferential statistics to analyze data quantitative data. The descriptive analysis involved, measurement of central tendency for data collected in closed ended questionnaire (David al. 2010). Data was analyzed in accordance to the objectives of the study, SPSS software version 20 was used which assisted in generating frequency distribution, percentages, mean and standard deviation, graphs and tables.

4.0. Discussion

4.1. Remuneration Practice and Employee Commitment in Selected County Governments in Kenya

Okili, Okili and Nuel (2020), skill-based model, suppose that pay is increased as employee learns to perform additional jobs. According to skill block model, group of skills are identified, tested and measured so as to represent skill blocks in pay structure. The third objective of the study sought to analyze remuneration practice on employee commitment in selected county governments in Kenya. The findings are presented in a five-point Likerts scale where SA=strongly agree, A=agree, NAD= neither agree nor disagree, D=disagree, and SD=strongly disagree. The results of the descriptive statistics on remuneration practice are shown in table 4.11 showing the distribution on the percentage of respondents. Mean (M) and standard deviation (SD) as the measures of central tendency and measures of dispersion on each statement.

Table 4.1: Remuneration Practice and Employee Commitment in Selected County Governments in Kenya

Statements on Remuneration Practice		SA	A	NAD	D	SD	M	SD
County government pay adequate basic pay	%	30.2	38.4	14.3	11.7	5.4	3.4	1.48
Basic salary received increase the level of confidence in carrying out duties %	%	31.9	17.4	28.9	14.3	7.5	4.0	1.83
County pay scheme consider employee benefits	%	18.1	42.8	30.7	8.4	0	3.0	1.82
Additional pay in terms of benefits increase contentment	%	51.3	12.7	22.4	9.6	4.0	4.0	1.26
Recognition received is considered on work done	%	64.2	15.8	2.5	8.5	9.0	4.7	1.48
Recognition received improve morale	%	6.2	53.8	25.2	8.5	6.3	4.4	1.49

Results from table 4.1 on whether county government pay adequate basic pay revealed that 30.2 percent of the respondents strongly agreed, 38.4 percent of them agreed, 14.3 percent of the respondents were neutral, 11.7 percent disagreed while 5.4 percent of them strongly disagreed. The statement had a mean score of M=3.4 which is an indication that respondents on average agreed that county government pay adequate basic pay with standard deviation SD=1.48 which is an implication of variations from this mean.

Table 4.1; on the question of whether basic salary received increased the level of confidence in carrying out duties. The responses indicated that 31.9 percent strongly agreed to the statement, 17.4 percent of them agreed, and 28.9 percent of them were neutral, 14.3 percent of them disagreed while 7.5 percent of them strongly disagreed to the statement. Further, the result of showed on average as shown by mean score M=4.0 the respondents strongly agreed that basic salary received increased the level of confidence in carrying out duties with standard deviation SD=1.83 indicating variation from this mean.

Table 4.1; the respondents were also asked whether county pay scheme consider employee benefits. The distribution of the responses indicated that 18.1 percent strongly agreed to the statement, 42.8 percent of them agreed, and 30.7 percent of them were neutral, 8.4 percent of them disagreed while 0 percent of them strongly disagreed to the statement. Further, the result of showed that mean response of M=3.0 which showed that on

average the respondents agreed that county pay scheme consider employee benefits. The standard deviation of $SD=1.82$ showed that there are variations from average response.

Table 4.1; the respondents were also asked whether additional pay in terms of benefit increased contentment. The distribution of the responses indicated that 51.3 percent strongly agreed to the statement, 12.7 percent of them agreed, and 22.4 percent of them were neutral, 9.6 percent of them disagreed while 4 percent of them strongly disagreed to the statement. Further, the result of showed mean response of $M=4.0$ which showed that on average the respondents strongly agreed that additional pay in terms of benefit increased contentment. The standard deviation of $SD=1.26$ shows that there are variations from the average response.

Table 4.1; the respondents were asked whether recognition received was considered on work done. The distribution of the responses indicated that 64.2 percent strongly agreed to the statement, 15.8 percent of them agreed, and 2.5 percent of them were neutral, 8.5 percent of them disagreed while 9.0 percent of them strongly disagreed to the statement. Further, the result of showed mean response of $M=4.7$ which indicate that on average, respondents strongly agreed that recognition received was considered on work done. The standard deviation of $SD=1.48$ shows that there are variations from average response.

Table 4.1; the respondents were further asked whether recognition received improve morale. The distribution of the responses indicated that 6.2 percent strongly agreed to the statement, 53.8 percent of them agreed, 25.2 percent of them were neutral while 8.5 percent and 6.3 percent of them disagreed strongly and disagreed to the statement respectively. Further, the result of mean response was found to be $M=4.4$ which shows that on average respondents agreed that recognition received improve morale. The standard deviation of $SD=1.49$ showed that there are variations from the average response.

These findings mirror those of Obunga, Were, and Muchelule (2024) who found that central to the concept of employee commitment was management of talent through remuneration packages that reflected adequate pay. The findings agree with Okili, Okili and Nuel (2020) whose pay model of payment was peaked on increased benefits. The findings are in agreement with early study Kamau & Omondi (2020) which revealed that the remuneration offered to its employees play a pivotal role in determining the employee commitment and subsequent organization success.

4.2. Employee Commitment in Selected County Governments in Kenya

The findings are presented in a five-point Likert scale where SA=strongly agree, A=agree, NAD=neither agree nor disagree, D=disagree, and SD=strongly disagree. The results as shown in table 4.14 were presented in form of percentages, mean and standard deviations as measure of central tendency and measure of dispersion.

Table 4.2: Employee Commitment in Selected County Governments in Kenya

Statements on Employee Commitment		SA	A	NAD	D	SD	M	SD
Employees are likely to spend the rest of their careers with county government	%	43.0	42.0	14.0	1.0	0.0	2.90	1.87
Employees are emotionally attached to county jobs	%	27.0	56.0	13.0	3.0	1.0	2.57	1.65
Employees are not likely to jump the current job to another	%	31.0	50.0	18.0	0.0	1.0	3.21	1.99
One of the reasons for not leaving county job is scarcity of alternatives	%	39.0	38.0	21.0	2.0	0	2.24	.83
Even though it may be advantage to leave, employees feel it would not be the right time to leave	%	31	49.0	17.0	2.0	1.0	2.82	1.80
Employees are not leaving their jobs now since they have obligation to the people in the County	%	32.0	47.0	18.0	2.0	1.0	2.15	1.93
Employees are committed to their jobs because of certain values such as seniority, benefits, authority and power	%	29.0	47.0	20.0	3.0	1.0	2.32	1.83

From table 4.2, the respondents were asked whether employees are likely to spend the rest of their careers with county government. The distribution of findings showed that 43.0 percent of the respondents strongly agreed, 42.0 percent of them agreed, 14.0 percent of the respondents were neutral while 1.0 percent disagreed. None of the respondents strongly disagreed to the statement. The statement had a mean score of $M=2.90$ which is an implication that respondents on average respondents strongly agreed that employees are likely to spend the rest of their careers with county government. A standard deviation of $SD=1.87$ is an implication of variation from mean response.

The respondents were also asked whether employees are emotionally attached to county jobs. From table 4.2, the distribution of the responses indicated that 27.0 percent strongly agreed to the statement, 56.0 percent of them agreed and 13.0 percent of them were neutral while 3.0 percent of them disagreed. 1.0 percent of the respondents strongly disagreed to the statement. On average as implied by the mean of $M=2.57$ respondents agreed that employees are emotionally attached to county jobs. A standard deviation of $SD=1.65$ showed variation from the mean response.

The respondents were also asked whether employees are not likely to jump the current job to another. From table 4.2 the distribution of the responses indicated that 31.0 percent strongly agreed, 50.0 percent of them agreed, 18.0 percent of them were neutral while 0.0 and 1.0 percent of them disagreed and strongly disagreed to the statement respectively. The mean response was found to be $M=3.21$ revealed that on average respondents agreed that employees' are not likely to jump the current job to another. The standard deviation of $SD=1.99$ shows that there are variation from the average response.

The respondents were further asked whether one of the reasons for not leaving county job is scarcity of alternatives. From table 4.2, the distribution of the responses indicated that 39.0 percent strongly agreed, 38.0 percent of them agreed while 21.0 percent of them were neutral. 2.0 percent of the respondents disagreed while none strongly disagreed to the statement. The mean response was found to be $M=2.24$ which shows that on average, the respondents strongly agreed that one of the reasons for not leaving county jobs was scarcity of alternatives. The standard deviation of $SD=1.83$ shows that there are variations from the average response.

The respondents were also asked whether even though it may be advantage to leave; employees feel it would not be the right time to leave. From table 4.14, the distribution of the responses indicated that 31.0 percent strongly agreed to the statement, 49.0 percent of them agreed while 17.0 percent of them were neutral. 2.0 percent of the respondents disagreed and 1.0 percent strongly disagreed to the statement. The mean response was found to be

$M=2.82$ which shows that on average, the respondents agreed that even though it may be advantage to leave; employees feel it would not be the right time to leave. The standard deviation of $SD=1.80$ shows that there are variations from the average mean response.

Further, the respondents were asked whether employees are not leaving their jobs now since they have obligation to the people in the County. From table 4.14, the distribution of the responses indicated that 32.0 percent strongly agreed to the statement, 47.0 percent of them agreed while 18.0 percent of them were neutral. 2.0 of the respondents disagreed while 1.0 strongly disagreed to the statement. The mean value was found to be $M=2.15$ which showed that on average the respondents agreed that employees are not leaving their jobs now since they have obligation to the people in the County. The standard deviation of $SD=1.93$ shows there are variation from average response.

Finally, respondents were further asked whether employees are committed to their jobs because of certain values such as seniority, benefits, authority and power. Table 4.2, the distribution of the responses indicated that 29.0 percent strongly agreed to the statement, 47.0 percent of them agreed while 20.0 percent of them were neutral. 3.0 percent of the respondents disagreed while 1.0 strongly disagreed to the statement. The mean value was found to be $M=2.32$ showing that on average, respondents agreed that employees are committed to their jobs because of certain values such as seniority, benefits, authority and power. The standard deviation of $SD=1.83$ showing variations from average mean response.

The findings are consistent with Theresa and Vijayabanu (2016), who stated that affective commitment is achieved when an employee feel like their personal values and priorities are in line with the company mission. The findings are in agreement with the previous study of Tugel and Kilic (2021), who asserted that an emotional attachment that employees have with their organization was as a result of congruent goals and values. Continuance commitment binds the employee with the organization. With normative commitment employees perceive that they are obliged to continue to work for the organization. The findings concur with Armstrong (2019) suggests that employees with commitment influences customer satisfaction, implementation of new ideas as well as achievement of goals.

4.3 Inferential Results

Inferential statistics are a set of methods used to make generalization estimate, prediction or decision. In statistics, statistical inference is the process of drawing conclusions from data that are subject to random variation. Inferential statistics was used to test hypotheses and make estimations using sample data. Thus, inferential statistics was used to make inferences from data to more general conditions. In this study inferential analysis was conducted through correlation and regression analysis to determine the relationship between the dependent and independent variables

4.9 Correlation Results

Correlation study's the strength of relationship and associated between dependent variable, and one or more independent variables (Collis & Hussey 2013). In this study Pearson's correlation (r) was used, value of $r=0$, shows absence of correlation, correlation value of r =negative show negative correlation, while correlation value of r =positive showed positive correlation. The rule of thumb for interpreting the result was correlation value of $r = 0.1$ to 0.3 indicate weak correlation, correlation value of $r = 0.31$ to 0.5 indicate moderate correlation, while correlation value of $r = 0.51$ and above indicated strong correlation between variables.

Table 4.3: Correlation Matrix

			Employee Commitment	Remuneration Practice
Employee Commitment	Pearson Correlation	1		
	Sig. (2-tailed)			
Remuneration Practice	Pearson Correlation	.606**	1	
	Sig. (2-tailed)	.000		
	N	341	341	

** Correlation was significant at the 0.01 level (2-tailed).

The results on table 4.3 shows that there was positive and significant correlation between remuneration practice and employee commitment ($r=0.605$, $p=0.000<0.01$). The positive coefficient of correlation value implied that there was a strong positive relationship between remuneration practice and employee commitment. Further this means that both remuneration practice and employee commitment move in the same direction. As such a unit increase in remuneration practice is accompanied by unit increase in employee commitment in the selected county governments in Kenya. The result of the study corroborates with the findings of Mwangi and Muli, (2024) the findings indicated that staff performance was significantly affected by compensation received. Njoroge, Kihoro & Kosgei (2020) suggest remuneration to include base pay, wages, recognition, promotion and other benefits and identified remuneration as driver of employee commitment.

4.4 Regression Results

Linear regression focuses on determining relationship between one independent (explanatory variable) variable and the dependent variable. Regression comes handy mainly in situation where the relationship between two features is not obvious. Regression analysis is a type of statistical evaluation that enables three things; firstly, description of relationships between the dependent variable and the independent variables; secondly estimation of the value of the dependent variable from the observed values of the independent variable and finally, prognostication/prediction of risks factors that influence the outcome and individual prognoses can be determined (Cooper & Schindler 2014). This section provides regression results on remuneration practice on employee commitment.

4.5 Univariate Regression Analyses

In this study univariate regression was conducted to measure the ability of independent variable to predict outcome of dependent variable in a linear relationship. In this study coefficient of determination R square, F test statistics, beta (β) coefficient and t test were generated. R square is the coefficient of determination which measured the variation in dependent variable explained by independent variable. Analysis of Variance generated F-test statistics, which explained the good fit of model data fitted and significance of the overall model at five percent significance level. Beta coefficient (β) explained how unit change in individual independent variable affected unit change in dependent variable. As such a unit increase or decrease in independent variable resulted to unit increase or decrease in dependent variable and t test indicated the level of significance of independent variable to the dependent variable at five percent significance level, this was used to either reject or not reject the null hypothesis of the study.

4.5.1 Univariate Regression; Remuneration Practice and Employee commitment in Selected County Governments in Kenya

Table 4.4: Regression Model; Remuneration Practice and Employee Commitment

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.727	.199		8.696	.000
	Remuneration practice	.585	.045	.604	12.855	.000
	R Squared	.365				
	Adjusted R Squared	.363				
	F statistic	165.256				
	P value	.000				

a Dependent Variable: Employee Commitment

The study sought to determine the effect of remuneration practice and employee commitment in selected county governments in Kenya. The univariate regression analysis indicated the values for coefficient of determination (R square), ANOVA by F statistics test, t test and beta coefficient (β) of remuneration practice and employee commitment in the selected county governments in Kenya. The coefficient of determination in the regression results (table 4.4) indicated that remuneration practice explained 36.5 per cent ($R^2=.365$) of total changes in employee commitment in selected county governments in Kenya. The remaining 63.5 per cent variation in employee commitment was explained by other variables not in the model.

The result of Analysis of Variance for remuneration practice and employee commitment was shown in table 4.4; indicated F statistic of 165.256, p value $0.00 < 0.05$. This suggests that the model was statistically significant in determining relationship between remuneration practice and employee commitment in selected county governments in Kenya. In strengthening the significance of independent variable on dependent variable the critical t values should be more than 1.96 p values < 0.05 . The results in table 4.22 showed remuneration practice t value 11.547 > 1.96 p value $0.00 < 0.05$ was within the range and therefore remuneration practice was significant predictor of employee commitment in the selected county governments in Kenya.

The results in table 4.3 indicated beta coefficient $\beta=0.585$, p value $=0.000 < 0.05$. This model indicated statistical significance of remuneration practice and employee commitment. The model indicates that remuneration practice, when held to a constant zero; employee commitment would be 1.727. Further, it was determined that a unit change in recruitment practice would cause an increase in employee commitment by a factor of 0.585 units. The estimated model was as shown;

$$Y = 1.727 + 0.585X_3$$

Where; Y- Employee Commitment;

X_3 - Remuneration Practice

The findings of the study corroborates with the findings of Ongadi and Juma (2020) which found positive and significant relationship between remuneration and employee commitment and the study concluded that perceived allowance, merit pay, health insurance and perceived related pay strategically enhanced employee commitment. The findings concurs with Luchivisi, Egessa, and Muchilwa (2020) whose study found that recognition offered by senior management and supervisors made employees feel appreciated and therefore helped the organization achieve goals. The study agreed with the findings of Okili, Okili and Nuel (2020) found that in monetary and non-monetary model, commitment was achieved when employees get new skills, involved in more tasks, and additional pay considered for a block of skills acquired.

4.5 Multiple Regression Results without Moderation

Multivariate regression was conducted to measure the ability of independent variables to predict outcome of dependent variable in a linear relationship. R square was the coefficient of determination which measured the variation in dependent variable explained by independent variables. Analysis of Variance generated F-test statistics, which explained the good fit of model data fitted and significance of the overall model at 0.05, significance level. Beta coefficient (β) explained how unit change in independent variables affected unit change

in dependent variable. As such a unit increase or decrease in independent variables resulted to relative change in dependent variable and t test indicated the level of significance of independent variables on the dependent variable as long as the t values are more than 1.96 at 0.05, significance level. This was used to either reject or not reject the null hypotheses of the study.

Table 4.5: Regression Model; recruitment Practices and Employee Commitment

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.859	.251		3.416	.001
	Recruitment practice	.349	.065	.351	5.182	.000
	R Squared	.426				
	Adj. R Squared	.417				
	F statistic	52.597				
	P value	.000				

a. Dependent Variable: Employee Commitment

The multiple regression results obtained in table 4.5 showed the amount of variation on the dependent variable explained by independent variables. The multiple regression analysis for the relationship between the variables yielded the coefficient of determination R square 0.426. This meant that 42.6 per cent of the corresponding change on employee commitment in the selected county governments in Kenya can be explained by remuneration practice and performance management practice). The remaining 57.4 per cent of variation in employee commitment was explained by other variables not included in the model.

The Analysis of Variance results are shown by F test in table 4.5. It consist variability within a regression model and this formed a basis of significance at 0.5. The findings indicated statistical significance of the overall model. This was supported by F statistics 52.597 p value 0.00<0.5. This led to the conclusion that remuneration practice was statically significant predictors of employee commitment in the selected county government in Kenya.

In determining how useful the independent variables could be then t values should be more than 1.96 p values<0.05. As such the results in table 4.5 indicate recruitment practice t- values: $t=4.503>1.96$ p value $0.000<0.05$ was within the range and therefore the variable was found to be significant predictors' on employee commitment in the selected county government in Kenya. Furthermore, findings in table 4.5 showed the beta coefficient (β) used to explain unit change in dependent variable as a result of independent variables at 0.05, level of significance. The results indicated significance of recruitment practice $\beta= 0.349$ p value $0.000<0.05$. The model showed that remuneration practice combined when held to constant zero employee commitment would be 0.859 and there would be change in employee commitment by factor of 0.349, caused by unit change in recruitment practice respectively. Estimated multiple linear regression models without the moderator are therefore given as;

$$Y = 0.859 + 0.349X_3$$

Where; Y= Employee commitment,

X_3 = Remuneration Practice,

4.6 Hypotheses Testing

Hypothesis testing was determined by t values gauged by critical values and significance levels at 0.05. The decision to reject or not to reject was that if the calculated t statistics were higher than the critical t statistics (1.96) p value <0.05, the null would rejection and if less than 1.96 $p>0.05$ then null hypothesis would be accepted. The third null hypothesis (H_{03}) predicted that remuneration practice has no significant effect on the employee commitment in selected county governments in Kenya. The results in table 4.22 showed t value $12.855>1.96$, p value $0.000<0.05$. This implied rejection of the null hypothesis in favour of the alternative. Therefore, remuneration practice has a significant effect on employee commitment in selected county governments in Kenya.

Table 4.6: Hypothesis Testing Results

	Hypothesis	t-Values/ P value	Decision
H ₀₃	Remuneration practice has no significance effect on employee commitment in selected counties in Kenya	12.855 > 1.96 p 0.000 < 0.5	Reject

4.15 Optimal Model and Revised Conceptual Framework

The optimal model revealed the variables that were included in the final hypothesized variables of the study. The results of moderated regression model and employee commitment best explained this model. The summary of the findings are presented in table 4.7

Table 4.7: Optimal Model

Variable	β_2 , P value	Decision Rule
Remuneration practice	0.641, 0.020 < 0.05	Accept

The findings in table 4.6 were used to either accept or reject inclusion of a variable in the optimal model. When moderated the construct remuneration practice had $\beta_2=0.641$ and p values. Therefore they had positive and significant effect on employee commitment leading to their acceptance and subsequent inclusion in the final optimal model. While the optimal model is therefore illustrated as;

$$Y = 6.413 + 0.641X_3Z$$

Where; Y= Employee commitment,

X₂= Remuneration practice,

5.0. CONCLUSION AND RECOMMENDATIONS

The study concluded that remuneration practice had a significant effect on employee commitment in the selected county governments in Kenya. The study concluded the aspects of remuneration practice which significantly contributed to employee commitment included; basic pay, benefits, and recognition. All these aspects of remuneration practice are considered together to improve employee commitment. Basing on the prediction that remuneration practice has significant relationship with the employee commitment in selected county governments in Kenya; the study concluded with rejection of the null hypothesis in favour of the alternative. Therefore, the study concluded that remuneration practice had a positive and significant relationship on employee commitment in selected county governments in Kenya.

The study recommends county governments to expand the base of remuneration practice to include not only monetary but also non-monetary remuneration. They study further recommends that incentives and benefits paid on top of salary should be adequately provided this increases the level of confidence in carrying out certain duties.

Also the study recommends that management in the selected county government should regularly give employee chance to set objectives, carry out evaluation and make decisions based on individual performance this would promote employee commitment. The county government should be able to come up with proper mechanism for recognizing good performance in the work place. They can as well review the current performance management practice to ensure fairness, consistency and openness in setting performance objectives.

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