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EMPLOYEE EMPOWERMENT AND COMMITMENT IN THE CIVIL SERVICE IN KENYA

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ABSTRACT

The main objective of this study was to determine the influence of employee empowerment on commitment in the civil service in Kenya. The study adopted a descriptive survey research design with a target population comprising 813 employees working in the ministry of interior and administration at the regional, counties, sub counties and divisional levels in western region. A sample size of 265 respondents was drawn as determined by Krecjie and Morgan formulae. Sampling techniques comprised stratified sampling of senior management, middle management, and the support staff. A proportionate allocation was carried out among the middle management and support staff and finally, simple random sampling from each of the stratum. A census was used to obtain five (5) top managers. Self-administered questionnaire was used to collect data. Data was analysed descriptively by means, standard deviations and Percentages and presented in tables. Inferentially, both correlation bivariate and regression analysis were used to test for the degree of association (correlations) between the variable pairs and their influence on employee commitment. The findings revealed that employee empowerment had a positive and significant influence on the commitment of employees in the ministry of interior and national administration in Kenya. The study recommended that the ministry should endeavor to empower its employees in order to ensure sustained commitment and increased performance of the civil service sector as a whole.

Key words; Employee Empowerment, Employee Commitment

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BACKGROUND OF THE STUDY

Employee commitment has attracted increased attention in both research work (Frimpong, Amoako, Akwetey-Siaw, Boakye, Adu, Suleman & Bawa, 2023; Juma & Nthiga, 2022), and organizational practice (Eshiteti, 2020). Increased competition in many markets today has led organizations to focus their attention on employees and their commitment at the workplace (Frimpong *et al.*, 2023; Eshiteti, 2019; Hanaysha, 2016). Therefore, employee commitment is a very desirable and crucial component in the behaviour of employees within an organization as well as in their own performance (Alkahtani, Iqbal, Sohail, Sheraz, Jahan, Anwar & Haider, 2020; Olori & Dan-Jumbo, 2017). Employee commitment has been defined as the psychological state of mind which characterizes an employee's relationship with his or her organization, or rather his or her decision to either continue or discontinue his or her membership with the organization (Pepple, Akinsowon, & Oyelere, 2022; Eshiteti, 2019; Eshiteti, Mukanzi & Senaji, 2018; Olori & Dan-Jumbo, 2017). A number of scholars have argued that committed employees contribute directly to the growth and progress of any organization by providing opportunities that ensures staff satisfaction as well as lowering absenteeism (Hanaysha, 2016). Pepple, Akinsowon and Oyelere (2021); Okello (2016) opine that employee commitment plays a very important role in reducing employees' turnover intentions and increasing performance. However, this critical component has been found to be quite elusive in many workplaces (Pepple *et al.*, 2021; Eshiteti, 2019). Such workplaces include the civil service sector in Kenya. Various scholars have also opined that the problem of employee commitment can best be solved by a number of Human Resource practices such as empowering employees within the organization (Alkahtani *et al.*, 2020; Alkhodary, 2016). Employee empowerment refers to the process of enhancing the feelings of self-efficacy among members of the organization through identifying the conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information. Different researches have categorized employee empowerment into three main dimensions. They include psychological empowerment (Monje-Amor, Abeal V_azquez, & Faí~na, 2020; Wang & Liu, 2015), structural empowerment (Tyagi & Shah, 2018) and behavioral empowerment (Juma & Nthiga, 2022).

Statement of the Problem

The Kenyan civil service is suffering a great deal because of lack of committed workforce (KPMG, 2023; Jahan, Huynh & Mass, 2022, Riyanto & Prasetyo, 2021). This problem is compounded by the poor tax regime (KPMG, 2023), which saw the doubling up of VAT on petroleum products from 8% to 16%, with a ripple effect across East Africa's economic hub. THE RISE There is even a proposal to raise the VAT to 18%, which is bound to cause more misery to the tax payer. Accordingly, there is a new housing tax of 1.5% and a medical insurance tax of 2.5%. This could see some Kenyans part with close to 40% of their income. Lack of employee commitment in the civil service has led to high voluntary attritions of the best employees to the private sector (WB Report, 2018; Public service report, 2016; Maina, 2016) and other sectors of public service (Maina, 2016; Hope, 2011) such as politics and parastatals, leaving the less productive and more uncommitted in service (Omollo & Oloko, 2015). Furthermore, the poor performance of the civil service has eroded Kenyans' confidence in the public sector. This can be seen in the number of Kenyans traveling abroad for medication, better-quality education, or in search of employment. Despite the increase in taxes, the Kenyan government still finds it difficult to pay its workforce more competitively (Federation of Kenyan Employers, 2023; KPMG, 2023). According to the KPMG (2023) Finance Bill analysis report, the impact of the recent changes in the tax regime on employees is quite severe, especially at a time when many people are grappling with the high cost of living. To mitigate on the adverse effects of uncommitted workforce, the government has used retrenchment, to help cut on the wage bill and further increase salaries of the remaining workers. In other instances, rationalization of staff and performance management strategies have been introduced to monitor and evaluate employee performance, enhance efficiency and productivity (Pepple, Akinsowon, & Oyelere 2022; Maina, 2016). Further, there has been proposals for the freezing of employment in the public sector by

the government (GoK, 2024). Nonetheless, many of these initiatives have failed to meet the intended purpose because of the solutions getting prone to unethical practices such as biasness and sheer favourism arising from political influence. According to Kumasey, Bawole and Hossain (2017) unethical practices that include bribery and corruption, conflict of interest, sexual harassment, and the misuse of confidential information are very common in today's business setting. Therefore, this study proposes the use employee empowerment as one of the HIWPs in order to enhance employee commitment in the civil service in Kenya. A number of studies have been carried out on employee empowerment, many of whom have studied about its relationship with other outcomes such employee performance (Jahan, Huynh & Mass, 2022; Boon, Den Hartog, & Lepak, 2019).

Significantly, some studies, have been carried out in the USA (Doucet, Lapalme, Simard, & Tremblay, 2015), EU and the UK (Huo *et al.*, 2015), UAE and Asia (Jahan *et al.*, 2022; Jyoti *et al.*, 2015; Maden, 2015; Khan *et al.*, 2014). In Kenya, there are still knowledge gaps about the link between employee empowerment and their commitment to the organization in spite of a wealth of empirical literature abroad. On the continent, Kyei-Frimpong, Kodwo, Akwetey-Siaw, Owusu, Nyarko, Suleiman & Abdul, (2024) studied about employee empowerment and organizational commitment in Ghana. However, Maina (2016) studied about employee empowerment and organizational commitment in the civil service, and Kimolo (2013) about employee empowerment and performance at the Regional Development Authorities in Kenya. All these studies indicated a significant relationship between the variables used. However, the scholarship link between HIWPs as a bundle and employee commitment in Kenya is still inadequate. Further, this is one topic that is yet to be addressed fully and therefore, the role-played by employee empowerment in shaping commitment in the ministry of interior and national administration is still unclear.

Objective

The objective of this study was to determine the influence of employee empowerment on commitment in the civil service in Kenya.

LITERATURE REVIEW

Employee empowerment refers to the process of enhancing the feelings of self-efficacy among members of the organization through identifying the conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information. According to Wickramasinghe and Wickramasinghe (2020) employee empowerment is a process that gives employees the authority, responsibility, power, resources and freedom to make decisions as well as complete tasks. Thus, employee empowerment has been categorized into three dimensions that include psychological empowerment (Monje-Amor, Abeal V_azquez, & Faí~na, 2020; Wickramasinghe & Wickramasinghe, 2020; Wang & Liu, 2015; Rawat, 2011), structural empowerment (Tyagi & Shah, 2018) and behavioral empowerment (Juma & Nthiga, 2022). Wang and Liu (2015) opined that psychological empowerment is the state of increased intrinsic task motivation which comprises of four cognitive components that include sense of meaning, competence, self-determination and impact. These components tend to occur within the person and reflect positive experiences derived from the task itself (Wang & Liu, 2015). On the other hand, structural empowerment is the existence of social structures at work that allow individuals to achieve their work goals through access to opportunities, relevant information, support and resources (Monje-Amor *et al.*, 2020; Tyagi & Shah, 2018). In addition, behavioral empowerment refers to largely self-determined actions taken to ensure or enhance organizational work performance (Juma & Nthiga, 2022). Managers use behavioral empowerment techniques because they think they increase employee ownership. Employees with behavioral empowerment are expected to diligently carry out their duties at work and proactively bring about change in their workplace to improve productivity.

According to Alkhodary (2016) organizations rely on the strategy of employee empowerment in order to cope with increased demand for efficiency, globalization and pressures of high competition. Organizations are

using employee empowerment as a tool to motivate employees for increased productivity, and loyalty to the company. The study established that employee empowerment is significantly correlated with innovative work behavior. Consistently, Avrama, and Priescub (2012) conducted a study to determine the impact of employee empowerment dimensions on commitment and workplace satisfaction in the health sector in Romania. The study revealed that employees who are empowered tend to become more efficient, have a high degree of job satisfaction and tend to deal easily with work workplace exhaustion. Similarly, such employees are less predisposed to counterproductive behaviors at workplace (Avrama, & Priescub, 2012; Chraif, 2010). Hence, employee empowerment is directly and significantly associated with employee commitment.

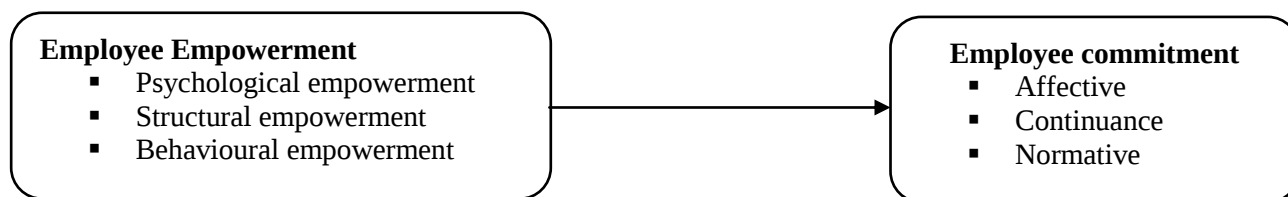
Furthermore, Khan *et al.* (2014) conducted an empirical study to determine the relationship between employee empowerment and organizational commitment in the telecommunication sector in Pakistan. Results showed that employee empowerment and commitment have a positive and significant correlation. The study also revealed a positive correlation between employee empowerment and all the constructs of organizational commitment. It further revealed that empowerment involves the sharing of power from the top to low management.

A study carried out by Maina (2017) sought to establish the influence of employee empowerment on organizational commitment among the civil service workers in Kenya. The study revealed a positive and significant relationship between employee empowerment and organizational commitment. Consistently, Kimolo (2013) carried out a study about the influence of employee empowerment on employee performance at the Regional Development Authorities in Kenya. The findings indicated that there is a positive and significant correlation between employee empowerment and performance of employees. Njoroge (2018) also sought to determine the influence of employee empowerment on employee commitment among the members of the academic staff at Jomo Kenyatta University of Agriculture and Technology. The study found out that the institution empowers this group of employees through offering support, access to information, opportunities for career development and personal growth. It further established that there is a positive and significant correlation between employee empowerment and employee commitment.

Accordingly, Imuezerua and Chinomona (2016) sought to determine the relationship between job satisfaction, employee empowerment, organizational support, workplace climate and employee commitment among south African employees in the manufacturing industry. The study found out that job satisfaction greatly influenced employee commitment positively and significantly. Similarly, a study carried out in Pakistan to establish the impact of employee empowerment on job satisfaction, did indicate indicate that job satisfaction is highly dependent on the level of employee empowerment (Elnaga & Imran, 2014). Consistently, Kariuki and Kiambati (2017) carried out a descriptive study about the relationship between employee empowerment, organization commitment, organizational citizenship behavior and firm commitment. The study was carried out in the manufacturing firms in Kenya. The study established that employee empowerment significantly predicts the performance of the firm, because of the commitment exhibited by employees.

Earlier on, Kirui (2011) had studied about the influence of employee empowerment on the implementation of ISO standards in the University of Nairobi. The study found out that employee empowerment and the implementation of ISO standards were positively and significantly correlated. It further recommended that empowerment is so crucial for the members of staff in any one organization. Based on this literature, the constructs of employee empowerment have not been exhaustively correlated to employee commitment in the civil service in Kenya, and specifically in the ministry of interior and national administration. Similarly, there is lack of literature about the moderating influence of perceived organizational support on the relationship between employee empowerment and commitment of the employee.

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

This study adopted a descriptive survey research design which involved self-administration of questionnaires to 265 respondents selected from a targeted population of 813 employees distributed in the 4 counties of Kakamega, Vihiga, Bungoma and Busia. In addition, employees working at the regional headquarters in Kakamega were also considered. According to Kothari and Garg (2014); Mugenda and Mugenda (2003) 10 per cent to 30 per cent of the population can be used in descriptive survey studies. Furthermore, stratified sampling technique, with a proportionate allocation of the sample sizes was used, followed by simple random sampling from each stratum which comprised of the top management, middle level management and the support staff. Employee empowerment was measured in terms of psychological empowerment (Rawat, 2011), structural empowerment (Jumah & Korir, 2018) and behavioral empowerment (Jumah & Nthiga, 2022; Jumah & Korir, 2018) constructs, with extensively validated 8 question items which were also adapted from Pare and Tremblay's (2007) article and further used by Yang (2012). All the items were measured on a five-point likert scale that ranged from; 1=Strongly Disagree to 5= Strongly Agree. The Cronbach alpha coefficient for the data obtained was 0.82. Similarly, employee commitment was measured by affective, continuance and normative commitments as adapted from Meyer and Allen (1991) and espoused by many other authors (Eshiteti, 2019; Mukanzi *et al.*, 2014). It used a total of 12 questionnaire items for measurement. Descriptive statistics of percentages were used to analyse the data before the bivariate correlation and regression analyses were inferentially conducted to test whether employee empowerment has a significant influence on employee commitment. A regression model used to determine the relationship is as shown.

$$Y = \alpha + X_1\beta_1 + \mu \dots\dots\dots (I)$$

Where Y is Employee commitment;

X_1 is employee empowerment;

β_1 is the regression coefficients

μ is the error term; α is a constant or the y- intercept

RESULTS AND DISCUSSION

This research study conducted both descriptive analysis of the means, standard deviation and percentages, and inferential of the correlation bivariate, and linear regression analysis. The findings were discussed and presented the tables as shown.

Descriptive Statistics

This study sought to determine the influence of employee empowerment on employee commitment in the ministry of interior and national administration in Kenya. eight questionnaire items for the employee empowerment construct measured on a five-point likert scale that ranges from 1=strongly disagree to 5= strongly agree were used. The results obtained were presented in table 1. Accordingly, the findings in table 1

indicate that majority (85 per cent) of respondents were of the view that they get authority from their employer to implement certain suggestions. Another 4.7 per cent of the respondents strongly agreed that this was so. On the other hand, only 1.9 per cent of respondents strongly disagreed with this view, with another small per centage of 3.7% simply disagreeing. Nonetheless, another 4.7 per cent could neither agree nor disagree with the statement. The high positive response to this statement had a high mean score of 3.869, and standard deviation of 0.6292. Similarly, 84.6 per cent of participants in this research study agreed that they are allowed considerable freedom with regard to how they carry out their work. Another 5.1 per cent strongly agreed with the same statement. Nonetheless, only close to 1.0 % of the respondents disagreed or strongly disagreed with the statement. Only 8.4 per cent could neither agree nor disagree. Further, a mean of 3.921, and standard deviation of 0.5019 was obtained.

In line with the previous response, a majority (86.0 per cent) of respondents agreed that they are also allowed to take initiative in their own work performance. Another 7.0 per cent strongly agreed with this fact. On the contrary, only a total of 1.9 per cent disagreed with the same statement, with another 5.1 per cent unable to agree or disagree with the statement. In addition, the statement had a mean of 3.967 with a standard deviation of 0.5163. In addition, majority (69.2 per cent) of the respondents agreed that they are accorded significant autonomy and discretion in the performance of their work. Another 7.5 per cent strongly agreed with the same statement. On the contrary, a total of 2.8 per cent of the said respondents disagreed with the said statement. 20.6 per cent of these respondents remained indifferent to the statement. However, the response had a mean of 3.808 with a standard deviation of 0.6172.

Accordingly, a majority (57.5 per cent) of respondents agreed that the employer gives them the opportunity to influence decision making, with another 5.6 per cent strongly agreeing with the statement. Consequently, a total of 6.0 per cent disagreed with the statement. Substantially, 30.8 per cent of respondents could neither agree nor disagree with the same statement. On another front, this statement could attain a mean of 3.617 and a standard deviation of 0.7140. Similarly, a majority of respondents agreed that their employer encourages (57.4 per cent) them to make their own decisions as much as possible. Consequently, a further 4.2 per cent strongly agreed with the statement. On the other hand, only 6.5 per cent disagreed with the said statement, while another slim number of 1.9 per cent of the respondents strongly disagreed with the same statement. Nonetheless, another substantial number (29.9 per cent) of respondents unable to agree nor disagree with the statement. It attained a mean of 3.556 and a standard deviation of 0.7594.

Additionally, a majority (65.0 per cent) of the participants to this study agreed with the statement that their employer consults them before making decisions that would affect them. Another 5.1 per cent of respondents strongly agreed with the same statement. On the contrary, 7.9 per cent of the participants disagreed with the statement, with another 2.8 per cent strongly disagreed with the same statement. 19.2 per cent of the respondents could neither agree nor disagree with the same statement. The mean of 3.617, and a standard deviation of 0.8182 was attained. Finally, a super majority (89.3 per cent) of respondents agreed that their employer allows them to speak directly to the management when they have some problem. Another 2.3 per cent strongly agreed with the same statement. Only 5.6 per cent of respondents cumulatively disagreed with the statement, while 2.8 per cent could neither agree nor disagree with the same statement. Equally, this response gave a mean of 3.860 and a standard deviation of 0.6121. These results are shown in table 1.

KEY 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree

Table 1: Employee Empowerment

	1 %	2 %	3 %	4 %	5 %	mean	Std dev.
My organization gives me authority to implement certain suggestions	1.9	3.7	4.7	85.0	4.7	3.869	.6292
My organization allows me considerable freedom regarding the way I carry out my work	0.9	0.9	8.4	84.6	5.1	3.921	.5019
My organization allows me to take initiatives in my work performance	1.4	0.5	5.1	86.0	7.0	3.967	.5163
My organization gives me significant autonomy and discretion in the performance of my work	0.5	2.3	20.6	69.2	7.5	3.808	.6172
My organization gives me the opportunity to influence decision making	0.9	5.1	30.8	57.5	5.6	3.617	.7140
My organization encourages me to make my own decisions as far as possible.	1.9	6.5	29.9	57.4	4.2	3.556	.7594
My organization consults me before making decisions that will affect me	2.8	7.9	19.2	65.0	5.1	3.617	.8182
My organization allows me to speak directly to the management when I have a problem	2.3	3.3	2.8	89.3	2.3	3.860	.6121

Employee Commitment

The study went further to determine how far do employees within the civil service in the ministry of interior and national administration are committed to their organizations and how such commitment could be influenced by employee empowerment. Employee commitment was operationalized by use of twelve (12) questionnaire items and subdivided into the affective, continuance and normative commitment constructs as adapted from previous researche. All measures of employee commitment used a 5-point likert scale from 5= strongly agree (SA) to 1= strongly disagree (SD), and the results shown in table 2. The findings in table 2 show that a majority (72.0 per cent) of the respondents indicated that they feel happy and that they are still willing to spend the rest of their career with their current employer. Another 4.7 per cent of the respondents strongly agreed with the statement. On the other hand, 12.0 per cent of the respondents disagreed with the same statement, while 1.9 per cent strongly disagreed with it. 7.5 per cent of the respondents could not agree or disagree with the said statement. A mean and standard deviation of 3.735 and 0.539 were obtained respectively. Similarly, the results in table 2 revealed that a majority (69.0 per cent) of respondent feel emotionally attached to their employer. 6.5 per cent of the respondents strongly agreed with the said statement. On the contrary, 10.0 per cent of the participants disagreed with the statement, while another 2.3 per cent strongly disagreed with the said statement. However, 12.1 per cent of those surveyed could neither agree nor disagree with the same statement. The statement's response gave a mean of 3.697 and a standard deviation of 0.502. Furthermore, a majority (63.5 per cent) of the respondents indicated that their organization means a great deal to them personally. Another 7.5 per cent strongly agreed with the said statement. Nonetheless, 15.0 per cent of the respondents could not agree with the statement, while 1.4 per cent disagreed strongly. 12.6 per cent could not agree or disagree with the said statement, which also gave a mean of 3.721 and a standard deviation of 0.602.

In addition, the results in table 2 show that a majority (60.5 per cent) of the respondents feel like being part of family to their organization. Another 8.4 per cent strongly agreed with the statement. However, 11.0 per cent of the respondents couldn't agree with the said statement, with another 1.4 per cent strongly disagreeing with the statement. 18.7 per cent could neither agree nor disagree with it. A mean and standard deviation of 3.569 and 0.658 were obtained respectively. Consequently, the findings in table 2 indicate that a majority (70.1 per cent) of respondents feel a strong sense of belonging to their employer. 4.7 per cent of respondents strongly agreed with the statement as declared. On the other hand, the results also indicate that 10.3 per cent of the

respondents disagreed, while 3.5 per cent of respondents strongly disagreed with the same statement. A mean of 3.692 and a standard deviation of 0.547 were obtained. Equally, the findings in table 2 show that a majority (54.4 per cent) of respondents agreed that they would disrupt their lives if they were to straight leave their current organization. 8.4 per cent of the respondents strongly agreed with this view, however, 20.0 per cent of the respondents could not agree with the said statement, with another 5.5 per cent strongly disagreeing with it. A mean and standard deviation of 3.458 and 0.768 were obtained respectively.

Further, results in table 2 also show that a majority (56.4 per cent) of respondents agreed that the organization they work for has made it necessary and desirable for them to stay within it till now. A further 4.7 per cent strongly agreed with the said statement. On the contrary, 21.2 per cent of the respondents disagreed with the said statement, with a further 2.3 per cent strongly disagreeing with it. Substantially, 15.4 per cent of the respondents could neither agree nor disagree with the same statement. A mean of 3.546 and a standard deviation of 0.621 were obtained for this response. In addition, a majority (60.3 per cent) of the respondents did agree that their organization had left them with very few options to consider leaving the organization. Another 5.6 per cent strongly agreed with the same statement. On the other hand, 13.5 per cent of the respondents disagreed with the same statement, with another 1.9 per cent strongly disagreeing with it. Largely, 18.7 per cent of the respondents could not agree or disagree with the statement. A mean of 3.632 and a standard deviation of 0.639 were obtained respectively. Similarly, the findings in table 2 revealed that a majority (62.1 per cent) of respondents suggested that they feel a sense of moral obligation to remain with the current organization, with another 5.1 per cent strongly agreeing with the same statement. Nonetheless, 9.2 per cent of the respondents categorically disagreed with the said statement, with another 4.5 per cent strongly disagreeing with it. Equally, 19.0 per cent of the respondents could not agree or disagree with the said statement. However, the statement's response gave a mean of 3.673 with a standard deviation of 0.611.

Consistently, the findings in table 2 indicate that a majority (55.6 per cent) of the respondents agreed that their employer deserves all the loyalty from them. Another 4.2 per cent of the respondents strongly agreed with the said statement. On the contrary, 20.7 per cent of the respondents simply disagreed with the statement, while another 4.9 per cent strongly disagreed with it. 14.6 per cent could neither agree nor disagree. The statement's response gave a mean and standard deviation of 3.575 and 0.693 respectively. Furthermore, a majority (54.6 per cent) of respondents agreed that they would feel guilty if they were to leave the current organization. A further 4.2 per cent of respondents strongly agreed with the said statement. On the other hand, 23.9 per cent of the respondents disagreed, while another 6.9 per cent of the respondents strongly disagreed with the same statement. 8.6 per cent of those surveyed could neither agree nor disagree with the same statement. It gave a mean of 3.388 and a standard deviation of 0.832. Finally, the findings in table 2 indicate that an accumulative majority (A=57.3%, 10.2%) of respondents agreed that if they were to get a better job offer elsewhere, they would not feel it right to leave their current organization. A further 10.2 per cent strongly agreed with the same statement. On the contrary, 21.2 per cent of the respondents could not agree with this statement, while another 9.5 per cent strongly disagreed with it. Only 1.9 per cent of the participants remained indifferent. A mean and standard deviation of 3.664 and 0.851 were obtained respectively. These findings are presented and shown in table 2.

KEY 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree

Table 2: Employee Commitment

	1 %	2 %	3 %	4 %	5 %	Mean	Std. dev.
My organization makes me feel happy and willing to spend the rest of my career with it	1.9	12.0	7.5	74.0	4.7	3.735	0.539
My firm makes me feel emotionally attached to it	2.3	10.0	12.1	69.0	6.5	3.697	0.521
My organization has a great deal of personal meaning for me	1.4	15.0	12.6	63.5	7.5	3.721	0.602
My firm makes me feel like part of the family	1.4	11.0	18.7	60.5	8.4	3.569	0.658
My firm makes me feel a strong sense of belonging	3.5	10.3	11.5	70.1	4.7	3.692	0.547
Leaving my firm right now would disrupt too much of my life	5.5	20.0	11.7	54.4	8.4	3.458	0.768
My firm has made it necessary and desirable to stay with it	2.3	21.2	15.4	56.4	4.7	3.546	0.621
My firm has left me with very few options to consider leaving it	1.9	13.5	18.7	60.3	5.6	3.632	0.639
I feel a sense of moral obligation to remain with my firm	4.5	9.2	19.0	62.1	5.1	3.673	0.611
My organization deserves my loyalty	4.9	20.7	14.6	55.6	4.2	3.575	0.693
I would feel guilty if I were to leave my firm now	6.9	23.9	8.6	54.7	5.7	3.388	0.832
If I got another offer for a better job elsewhere, I would not feel it right to leave my organization	9.5	21.2	1.9	57.3	10.2	3.664	0.851

Inferential Analysis

To test for the influence of employee empowerment on their commitment in the civil service, a correlation (bivariate) and linear regression analysis was carried out. The result of the correlation analysis is presented in table 3 and interpreted thereof.

Table 3. Correlation Matrix

	Employee empowerment	Affective commitment	Continuance commitment	Normative commitment	Employee commitment
Employee empowerment	1				
Affective commitment	.287**	1			
Continuance commitment	.208**	.411**	1		
Normative commitment	.075 (.215)	.436**	.681**	1	
Employee commitment	.585**	.488**	.401**	.242**	1

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

The findings obtained in table 3 (correlation matrix) show that employee empowerment has a positive and significant influence on affective commitment ($r=0.287^{**}$, $p<0.01$). Similarly, the influence of employee empowerment on continuance commitment was also found to be positive and significant ($r=0.208^{**}$, $p = 0.000$). Furthermore, the influence of employee empowerment on normative commitment was also found to be positive but rather not significant ($r=0.075$, $p=0.215$) since the $p > 0.05$. Nonetheless, the findings in table 3 revealed that the independent variable employee empowerment was found to have a positive and significant influence on the computed variable of employee commitment ($r=0.585^{**}$, $p < 0.01$). These findings were corroborated by those from the previous studies (Kyei-Frimpong, Kodwo, Akwetey-Siaw, Owusu, Nyarko, Suleiman & Abdul, 2024; Njoroge, 2018; Maina, 2017). Kyei-Frimpong *et al.* (2024) sought to determine the

influence of employee empowerment on organizational commitment. The findings indicated that employee commitment significantly correlated with organizational commitment. However, perceived organizational support moderated the relationship between employee empowerment and affective commitment, but not with the other two constructs of commitment. Similarly, the study noted that over-empowerment of employees tends to lower their commitment to the organization. Furthermore, Albasal *et al.* (2022) also noted that employee empowerment is positively and significantly correlated to employee commitment. Accordingly, Maina (2017) who sought to the influence of employee empowerment on organizational commitment among the civil service workers in Kenya did find out that, a positive and significant relationship exists between employee empowerment and organizational commitment. Consistently, Njoroge (2018) who did seek to determine the influence of employee empowerment on employee commitment among the members of the academic staff at Jomo Kenyatta University of Agriculture and Technology, found out that there is a positive and significant correlation between employee empowerment and employee commitment. Similarly, Zaraket *et al.* (2018) noted that, although misconstrued by most managers in the workplace as something meant to reduce their authority, employee empowerment is a HRM practice which improves employee commitment. According to Zaraket *et al.* (2018) employee empowerment is powerful concept although it has been misconstrued by managers in the workplace as a concept that reduces their authority, yet many authors have noted that as a HRM practice, employee empowerment improves the commitment of employees.

Regression of employee empowerment and employee commitment

In order to determine the amount of variation of independent variable (employee empowerment) that would explain a given change in the predicted variable (employee commitment) a linear regression analysis was conducted and the results obtained presented in table 4. In view of the results, it was established that employee empowerment has a positive and significant influence on employee commitment ($r=0.585^{**}$, $p < 0.01$). However, in order to determine the specific amount of influence, employee empowerment (predictor variable) was regressed against employee commitment and the results presented in tables 4, and 5 and interpreted thereof;

Table 4: Employee empowerment on Employee commitment

Model Summary						Change Statistics	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Sig. F Change
1	.585 ^a	.342	.340	.54068	.342	102.187	.000

a. Predictors: (Constant), Employee empowerment

The results shown in table 4 indicate the amount of variation on the dependent variable (employee commitment) as explained by the independent variable (employee empowerment). These findings revealed that the correlation coefficient, R value was $R = 0.585$ and the coefficient of determination, $R^2 = 0.342$. This implies that 34.2 per cent of the corresponding change in employee commitment can be explained by employee empowerment. Furthermore, the results in table 4 gave the F-Change value of 102.187, $p < 0.01$. This value is adequate to support the goodness of fit of the regression model which explains the variation in employee empowerment. Hence, this confirms the usefulness of employee empowerment as a factor influencing employee commitment in the ministry of interior and national administration in Kenya. Table 5 shows the unstandardized coefficients of the variable employee empowerment.

Table 5: Employee Empowerment Coefficient's

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
	Model	B	Std. Error	Beta	T
1	(Constant)	1.474	.374		5.013
	Employee empowerment	.710	.074	.585	10.549

a. Dependent Variable: employee commitment

Based on the findings in table 5, the standardized coefficients β value of the computed scores of employee empowerment was 0.585 with a t-value of 10.549, at $p < 0.05$. Since the obtained t-value is greater than +1.96, the estimated regression model that was obtained in table 5 is significant and feasible. Further, with a $p < 0.05$ then, it suggests that for every 5 per cent increase in employee empowerment there was a predicted increase in the percentage in employee commitment of zero. Hence, having achieved the set objective, the study rejected the null hypothesis stating that; H_{01} : employee empowerment has no significant influence on employee commitment in the civil service in Kenya.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This study sought to determine the influence of employee empowerment on commitment in the civil service in Kenya. The findings indicated that employee empowerment had a positive and significant influence on employee commitment. Furthermore, the correlation between employee empowerment and commitment was also found to be positive and significant ($r=0.585$, $p<0.01$). Furthermore, the study recommended that employee empowerment carried in the civil service should target all employees within the sector in order to ensure that there is increased organization commitment and performance.

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