

ASSESSMENT OF THE EFFECT OF STAFF COMMITMENT ON ORGANISATIONAL
PERFORMANCE: A CASE OF BATA SHOE COMPANY: KENYA

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ABSTRACT

In many organizations, different staff commitment strategies are being used. These strategies mainly depend on the situation on the ground. There are therefore numerous studies that have been conducted based on how organizations can boost their performance through staff commitment or alternatively retention strategies. In this case, the researcher carried out a study seeking to understand the effect of staff commitment on the organization performance and in this scenario, the Bata Shoe Company. The specific objectives of the study however included: finding out how job security, delegation of authority, reward systems as well as employee engagement influences organizational performance. There have been several staff commitment measures that have been indicated in the literature, but no indication on one particular parameter that can be incorporated by all organizations across the board to ensure that once organizations recruit and train there would be reduced turnover. Motivation of employees however varies from one organization to the next. Managers should be aware of the different intrinsic motivational factors and extrinsic motivational factors, know where to implement them. Organizational performance is measured through performance appraisals and balanced scorecards among others. Organizations that work towards ensuring their workforce is committed are likely to save on several extra costs and therefore compete effectively in the market in terms of organizational performance. Finally, different organizations have different ways of motivating, compensating, ensuring satisfaction and engaging their employees. These staff retention strategies should be implemented after assessment of the current situation within the organization. The study made use of a descriptive research design in its data collection, analysis and presentation. This was because descriptive research involves gathering data that describes events and then organizes, tabulates, depicts, and describes the data collected. The researchers target population was 450 employees which were categorized in the form of top-level managers, middle-level managers and lower-level managers. The sample of the study comprised of 110 employees 20 of whom will be top-level managers, 45 middle level supervisors and 45 lower-level employees. Questionnaires which are open-ended and close-ended were used as the main tool for collecting data. Once data had been collected from the questionnaire, it was analyzed using descriptive analysis method, and the main focus being on percentages and tables. In addition, charts were also be used to represent data findings. The study also learnt that delegation was somewhat applied as some employees felt that they were ignored by their seniors to an extent close supervision was applied in most aspects of work. With regard to rewards, the study found out that rewards given at Bata did not commensurate to improved productivity. When an employer fails to recognize, appreciate and recognize employees efforts, the employee morale is negatively affected and this at large influence organization performance negatively. The research understands that low pay and reward systems was one of the factors that made employees not to be committed to their work and this affected organization output. The study concluded that reward systems negatively affected organizational performance as the amount and quantity of rewards given were meagre. The study results have shown that turnover by employees in the recent years has been on the rise due to various factors, but the main factor that was noted was due to monetary reasons and also job-security at Bata Shoe Company. However, the respondents reiterated that if the company management decides to re-assess and re-organize the HR policies, they are willing to commit themselves to ensure their organization remain competitive in Kenya footwear market. When this modifications and adjustments are done, employee loyalty to the organization would increase thereby ensuring that the goals and objective are achieved. The researcher recommended that there was need for the organization to improve its terms and conditions of employment in regard to labour laws, adopt a participative and democratic management style, re-evaluate the formula for bonus payment and even overtime, provision of continuous and regular training programmes and lastly ensure that there is teamwork for the achievement of goals and objectives of the organization.