

**ROLE OF HUMAN RESOURCE MANAGEMENT IN DEVELOPMENT OF
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG THE CIVIL
SERVANTS IN KENYA**

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2015

DECLARATION

I declare that this study is my original work and has never been presented for any degree in any other university

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DEDICATION

I dedicate my thesis work to my family and many friends. A special feeling of gratitude goes to my loving parents, Galgalo and Kame whose words of encouragement and push for tenacity ring in my ears. I also dedicate this dissertation to my many friends and family who have supported me throughout the process. I will always appreciate all they have done. I dedicate this work and give special thanks to all my best friends for being there for me throughout the entire doctorate program.

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LIST OF ACRONYMS AND ABBREVIATIONS

CIDA	Canadian International Development Agency
CoK 2010	Constitution of Kenya, 2010
DPM	Directorate of Personnel Management
RoK	Republic of Kenya
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
OCB	Organizational Citizenship Behaviour
OJ	Organizational Justice
PSCK	Public Service Commission of Kenya
SAGA	Semi-autonomous government agency
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
USA	United States of America

DEFINITION OF TERMINOLOGIES

Organizational Citizenship Behaviours – Organizational citizenship behaviours are employee work behaviours such as helping others staying late or working weekends performing at levels that exceed enforceable standards tolerating impositions or inconveniences on the job and being actively involved in company affairs (Organ, 1988; Podsakoff, *et al*, 2000). Citizenship behaviour has been formally defined as individual behaviour that is discretionary not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization (Organ, 1988).

Human Resource Management – The Human Resource Management in civil service function involves the processing of appointments promotions transfers advances salary and allowances. It also manages human resource planning career progression and complement control (Lazear & Shaw, 2008). Ministries/Departments have their own quasi-independent HRM services function accountable to PSC. The PSCK is the human resource management agency responsible for the maintenance of the Civil Service System. It operates in accordance with procedures for the conduct of human resource transactions such as selection promotion performance appraisal separation and compensation (Edmans, Gabaix & Landier, 2008).

Performance and reward management – Reward is defined as the desired outcome of a task (Armstrong, 2006). He says that reward Management deals with the strategies policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non-financial means (Pareke, 2005). The overall objective is to reward people fairly equitably and consistently in accordance with their value to the organization in order to further the achievement of the organizations strategic goals. Reward Management is not just about pay and employee benefits, it is equally concerned with nonfinancial rewards such as recognition learning and development opportunities and increased job responsibility. Performance management is an ongoing continuous process of communicating and clarifying job responsibilities priorities and performance expectations in order to ensure mutual understanding between supervisor and employee. It is a philosophy which values and encourages employee development through a style of management which provides frequent

feedback and fosters teamwork (Guest, 2003). It emphasizes communication and focuses on adding value to the organization by promoting improved job performance and encouraging skill development. Performance Management involves clarifying the job duties defining performance standards documenting evaluating and discussing performance with each employee (Dessler, 2010).

Recruitment and Selection – Recruitment and selection is the process of attracting individuals on a timely basis in sufficient numbers and with appropriate qualifications (Walker, 2009). Thus recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection then begins when the right caliber of candidates are identified. Selection is thus the process through which organizations make decisions about who will or will not be allowed to join the organization. The selection process varies from organization to organization job to job and country to country. Some of the processes include screening applications and resumes testing and reviewing work samples interviewing checking references and background (Black & Lynch, 2004).

Training and Development – Training has been defined as the systematic development of the OCB skills and attitudes required by an individual to perform adequately a given task or job. Training has also been defined as a planned process to modify attitude OCB or skill behaviour through learning experience to achieve effective performance in an activity or range of activities Guest D (2003). Its purpose in the work situation is to develop the abilities of the individual and to satisfy current and future manpower needs of the organization. It clearly implies that the role of training is to improve the overall performance of the organization. The term performance is therefore interwoven with training (Conway & Monks, 2008). Training is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings (Sweins & Kalmi 2008). Training and development (T&D) encompasses three main activities: training education and development.

Employee Satisfaction - Paille (2009) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. According to him Job satisfaction is an internal state with some degree of favor or disfavor based on assessing the job and job-related experiences (Gonzalez & Garazo 2006).

ABSTRACT

The development policies of the Republic of Kenya are driven by the objective of achieving Vision 2030, under which the key objective is to accelerate economic growth to an annual rate of ten percent. While the research on Organizational Citizenship Behaviour (OCB) in the public service environment are limited to the developed economies only, the role played by Human Resource Management (HRM) in the development of OCB behaviours in the same environment in developing countries like Kenya is totally a new area. This thesis therefore, analysed the role of HRM practices in the development of organization citizenship behaviour among civil servants in Kenya. The specific objectives of the study were: to establish the influence of recruitment and selection on the development of organization citizenship behaviour among civil servants in Kenya; to evaluate the influence of performance and reward management on the development of OCB among civil servants in Kenya; to establish the influence of training and development on the development of organization citizenship behaviour among civil servants in Kenya; and to find out whether employee satisfaction mediates the influences of HRM on OCB development. The study employed descriptive study design, correlation and regression models were used to estimate the results. The target population comprised of the employees of the government ministries. With an average of 1444 employees per ministry, the study applied a two stage cluster sampling technique. The first stage cluster sampling randomly selected ministry of Agriculture, Livestock and Fisheries which was considered as a sub population in the cluster sampling. The second stage sampling also used a simple random sampling to select 10% of the average number of employees in the ministry selected to reduce the vast number into a manageable sample size of 144 respondents. The questionnaire containing both structured and unstructured questions was used as the main data collection instrument. Descriptive statistic was used to compute percentages of respondents' feedbacks. Confirmatory factor analysis (CFA) was used to test whether measures of a construct are consistent with the nature of that construct (or factor). Correlation and regression analysis were used to determine the relationship between the research variables. The study findings indicate significance relationship between OCB development with recruitment and selection, reward and performance management, and training and development. The study findings indicate that, government ministries maximize the effectiveness of training and development by constantly assessing and identifying their employees' current training and development needs to prepare them for next position. The study recommends that the Kenyan ministries should improve their systems and come up with proper

and viable policies which promote HRM that supports development of OCB.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

World over, the public service plays a central role in any country's socio-economic development. The World Bank (2003) indicates that the civil service in Kenya accounts for 80% of economic growth. However, it has been characterized by low work performance and poor service delivery. The problem indicators include: absenteeism from work, lateness, corruption, theft, a high rate of complaints, low quality work output and high turn-over of professional staff. There was need therefore to undertake research aimed at developing strategies for motivating the public sector workers in Kenya. The poor work performance has led to the decline in the growth of the economy from an average GDP growth rate of 2.3 % in the 1990s to 1.1% in 2003 (World Bank, 2003). It is important to note that the public service provides the enabling environment under which the players in the economy are able to operate effectively and efficiently.

Kenya, like most countries in the sub-Saharan region and in contrast to many countries in the developed world, has not as yet productively integrated organization citizenship behaviour (OCB) into its government agencies (Ondari & Okemwa, 2006). The Kenyan government's efforts to improve the performance and efficiency in the public services sector began with the formulation and implementing of the Public Sector Reforms (PRS) way back in 1993. Under the first phase, a Voluntary Early Retirement Scheme was put in place that targeted civil servants in job group A-G in which 42,132 civil servants retired. The second phase of the reform program focused on rationalization of government ministries / departments to determine appropriate structures and optimal size of the civil service leading to a reduction in the size of the core civil service of about 30%. However it was noted that productivity and performance in the public service was not as expected (Opiyo, 2006).

Further reform initiatives targeting performance improvement and management in the public service were required, thus introducing the third phase of the public sector reforms guided by Economic Recovery policy direction (RoK, 2005). In the Economic Recovery Strategy for

Wealth and Employment Creation (ERS) 2003-2007 policy document, the government accords high priority to economic recovery and improving the performance of public service to deliver results to the people. The Kenyan Government realizes that the performance and efficiency in the public service sector should be improved in parallel with the goals of national development and as a vital approach to ensure that Vision 2030 is achieved. In line with the government's vision and policy, the civil service must strive to improve and review its ways of doing things.

The reform programmes were also aimed at eliminating corruption that had penetrated into the public sector, resulting in misappropriation of government resources and poor service delivery. To fight corruption and restore integrity in the service, the Republic of Kenya in 2002 launched the Public Service Integrity Programme. The integrity programme was based on the fact that the Kenyan government recognized the importance of an efficient public sector as a means of enhancing economic growth and prosperity to the nation and to meet the challenges of improving the wellbeing of its people (RoK, 2002). Part of the government move to fight corruption targeted government departments including the Judiciary, where staff suspected to have been unproductive and involved in professional misconduct were suspended from duty (Ruto, 2003).

1.1.1 Human Resource Management in the Public Sector

The role of human resource management on public service delivery can never be over-emphasized. The following is evident: Capacity building for improved service delivery in terms of quality, skills, and professionalism to ensure continuous learning is essential. There is need to develop new competencies, for example in transformative leadership and develop a skills inventory for the service. In 2005, Kenya formulated a recruitment and training policy. The policy provides for training and capacity building activities undertaken within the public service to advance national goals and objectives. Among other things, it requires that all Public Servants undertake at least five (5) days training in a year; all officers in the managerial cadres undertake policy formulation and project implementation training and all Public Service Organizations conduct induction training within three months of joining an organization. The government is committed to avail resources equal to 0.5% of the total Government recurrent budget to the Public Service Training Institutions for improved research and training (KNBS, 2009). The Service appoints leaders and managers based on the principle of meritocracy regardless of

gender, or background. Public service leadership and management are helping to create a customer service culture with clear performance standards.

HRM seeks to enhance employees' job satisfaction and commitment to the organization by designing and crafting HRM strategies and practices that enhance motivation participation and full employee engagement. Commitment was found to be firmly linked to performance indicators such as productivity and profitability (Decenzo & Robbins, 2002 ; Wright *et al.*, 2003;. Nickson, *et al* 2008) argued that there are many problems associated with recruitment but they can be improved by attracting the employees with affective commitment. Commitment can be influenced by the policies and practices of recruitment and selection. Commitment-oriented recruitment is strongly related to the expressive communications and appeals to values and beliefs and in the similar manner commitment-oriented selection have a focus on assessment of values and beliefs, and also on the degree of their congruency with organizational values (Weiner, 2010). When organizations have high level of commitment they can get a competitive advantage in attracting and retaining employees in a competitive environment (Boon, Safa, & Arumugam, 2006).

Training and development activities are one of the most dominant functions of HR professionals (Okpara & Wynn, 2008; Chughtai & Zafar (2006) examined the association between training practices and organizational commitment and found if employees are given training intended to provide them with an opportunity for advancement they will perceive it as a sign of organizational support and therefore show greater organizational commitment. Employees' evaluation of training also shows a significant correlation with both affective and normative commitment (Meyer & Smith, 2000). Significantly training opportunities show a relationship with higher affective and high-sacrifice commitments Herrbach *et al.* (2009) and overall organizational commitment and satisfaction Kim Leong & Lee (2005). Training fulfillment helps to develop commitment; therefore trainees show a positive relationship with organizational commitment and training motivation (Tannenbaum, Mathieu, Salas & Cannon-Bowers, 1991).

Similarly Okpara and Wynn (2006) also argued that when people get requisite skills and they are fully trained they leave the current organization and join another but Noor (2009) again found that employee training and development has significant positive link with the

organizational commitment of university teachers in Pakistan. Since most of the previous research has developed positive link between training and organizational commitment so a positive relationship is also hypothesized in this study.

In the modern times the establishment of a proper service rewards has become an essential part of the business (Chiang & Birtch, 2011). They said that if a company wants to create high level of commitment and satisfaction in the employees it must focus on the development of reward climate because rewards shape the values of employees their norms and behaviours and help to link these things with the values norms and expectations of the organization (Chiang & Birtch, 2010). Service rewards significantly influence job satisfaction and organizational commitment (Lee *et al.*, 2006). Performance related rewards are essential for reinforcing desired behaviours (Riordan, Vandenberg & Richardson, 2005).

According to Conway and Monks (2008), rewards also show a significant relationship with affective commitment and perceptions of the industrial relations climate. In 2009 they again found an association between reward practices and affective commitment in Irish multinational company (IRCO). Assessment of employee's benefits program offered in the organization also predicts affective and normative commitments (Meyer & Smith, 2000). Katou and Budhwar (2007) while studying HR policies focused on the incentive schemes and argued that incentive scheme process used in the organization leads to employee satisfaction and helps to create a committed workforce with its full potential. Similarly, Sweins and Kalmi (2008) study was on whether OCB of pay system has an impact on the success of reward system. They found that OCB of pay system plays an important role for an efficient pay system and this OCB is related to employee satisfaction and commitment to organization. LumKervin, *et al.* (1998) in their study on nurses found that nurses feel more committed when they are satisfied with their jobs and pay. Iverson and Buttigieg (1999) found that the rewards (co-worker support job variety and promotional opportunities) are positively related to employee loyalty than wages. They further argued that these rewards are related to affective commitment without any influence with less desirable forms of commitment.

Performance management is used to evaluate employees' strengths and weaknesses against the criteria that are set upon the organization's goals (Rahman, 2006). Although the installation and operation of Performance appraisal systems can be administratively costly but they are

becoming more and a more popular tool within organizations these Performance appraisals are used to improve employee commitment and productivity within the organizations (Brown & Benson, 2003). Similarly, Brown and Heywood (2005) pointed out that the implementation and operation of a formal performance appraisal system entails a considerable costs so it will be implemented in those situations when expected gains are greater than cost.

1.1.2 Organization Citizenship Behaviour

Organ (1988) argued that OCB is held to be vital to the survival of an organization. Organizational citizenship behaviour can maximize the efficiency and productivity of both the employee and the organization that ultimately contribute to the effective functioning of an organization (Jahangir *et al.* 2004). The extent to which employees go the extra mile for their organizations can be captured by organizational citizenship behaviours (OCBs) defined as those organizationally beneficial behaviours and gestures that can neither be enforced on the basis of formal role obligations nor elicited by contractual guarantees or recompense (Organ, 1990).

OCB tends to increase the organization's efficiency and effectiveness (Rioux & Penner, 2001). Research indicates that OCB adds significantly to overall positive performance evaluations and reward recommendations (Allen & Rush, 1998). Hence it is critical for organizations to ensure that their employees engage in OCB since organizations depend on OCB in order to run smoothly and effectively (Barnard, 2000; Katz, 1964). When an employee perceives that his/her organization has failed to fulfill one or more promised obligations he/she is likely to reciprocate by reducing his/her affective commitment and extra-role performance (Robinson & Morrison, 1995).

On the other hand higher employee perceptions of fulfillment of the psychological contract are bound to increase employees' commitment and organizational citizenship behaviours. HRM practices have been regarded as effective tools for enhancing organizational commitment. Yet to date most empirical research examining high commitment management practices has been more concerned with investigating the relations between these practices and organizationally relevant outcomes rather than examining whether these practices actually influence commitment and employee behaviour or the mechanisms by which such an influence occurs. This is in spite of early calls suggesting that research that directly investigates the connection between HRM

practices and employee re-evaluations of the extent to which their psychological contracts are fulfilled is especially needed (Guzzo & Noonan, 1994).

OCB include those behaviours exhibited by employee that are characterized by extra-role or discretionary in nature and thus not formally defined or rewarded by organization Kuehn and (Al-Busaidi & Kuehn, 2002). OCB represents behaviour above and beyond those formally prescribed by an organizational, role is discretionary in nature is not directly or explicitly rewarded within the context of the organization's formal reward structure and is important for the effective and successful functioning of an organization (Kim, 2006). Although the construct have investigated extensively in USA OCB has less attention in others international context (Lievens & Anseel, 2004). According to Schnake & Dumler (2003) OCB dimensions that most use frequently in the empirical work are altruism conscientiousness civic virtue sportsmanship and courtesy. In his conclusion, Paille (2009) agreed that US conceptualization developed in the previous researches may be generalized and applied to the French cultural context.

Theoretically the relationship between OCB and satisfaction have received good explanation. The satisfied employee would show OCB more frequently than unsatisfied one (Kuehn & Al-Busaidi, 2002). After more than 20 years research in the fields of OCB the evident still the same job satisfaction is the good predictor of OCB (Chien, 2004). According to Chiaburu & Lim (2008), when deciding to be good organizational citizens or not employees engage in more complex sense making processes where fairness might be only one of the factors considered. Farh *et al.* (1997) concluded that job satisfaction and organizational justice were predicted OCB and the influence of job satisfaction are stronger than organizational justice. Based on equity theory Williams *et al.* (2002) also prove that distributive justice affect citizenship behaviour.

From the foregoing, the empirical evidence concluded that job satisfaction affect OCB and as established by Podsakoff *et al.* (2000); Parnell and Crandall (2003); Murphy *et al.* (2002), Wagner and Rush (2000); Kuehn and Al-Busaidi (2002). The more interesting finding was by Gonzalez and Garazo (2006) who averred that job satisfaction served as mediator variable on the relationship between OCB and its predictors. The relationship among human resource practices and OCB mediated by job satisfaction and job satisfaction also mediates the influence of grievance procedure with OCB.

1.2 Statement of the Problem

Organizational citizenship behaviour as employee supra-role contributions that tend to manifest as a consequence of feelings of reciprocal obligation toward the organization is presumed as one of the emerging management concepts that are being emphasized for the organizational effectiveness (Ahmed *et al*, 2012). According to Salajeghe (1997), organizations whose employees exhibit OCB have 17% chance of increased productivity than others. However, despite the significance of OCB, it was noted that the critical driver that promotes the development of OCB in organization was identified to be the human resource management of the organization. According to Suan and Nasuridin (2014), organizational citizenship behaviour is a function of human resource management, thus confirming the positive relationships. These were supported by several other studies by Nemeth and Staw (2009); Turnispeed and Rassuli (2008); Gupta and Singh (2010).

In practice, most developed economies such as USA, UK and Canada, over 65% of their public sector organizations have succeeded in developing and maintaining OCB through strategic application of various HRM practices (Maslachet, 2009). Similarly, in China Korea and Japan over 50% of their civil servants exhibit OCB characteristics which greatly influences delivery of quality public services that impacts positively on countries economic development (Richman, 2009). While studies on OCB situations in developing economies are limited, efforts for generalization of empirical evidences from developed countries have been greatly cautioned by Farh, Zhong and Organ (2004) that OCB is societal culture and economic institutional framework specific.

In Kenya, a study by Agnes (2008) shows that success of civil servants reforms require some measure of support that can be achieved through development of organizational citizenship behaviour among the civil servants. This was implemented through a plethora of human resource management reforms aimed at increasing OCB and productivity which has failed to make any significant improvement in the employee discretionary behaviour (Kogei, *et al*, 2013; CIDA, 2010). This contradicts the arrays of empirical evidences that support the development of OCB through human resource management infrastructure. This study therefore re-examine the influence of human resource management practices on the development of organizational citizenship behaviour among the civil service in Kenya.

1.3 Objectives of the Study

The general objective of this study was to examine the role of human resource management practices in the development of organization citizenship behaviour among civil servants in Kenya.

1.3.1 Specific Objectives

1. To establish the influence of recruitment and selection on the development of organization citizenship behaviour among civil servants in Kenya;
2. To evaluate the influence of performance and reward management on the development of organization citizenship behaviour among civil servants in Kenya;
3. To establish the influence of training and development on the development of organization citizenship behaviour among civil servants in Kenya; and,
4. To find out mediation influence of employee satisfaction on OCB development.

1.4 Hypotheses of the Study

To examine how each of the criterion variables influences the response variable the following hypotheses guided this study:

1. H_0 : Recruitment and selection doesn't significantly influence OCB development among the civil servants in Kenya.
2. H_0 : Performance and reward management doesn't significantly influence the development of organization citizenship behaviour among civil servants in Kenya.
3. H_0 : Training and development doesn't significantly influence the development of organization citizenship behaviour among civil servants in Kenya
4. H_0 : Employee satisfaction doesn't significantly mediate the development of organization citizenship behaviour among civil servants in Kenya

1.5 Justification of the Study

Public services worldwide have been subject to externally imposed reforms utilizing tools such as financial incentives and performance targets. The adverse impact of such reforms on a public

service ethos has been claimed but rarely demonstrated. Individuals within organizations work beyond their formal contracts of employment described as Organizational Citizenship Behaviour (OCB) to further organizational interests. Given New Public Management reform and the subsequent contextual changes in the way in which public sector organizations are managed and funded the present study theorizes that OCB directed towards the organization may be ‘crowded-out’. This study therefore sought to provide significant theoretical and practical foundations and evidence in the topic of human resource management practices and service-oriented organizational citizenship behaviours.

1.5.1 Public Service

From the theoretical point of view this study hopes to provide an understanding of human resource management practices that influence organizational citizenship behaviours at the individual level of analysis in the local civil service in Kenya. This can help to improve service delivery in the civil service and reduce unnecessary employee turnover and industrial unrest which have characterized the sector in the recent past.

1.5.2 Other Organizations

The findings from this study will help organizations in developing effective human resource management practices to motivate and elevate customer-contact employees’ behaviours and commitment to organizations. The employee’s positive behaviours and commitment will lead to enhance organizations’ competitive advantage and organizational performance.

1.5.3 Policy Makers

Every organization needs to maintain its long-term effectiveness through the positive perceptions attitudes and behaviours of its members. Organizational justice, job satisfaction and Organization Citizenship Behaviour (OCB) are the important aspects that very useful to the long-term organizational effectiveness. Thus this study will provide a framework for policy formulation as it will highlight the various policies which negatively affect organizational citizenship behaviour in the civil service and address these challenges according to research recommendations

1.5.3 The Students and Scholars

The concept of organization citizenship behaviour has gained a lot of attention from various scholars and writers in the recent past. Despite this interest there is scanty literature on the linkage between HRM and OCB in the public sector. Therefore the findings of this study will bridge the OCB gap and provide opportunity for further studies.

1.6 Scope of the Study

The scope of HRM as it is rather wide and far-reaching covering elements like personnel, welfare, and industrial relations. For purposes of this study, the main focus was on the personnel component. This pertains to recruitment and selection, training and development performance management and reward management. These aspects significantly shape the attitudes and behaviour of employees in organizations. From the literature review it has been found that not all HR practices have significant relationship with OCB hence the reason for focusing on the few HR practices. This is supported by Katz (1964) who proposed that employees must be hired and retained work role performance must be accomplished in a dependable manner and employees must exceed formal job requirements.

This study focused on the role of these HR practices in organizational citizenship behaviour development in the civil service in Kenya with specific reference to the government Ministries in Kenya. This study further investigated the mediating effects of employee satisfaction on OCB development. This study ignored alternative antecedents and consequences of organizational citizenship that may result from HRM actions whereas in practice antecedents and consequences are inevitable. The study population was all the 26000 employees working in the 18 ministries in Nairobi. The ministries in Nairobi County were selected because they form the bulk of civil servants in Kenya and they serve many clients hence require to devote more time and effort to their work.

1.7 Limitations

By virtue of their duties public service employees are under obligation to treat information about issues facts circumstances that they know as confidential. There are obligations and or legislation which include provisions that either prohibit the disclosure of information of certain

nature by employees in the performance of their duties this might make the employees uneasy and not ready to open up for the interview. But after some assurance that the information given will not be in any way used in a manner that will jeopardize their job and that it is solely for study purposes they were expected to participate in the study. In addition the issue of unreturned questionnaires and uncooperative responses proved difficult for the study. The respondents were assured that the research is only meant to point out the role of HRM on development of OCB in the public service and will not jeopardize their jobs in any way. Follow ups were also be made to facilitate the response rate.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the introduction of the entire chapter, reviews the relevant theories, gives concepts related to the subject matter which comprised of the framework on the concept of organization citizenship behaviour models of OCB and human resource management as well as assessment of the empirical literatures related to the studies.

2.2 Theoretical Framework

2.2.1 Organizational Citizenship Behaviour

OCB can be defined as defending the organization when it is criticized or urging peers to invest in the organization (Turnipseed & Murkison, 2000) or a behaviour that exceeds routine expectations (Daniels, *et al*, 2006). OCB typically refers to behaviours that positively impact the organization or its members (Poncheri, 2006). OCB can be affected by instilling in employees a perception of expertise in their job tasks (Todd, 2003). There is persuasive evidence that OCB is an outcome consistent with a social exchange relationship (Deskop, Mangal & Cirka, 1999). Organizational concern emerged as the motive most closely related to OCB directed towards the organization (Grojean, Dick, Christ & Wieseke, 2006). OCBs yield significantly higher outcomes in the long term than in the short term for the organization (Daniels *et al.*, 2006). The importance of OCB can be realized by the argument of Koys (2001) who suggests Organizational citizenship behaviour had an impact on profitability but not on customer satisfaction.

Shapiro *et al.* (2004) posit that individuals engage in OCB as a form of reciprocity based on organizational treatment. The ‘best’ performing workers produced the strongest link between performance and functional participation which is a helping-type (Altruism) OCB as found by (Turnipseed & Murkison, 2000). Employee attitudes were found to influence subsequent organizational citizenship. Indeed as citizenship appears to consist of discretionary behaviours how the employee perceives the organization would likely predispose this employee to either

perform or withhold such performance (Grojean, *et al.*, 2006). Results indicate that perceptions of citizenship performance predict overall performance equally well across all task performance levels (Coole, 2003). Results from the studies of Yorges (1999) suggest that creating a group atmosphere can have detrimental consequences particularly regarding OCB (due to competition). Deskop *et al.* (1999) argues that for employees low in value commitment a pay-for-performance system appears to be a disincentive for engaging in OCB.

The belief among theorists is that as more employees engage in OCB the organization becomes more successful (Yen & Neihoff, 2004). OCB and CWB (Counterproductive Work Behaviour) were significantly negatively correlated which means that a person high on OCB scale will not show any such behaviour posing an adverse influence to production (Baker, 2005). Interestingly study by Deskop, *et al.* (1999) yields that the age of employee has a negative and marginally significant influence on OCB. Such behaviour (i.e. Organizational Citizenship Behaviour) might enhance coworkers' or supervisors' productivity help coordinate activities increase the stability of organizational performance and help the organization attract and retain employees (Borman, 2004). Employees who perform citizenship behaviours may be more likely to elicit support from their organizations (Moorman *et al.*, 1998). After all above arguments there also exists a view regarding OCB i.e. OCB is an extra-role behaviour that is not formally evaluated (Rodriguez *et al.*, 1997).

2.2.2. Theories of Organizational Citizenship

Social Exchange Theory

Greenberg and Scott (1996) assert that the social exchange theory is most commonly used by the study in predicting work behaviours in the field of organizational behaviour. The theory proposes that employees exhibit positive or negative behaviour as a response to the treatment they receive from their employers. According to Greenberg and Scott (1996), the central aspect of this theory is the norm of reciprocity. A strong social exchange relationship between the employer and employee will help maintain positive working relationships and would elicit positive sentiments such as satisfaction commitment and trust in employees which in turn will move employees to engage themselves in OCB. Thus employers need to treat their employees fairly such that they can reciprocate the good gesture in the form of behaviour such as

organizational citizenship behaviour which contributes to organizational influence Effectiveness.

The social exchange theory also has its fair share of criticism. Miller (2005) argues that the theory reduces human interaction to a purely rational process that arises from economic needs. Miller further contends that the theory favours openness as it was developed in the 1970s when ideas of freedom and openness were preferred but there may be times when openness is not the best option in a relationship.

The Psychological Contract Theory

The psychological contract theory explains a two way exchange process of perceived promises and obligations between employees and their employers. According to Armstrong (2006), it is an open ended agreement about what the individual and the organization expect to give and receive in return in the employment relationship. The contract represents a dynamic and reciprocal deal. Armstrong posits that the theory holds that employees expect to be treated fairly as human beings to be provided with work that uses their abilities to be rewarded equitably according to their contribution to be able to display competence to have opportunities for further growth to know what is expected of them and to be given feedback on how well they are doing.

On the other hand employers expect employees to do their best on behalf of the organization to put themselves out for the organization to be fully committed to its values to be compliant and loyal and to enhance the image of the organization to its customers and suppliers. Bratton & Gold (2007) contend that at the heart of the psychological contract theory is an exchange of individual employee commitment motivation and task performance beyond expected outcomes by the organization. According to Lam (2001), these actions which are beyond formally prescribed roles and job descriptions that is extra role behaviour rather than role behaviour is what is called OCB. This is important in organizations because it brings about organizational success through efficient use of resources.

Identity Mechanism Theory

Another theoretical explanation for OCB is based on an identification mechanism. According to the theory employees engage in OCB because they incorporate the organization into their social

identity (Chattopadhyay, 1999). Thus, behaviours that benefit the organization such as OCB are seen to benefit the self. Coyle, Kessler and Purcell (2004) argue that identification with the organization leads to the internalization of the organization's goals and as a result individuals broaden the definition of in role performance to include OCB. Thus effort directed towards preserving supporting and improving the organization proceeds naturally from the congruence between a member's self-definition and the organization's definition.

In this regard organizational identification aligns individual interests and behaviours with interests and behaviours that benefit the organization. Organizations therefore, need to provide conducive working conditions to their employees who would enable them to incorporate the organization into their social system to such an extent that they are able to align their interests and behaviours with the values of the organization. This ultimately results in displaying of behaviour such as OCB that benefit the organization.

Impression Management Theory

The impression management theory is another theory that provides an explanation for the concept of OCB. Like the social exchange and identity mechanism theory the impression management theory explains OCB with reference to an employee's ongoing relationship with the organization. According to Bolino (2008), the theory holds that OCB is spurred by strategic reasons as employees seek to improve their future prospects in the organization. Thus OCB is seen as part of employees' attempts to influence the images others have of them increase performance evaluation ratings and enhance promotion opportunities.

Expectancy Theory

Another theory that seems to explain the concept of OCB is the expectancy theory. Armstrong (2006) argues that the concept of expectancy was originally contained in the valence-instrumentality- expectancy theory by Victor Vroom in 1964. According to Armstrong (2006), valence stands for value instrumentality is the belief that if we do one thing it will lead to another and expectancy is the belief that action or effort will lead to an outcome. The theory holds that individuals choose between alternatives which involve uncertain outcomes. The

individual's behaviour is not only affected by his preferences amongst these outcomes but also by the degree to which the individual believes the outcomes to be possible.

He defines expectancy as a monitory belief concerning the likelihood that a particular act will be followed by a particular outcome. According to him, expectancies may be described in terms of their strength. Maximum strength is indicated by subjective certainty that the act will be followed by the outcome while minimal strength is indicated by subjective certainty that the act will not be followed by the outcome. The strength of expectations may be based on past experiences for example the idea that employees who go beyond the call of duty are rewarded. In these circumstances motivation to perform will be increased. To maintain such employee performance at the workplace managers should reward their employees in accordance with their contribution. This will motivate the employee to continue performing and even go beyond the call of what they are expected to do.

The expectancy theory has also made some important contributions to motivation theories. Unlike other theories the expectancy theory takes into account individual perceptions and thus personal histories allowing a richness of response not obvious in other theories which assume that people are essentially the same. However the expectancy theory has also been criticized. Mitchell (2001) argues that the greatest difficulty in testing the theory stems from the fact that theory is so comprehensive that it is virtually impossible to concurrently test all aspects of the theory.

Despite the fact that numerous theories have been discussed to explain the concept of organizational citizenship behaviour the present study adopts the social exchange theory as the main theory guiding the concept. The social exchange theory is adopted because it emphasizes the norm of reciprocity which explains why employees exhibit positive or negative behaviour as a response to the treatment they receive from their employers. The norm of reciprocity in the theory is used in this study to hypothesis that job satisfaction correlates positively with organizational citizenship behaviour that is only satisfied employees would engage themselves in organizational citizenship behaviour.

2.2.3 Recruitment and Selection

According to Guest (1997), the stringent selection practices influence the quality of the workforce which, in turn, influences the motivation of employees. Employees who see that their colleagues are as competent and qualified as they are feel more motivated to work hard and excel. Wright *et al.* (2003) argue that the initial impact of HRM practices on employees' commitment to the firm begins with selection and staffing. When firms invest in selecting the most highly skilled people, employees find a workplace filled with well qualified co-workers. This makes for a positive work environment by enabling them to focus on serving their own customers successfully, doing their own job well and not having to constantly clean up the mess of other co-workers. MacDuffie (1995) suggests that recruitment and hiring practices of a firm influences skills, knowledge and employee commitment of the workforce. Arthur (1994) suggests that enhanced selectivity will help ensure employee-job fit which leads to enhanced employee motivation.

Kahn (1990) stated that employees' engagement varies as a function of their perceptions of the benefits they receive from a role performed. A sense of return on investment can come from external rewards and recognition in addition to momentous work. Thus one might anticipate the higher employee engagement at work to the extent that they perceive a bigger amount of rewards and recognition for their role performance. Maslach *et al.* (2001) have also proposed that lack of rewards and recognition can lead to burnout therefore appropriate recognition and reward is important for engagement.

Guest (1997) mentions that sound selection practices enhance the skills and abilities of the workforce which he labels as their 'workforce quality'. Sanz-Valle, Sabater-Sanchez and Aragon-Sanchez (1999) described that selection involves a series of actions designed to help the firm obtain the workforce it needs in order to undertake the correct actions that allow the successful implementation of a business strategy. Paul and Anantharaman (2003) in their study of Indian software firms created another instrument of HRM practices of which selectivity in hiring was one important practice. They explain that rigorous selection process through written tests programming tests and interviews help the recruiter to identify talented candidates and this process makes sure that only competent people get into the firm.

Individuals may be more predisposed toward citizenship than others. Human resource managers are able to target applicants who are generally inclined to engage in citizenship behaviours. For example they could target candidates based on their extracurricular roles. Individuals who have shown high levels of involvement and have taken on responsibilities in addition to their normal training or studies are more inclined to go outside of their normal roles as future employees (Guest, 1997). Recruiters may also look to see whether potential applicants are committed to causes beyond themselves as a possible indicator of their citizenship tendencies. Questions that attempt to gauge OCB can be included in the job interview to help with selection decisions. Job applicants who display OCB during job interviews are less likely to voluntarily quit are likely to be more productive and are likely to be more efficient than their coworkers.

2.2.4 Performance and reward management

The literature on employee compensation Baron and Kreps (1999) ; Milkovich, Newman and Gerhart (2010) has suggested that equitable rewards and equal rewards are alternative ways to provide incentives to employees to perform well on their job and to expend effort. Consequently many studies (Kim, Park & Suzuki, 1990; Leung & Iwawaki, 1988) have treated the constructs of equity-equality in rewards as opposite ends of the same continuum. That is lower adherence to the equity norm has been used to indicate higher adherence to the equality norm. However the results of at least one study showed that preferences for equity and equality principles exist as separate constructs and further they were positively correlated (Ramamoorthy & Carroll, 1998). That is these two constructs may not be mutually exclusive individuals may favor both constructs at the same time and perhaps to a varying degree. Therefore in this research the two constructs are not treated as opposite ends of the same continuum but as two different constructs.

On the other hand, when employees perceive the reward system to be equitable they may engage in citizenship behaviours. When they perceive that they are being justly rewarded they may enhance their own job performance by doing a better quality job being more productive and even reaching out to help their co-workers to perform their jobs better. Equity theory implies that high-performing employees be rewarded for their performance (Bolino & Turnley, 2008). Two meta-analytic studies Cohen-Charash and Spector (2001) & Colquitt, *et al.* (2001) have provided clear evidence of the positive impact of distributive justice on a variety of employee

attitudes and behaviours including citizenship behaviour. Some the study suggest that reward systems based on principles of equality may be more likely to encourage citizenship behaviours Leung & Iwawaki (1988) ; Kim, Park & Suzuki (1990) because rewarding group or overall organizational performance is more likely to promote cooperation. Individual incentives may encourage competition instead of cooperation (Cox, 1993).

On the other hand economic theories of incentives Baron and Kreps (1999) and Jensen & Meckling (1976) also suggest that employees are averse to risk and effort. When rewards are distributed equally or when employees so perceive the employees bear the full cost of their effort but the benefits of their effort such as monetary rewards are shared with other members of the organization. In addition employees also take a greater risk in increasing their effort or performing better than expected or engaging in citizenship behaviours if other members act selfishly and engage in free-riding and social loafing behaviours. Such situation may also create a scenario wherein the employees feel that the time and effort they exert are under their control but the fruits of their labor are not entirely under their control.

Economic theories of incentive compensation further suggest that employees are averse to effort and will likely choose the lowest possible level of effort and performance consistent with being paid their equal share and avoiding disciplinary actions. Research also shows that individuals may compare costs and rewards in evaluating the fairness (Greenberg, Block & Silverman, 1971; Fey *et al.* 2000) thus suggest that employee motivation is arguably affected by a performance based compensation system. Based on expectancy theory Vroom (1964) it can be expected that if the company provides rewards desired by the employee in question this employee is more likely to perform in a way that will bring him the reward.

As Badawy (1988) argued, scientists and engineers (like others) manage personal motivations depending on their perceptions of the relationship between effort performance and reward. These perceptions reflect their expectations which in turn are determined by their needs (Maslow, 1943 ; Alderfer, 1969; Paul & Ananthanraman (2003) found compensation to positively affect firm commitment of skilled profession of Indian IT firms. Using valid monetary incentive to elicit high performance employees can see a more direct line of sight between their behaviour and their personal outcomes. This creates a positive work environment where individuals feel fairly and equitably rewarded for their efforts (Wright *et al.*, 2003). Using

ability-based pay seems to be a more effective mechanism for career development inside or outside the firm (Saura & Gomez-Mejia, 1997; KlarsfeldBalkin & Roger 2003; Godard 2004) suggested that contingent pay systems especially pay-for-OCB group bonuses and profit-sharing should lead to enhanced commitment of the employees.

Other researches by Arthur (1994); Guerrero and Barraud-Didier (2004); Guthrie (2001), Konrad (2006); MacDuffie (1995) also found contingent compensation to influence employee commitment. Compensation-linked OCB initiatives work best if organizations first initiate flexible and family-friendly workplace benefits that show appreciation for employees and make it easier for them to go beyond the call of duty. When rewards are distributed equally or when employees so perceive the employees bear the full cost of their effort but the benefits of their effort such as monetary rewards are shared with other members of the organization. Incentives also influence the level of employee satisfaction (Lawler, 2000). When incentives are used properly they may prove to make important contributions to the survival and growth of an organization (Milkovich & Boudreau, 1998; and Dessler, 2010).

The notion of pay-for-performance is rooted in Adams' (1965) equity theory and suggests that employees must be able to see a clear connection between their job performance and the reward system. When individuals perceive that their performance is not rewarded they may reduce their effort and performance or in the worst case may leave the employer. Since citizenship behaviours are by definition voluntary they may decide not to engage in them when they perceive injustice in the workplace. They may seek an organization where they believe their performance will be justly rewarded. Therefore, equity theory posits that there may be adverse consequences when employees perceive inequities in rewards.

Research on performance appraisal by Levering and Moskowitz (2003) has shown that systems that emphasize observable behaviours rather than generalized personality traits tend to be more accurate. Thus organizations looking to reward citizenship should focus on the extent to which employees engage in such behaviours rather than the extent to which employees possess positive personality traits (like concern for others) when evaluating their performance. Feedback on performance improves communication between supervisors and employees. Sharing information on the individual performance of employees contributes to organizational openness and increases the loyalty and trust employees have towards their organizations. This in turn is

believed to increase motivation and cooperation (Grzelak, 1988). Appraisal may also facilitate citizenship to the extent that they directly affect OCB or reward such behaviours.

2.2.5 Training and Development

Human Resource Development (HRD) beyond employee training and development consists of all activities involving training career and organization development. It is the deliberate and mindful undertaking of organization and/or individual intended to enhance the skills OCB ability and other attributes of an employee for effectiveness in current job requirements and predicted future challenges. Harrison and Kessels (2004) define HRD as an organizational process including “the skilful planning and facilitation of a variety of formal and informal learning and OCB processes and experiences primarily but not exclusively in the workplace in order that organizational progress and individual potential can be enhanced through the competence adaptability collaboration and OCB-creating activity of all who work for the organization.

Swanson (1995) refers HRD as a process directed to performance improvement by developing and unleashing human expertise through personnel training and development including organization development. HRD also defined as “a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands” (Werner & DeSimone, 2006). They also considered HRD as a function of HRM. Hence the concept of HRD represents several aspects of development of individuals including their physical intellectual and emotional facets. In spirit HRD is similar to develop competence commitment and culture (Rao, 1990).

Human resource managers may tailor training programs that teach teamwork and cooperation or the importance of taking initiative exceeding one's formally prescribed job duties. Such programs will also help build trust among colleagues and utilize cross-training in order to facilitate interpersonal helping. Employees will also learn to be more tolerant of the inconveniences that sometimes arise when another part of the organization is understaffed (Werner & DeSimone, 2006). Training programs may also elicit citizenship behaviour more indirectly. Two recent studies indicate that training supervisors in organizational justice principles is associated with increased levels of citizenship behaviour among their subordinates

(Skarlicki & Latham, 1996). Employees whose supervisors had received justice training were more willing to go beyond the call of duty than employees whose supervisors had not received such training. Thus, training designed to improve relationships either among coworkers or between supervisors and subordinates is likely to increase the level of citizenship within the organization.

2.2.6 Employee Satisfaction

Job satisfaction is the employee reaction to the roles they play in their jobs (Madhavan, 2001). Spector believes that job satisfaction is a theory that shows how people feel about their jobs in general or its various scopes (Spector, 1997). In the theory of performance-satisfaction in work environment is considered as a derivative variable whose value is affected by comparison made from fair reward. Therefore, according to the variation of these two amplitudes (expected value and reward) the amplitude of satisfaction or non-satisfaction would change. Undoubtedly, measuring employees job satisfaction and surveying status that affect increasing or decreasing level of employees satisfaction helps organizations to offer better services to produce more suitable products and finally to promote productivity (Lawler & Porter, 1967). What is meant by trust is that the supervisor will act in their interests (Podsakoff *et al.*, 2000). Trust is the unfailing confidence in person's truthfulness ability and or their personality (Lynack & Stamps, 1997).

Greenberg (1990) refers to organizational justice as the just and fair manner in which organizations treat their employees fairly. These are employers who determine and comprehend fairness of processes and interactions in the organization by surveying and comparing work load work schedule salary levels and bonuses (Fernandes & Awamleh, 2006). On this basis, the top manager of an organization may comprehend justice from decision making processes while employers comprehend injustice of the same processes. Organizational justice is generally considered to encompass three different elements: distributive justice procedural justice and interactional justice (McDowall & Fletcher, 2004). Procedural justice is the fairness of procedures which are used to determine the outcome of decisions (Folger & Konovsky, 1989).

These procedures should be consistent bias free and take the concerns of all parties and be morally acceptable into account (Leventhal, 1980). Interactional justice relates to the fairness of

interpersonal communication relating to organizational procedures (McDowall & Fletcher, 2004). It is concerned with how the information was communicated and whether the individuals affected by a decision were treated with respect and dignity (Bies & Moag, 1986). Distributive justice refers to the concerns expressed by employees with regards to the distribution of outcomes and resources (Cropanzano & Folger, 1989; and Greenberg, 1990).

According to Podsakoff *et al.* (2000), employee satisfaction is the important determinant of extra-role behaviours including OCB. Employees who have satisfaction from their job tend to value their task and assignment responsibly and dedicatedly. Therefore, almost no doubt about the relationship between job satisfaction on OCB. Parnell and Crandall (2003) found that employee who participated in managerial decision making process would have high job satisfaction and frequently show OCB.

2.3 Conceptual Framework

Miles and Huberman (1994) defined a conceptual framework as a visual or written product one that explains either graphically or in narrative form the main things to be studied the key factors concepts or variables and the presumed relationships among them. Conceptual frameworks, according to educational study by Smyth (2004), are structured from a set of broad ideas and theories that help a study to properly identify the problem they are looking at frame their questions and find suitable literature. Most academic research uses a conceptual framework at the beginning because it helps the study to clarify his research question and aims. This study will adopt a conceptual framework to describe the relationship between the various factors influencing the development of organizational citizenship behaviour. Specifically the study aims to investigate the influences of Human Resources practices on OCB namely: recruitment and selection, performance and reward management and employee training.

Recruitment and Selection practices here consist of all those practices that aid careful selection of human resources for a firm. The firms that deploy such practices are supposed to be having a better and more competent pool of skills and talent. Godard (2004) mentioned sophisticated selection practices emphasize OCB and human relations skills and are one of the important HRM practices to be followed by a firm. According to Wright *et al.* (2003), when firms invest in selecting the most highly skilled people employees find a workplace filled with qualified co-

workers which make for a positive work environment by enabling them to focus on doing their jobs well and not having to constantly clean up the mess of other co-workers. Based on this review the following hypothesis can be formulated:

H₀: Recruitment and selection significantly influences OCB development among the civil servants in Kenya.....Hypothesis 1

Fair firm rewards refer to the perceived fairness of various job outcomes including compensation conditions performance evaluations and job assignments. A high level of perceived equity signals to employees that the firm supports them and has their well-being at heart (Eisenberger, Huntington, Hutchison & Sowa, 1986 & Lawler, 1986). Compensation based on collective rewards either monetary (profit sharing stock ownership gain sharing teamwork bonus) or non-monetary (fringe benefits and social benefits) is usually considered as highly involving (Guerrero & Baraud-Didier, 2004). People tend to compare their remuneration with other people in the same or a similar situation (Fey *et al.*, 2000). Paying high salaries may have a positive motivational influence on employees. To the extent that company employees perceive that other firms provide their staff with higher salaries they are more likely to become dissatisfied and possibly leave the company (Roberts, 1997).

Performance evaluation guides employees' work related attitudes and behaviours (Dessler, 2010; Werther and Davis, 1996). Performance evaluation as a process demonstrates the effectiveness of human resources policies in an organization. Employees are likely to engage in those behaviours for which they perceive they will be rewarded. Reward systems that directly recognize good citizenship make it clear to employees that the organization truly values such behaviours. For example manager may opt to award employees who help others in ways that go above and beyond the call of duty or award employees who best exemplify the "spirit of team play and selfless behaviour. Based on this review the following hypothesis can be formulated:

H₀: performance and reward management significantly influences the development of organization citizenship behaviour among civil servants in KenyaHypothesis 2

Prior studies have shown that training is critical to organizational success. Training programs help employees to obtain the necessary OCB skills and abilities to work effectively in sustaining

and improving current work activities. Well trained employees in general not only require less supervision but also tend to have higher morale and lower levels of attrition (Gutteridge *et al.*, 1993). Training is believed to nullify the influence of factors which cause dissatisfaction of employees at work (Xiao, 1996). Thus employees may be provided with extensive training programs in multiple functions and training on job skills (Ahmad & Schroeder, 2003). In addition to training employees need to be rewarded and provided with appropriate incentives so as to produce the required levels of performance (Mohinder *et al.*, 2010; Guest, 1997; Lee & Miller, 1999). Based on this review the following hypothesis can be formulated

H₀: Training and development significantly influences the development of organization citizenship behaviour among civil servants in Kenya.....Hypothesis3

Job satisfaction refers to an individual's positive emotional reactions to a particular job. It is an affective reaction to a job that resulted from the person's comparison of actual outcomes with those that are desired anticipated or deserved (Oshagbemi, 1999). Job satisfaction resulted from so many factors such as: personality traits (Chang & Lee, 2006 ; Okpara, 2006); job characteristics (Chang & Lee, 2006); organizational orientation and priorities (Beam, 2006); recognition team orientation inovation and stability (McKinnon *et al.*, 2003); autonomy and participatory leadership (Cohrs *et al.*, 2006); and organizational culture (Kirkman & Shapiro, 2001; Zgheib *et al.*, 2006). Empirical evidence also stated that job satisfaction would affect: turnover absenteeism and performance (Castle, 2007); OCB (Gonzalez & Garazo, 2006); and, organizational commitment (Cetin, 2006). Based on this review the following hypothesis can be formulated:

H₀: Employee satisfaction significantly mediates the development of organization citizenship behaviour among civil servants in Kenya.....Hypothesis4

These brief review of literature resulted into various constructs and their relationships which are illustrated in the following hypothetical model in Figure 2.1.

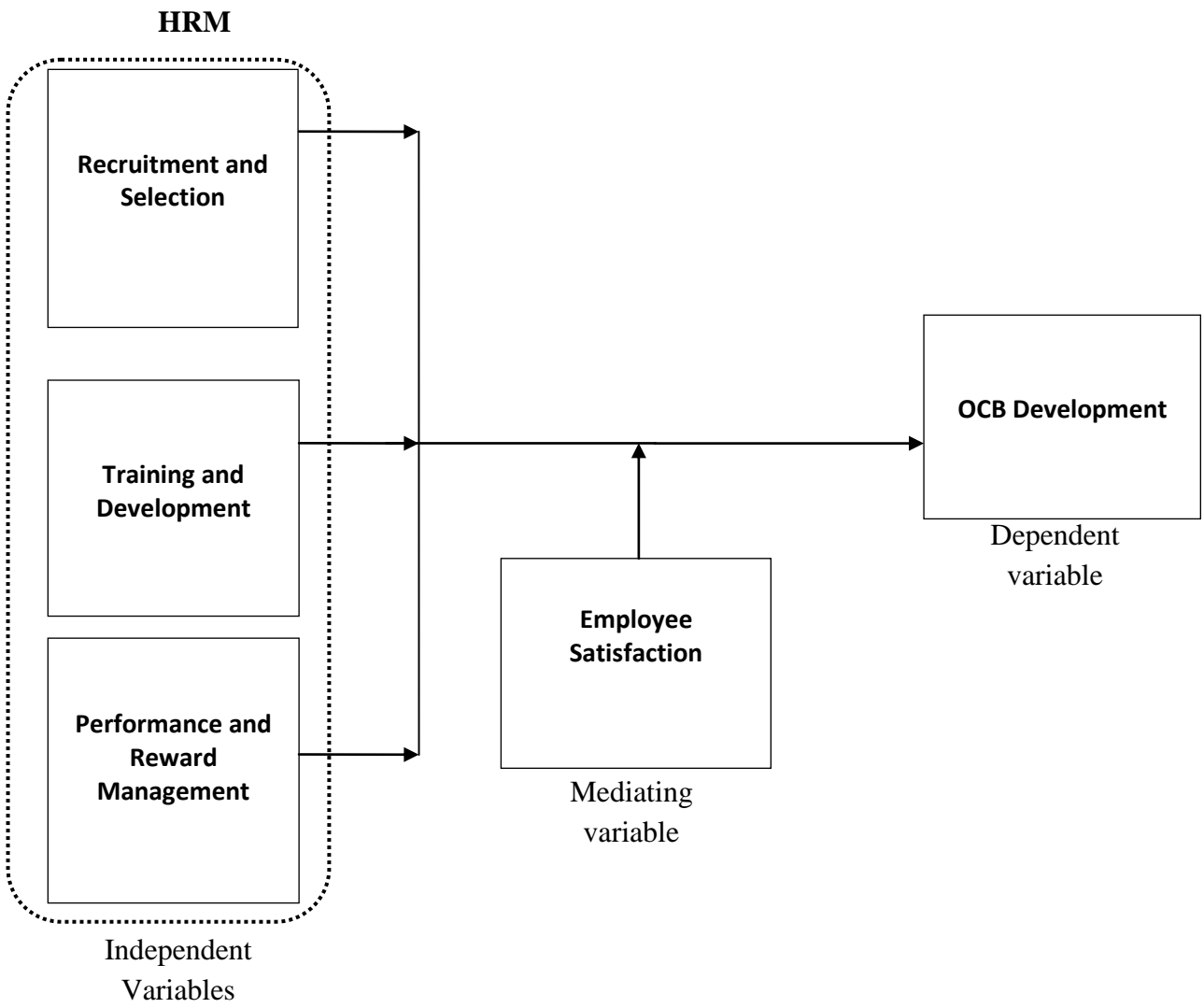


Figure 2.1 Conceptual Framework

2.4 Empirical Review

Generally organizational citizenship behaviour is described as discretionary behaviour that exceeds formal job descriptions and requirements which is not compensated by the reward system (Organ, Podsakoff & Mackenzie, 2006). A study by Nemeth and Staw (1989) indicated that organizational citizenship behaviour contributes to organizational performance and competitive advantage. Extensive research had been done to examine organizational citizenship behaviours since its introduction about twenty years ago (Bateman & Organ, 1983). However, the empirical studies of organizational citizenship behaviours are limited in local context.

Swaminathan and Jawahar (2013) study only investigated the influence of job Satisfaction on the level of Organizational Citizenship Behavior and in turn on work performance. The study focused on determining and establishing a relationship between Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB) among faculty in higher education institutions. In this study they employed the Wong's Job Satisfaction and Organ's Organizational Citizenship Behavior inventories to quantify the JS and OCB levels respectively. The Sample of 252 faculty members in Tamil Nadu, and India were used to obtain the empirical base for the study. Many studies have been carried out by researchers, addressing relationship between OCB and JS. Although findings of OCB-JS relationship vary across various research, there are considerable empirical base of evidence that OCB has positive impact on JS (Smith *et al.*, 2009). According to Shokrkon and Naami (2009) researchers expected job satisfaction to be correlated to OCB for two main reasons: one of them is norm of reciprocity, employees tend to reciprocate the organization that helps or benefits them. Second is related to psychology, if employees experience a positive situation with their job, they tend to engage in pro-social behaviours (Dhitiporn & Brooklyn, 2004). Here, some examples of studies are provided to show the findings of previous studies.

Omer and Umut, (2007) examined the relationship between job satisfaction and OCB and suggested that job satisfaction is strongly and positively related to a "citizenship" dimension of role performance. They also found that each dimension of job satisfaction was positively correlated to citizenship behavior independent studies found a significant relationship between job satisfaction and OCB. A study conducted by Chiboiwa, Chipunza, and Samuel, (2011)

among administrative employees of five organizations of Zimbabwe showed that there exists positive relation between job satisfaction and OCB. Employees become more satisfied with their job if they are handed over the autonomy.

Another study conducted by Allameh, Amiri , and Asadi (2011) in Mazandaran Regional Water Organization led to the conclusion that employee's job satisfaction not only confirms his staying in the organization but also leads to citizenship behaviour. Job satisfaction also seems to be positively correlated with OCB (Khan & Abdul, 2012). A study on Egyptian managers indicated that OCB was positively associated with both JS with challenge and overall JS. But significant association with other dimensions (social, pay, security and growth) of JS were not found (Parnell & Crandall, 2003; Jordan, *et al.* 2007) observed that in military organizations there is a positive relationship between OCB and job satisfaction, and the latter is predictor of OCB.

Most of the empirical research projects done have focused on: human resource strategies and organizational performance (Arthur, 1994; Huselid, 1995; Porter & Tripoli, 1997); human resource strategies and organizational effectiveness (Ulrich, Stuchlik & Thorpe, 1991; Delaney & Huselid, 1996). A number of research projects have been carried out on organizational citizenship behaviours and organizational effectiveness (Bateman & Organ 1983; Podsakoff, *et al.*, 1990). Studies on organizational citizenship behaviours have focused on the generic form of organizational citizenship behaviours. Not many studies have focused on specific form of organizational citizenship behaviours tailored to a specific sector such as in service sector. Only Bettencourt and Brown (1997) were found to have examined this form of organizational citizenship behaviours. Limited attention and guidance have been devoted to specify organizational practices to elicit service-oriented organizational citizenship behaviours.

Research of service-oriented organizational citizenship behaviours in the logistics industry is still scanty. Most of the researches have been carried out in the fields of education manufacturing and hotel industry. In his study Saraih (2007) examined the organizational citizenship behaviour to determine the relationship between organizational justice and leadership behaviour among academics in higher institutions of higher education. Lo & Ramayah (2009) identified and examined five dimensions of the organizational citizenship behaviour in 10 large manufacturing companies in Malaysia. Khalid, *et al.* (2009) analyzed the relationship between organizational citizenship behaviours and turnover intention in hotels.

Most of the studies have examined the direct relationship between human resource management practices and organizational citizenship behaviours (Paré & Tremblay, 2007 ; Zeidan, 2007). Organizational commitment has been studied as a cause of organizational citizenship behaviours (Rifai, 2005; Bishop, Scott & Burroughs 2000) examined the mediating role of organizational commitment between perceived organizational support and outcome variables such as intention to quit job performance and organizational citizenship behaviours. The results of the study carried out by Bishop *et al.* (2000) showed a significant relationship between organizational commitment and organizational citizenship behaviours. Furthermore, Lin, Hung and Chiu (2008) also discussed the influence of distributive justice procedural justice personal cooperativeness and the need of social approval on service-oriented organizational citizenship behaviours (loyalty service delivery and participation) through the mediation influences of organizational commitment. Thus, organizational commitment is selected as a mediator to investigate the mediation influence s on human resource management practices and service-oriented organizational citizenship behaviours in this study.

Yilmaz and Bokeoglu (2008) determined that the teachers had positive perceptions about Organizational citizenship and Organizational commitment. There was a moderate positive relationship between the teachers' perceptions about Organizational citizenship and Organizational commitment. Chen, Liu, Cheng and Chiu (2009) found when employees realized the efforts of the company supported in recruiting and selection and provides sufficient guarantee to remain employees in company can encourage employees pay more attention in organizational commitments. The level of staffing activity influenced organization citizenship behaviour is decided by the documentation if well-done or not. Retention activity can help employees to perform organization citizenship behaviour if employees understand how seriously that the company regarded for the employee career and have the chances to join the development of company.

Van Yperen and Van den Berg (1999) found that when employees feel that they are able to participate in decisions made they tend to feel supported by their supervisors and consequently exhibit more organizational citizenship behaviours. One can, therefore, expect employee acts of organizational citizenship behaviour to serve as a behavioural cue on which management bases its presumptions of employee commitment to the organization (Shore, Barksdale & Shore, 1995;

Bragger, *et al* 2005) analysis indicated that OCB was related negatively to work-family conflict and positively to work-family culture job satisfaction and organizational commitment. Hierarchical regression analyses indicated that work-family culture predicts work-family conflict and that various forms of work-family conflict predict OCB. Analyses also showed that work-family culture predicts both organizational commitment and OCB and that organizational commitment does not mediate the relationship between work-family culture and OCB.

2.5 Critique of the Review

The literature review above indicated that extensive research has generally documented of the relationship between human resource management (HRM) practices and organizational citizenship behaviour. It can be argued that HRM practices have been positively identified as having an effect on OCB which may affect firm performance through developing “committed employees who can be trusted to use their discretion to carry out job tasks in ways that are consistent with organizational goals (Al-Busaidi & Kuehn, 2002).

The scholars in this review have repeatedly called for a better understanding of how HRM practices relate to firm unit or team performance. The studies have shown that Human resources are considered as one group of key success factors in organizations. In this review, human resource practices have been described as a set of distinct but interrelated activities functions and processes that are directed at attracting developing and maintaining (or disposing of) a firms human resources. The HRM practices contribute significantly to the accomplishment of a firm’s objectives and to creating and adding value for its customers and physical resources (Leopold, Harris & Watson, 2005).

In general terms, HRM comprises practices and activities of acquiring retaining empowering and motivating employees. In this review HRM practices are investigated from the perspective of job satisfaction. Recruitment and selection enables business firms to acquire the appropriate human resources in line with its aims and objectives. Effective hiring also allows firms to respond to market opportunities and threats in a proactive manner in the dynamic markets. Interviews are extensively used (Levering & Moskowitz, 2003). However, the studies have indicated that there has been an increase in the use of objective and standard tests.

The studies have also shown that training is critical to organizational success. Training programs help employees to obtain the necessary OCB skills and abilities to work effectively in sustaining and improving current work activities. Well trained employees in general not only require less supervision but also tend to have higher morale and lower levels of attrition. Training is believed to nullify the influence of factors which cause dissatisfaction of employees at work (Lo & Ramayah, 2009). Thus, employees may be provided with extensive training programs in multiple functions and training on job skills.

According to the review above, employees need also to be rewarded and provided with appropriate incentives so as to produce the required levels of performance. Such rewards would include direct financial rewards as well as Incentives which influence the level of employee satisfaction. As shown in the literature review, performance evaluation guides employees work related attitudes and behaviours. Feedback on performance improves communication between supervisors and employees (MacKenzie, Podsakoff & Paine, 2000). Sharing information on the individual performance of employees contributes to organizational openness and increases the loyalty and trust employees have towards their organizations. This in turn is believed to increase motivation and cooperation. However, the empirical review shows that not many organizations are keen in providing open feedback on the performance of employees (MacDuffie, 1995). Hence, performance management activities focus mainly on documentation rather than providing feedback and enabling development.

Extensive research has proved a positive relationship between the human resource management practices and firm unit department and team performance. Perceptions of fair treatment appear to contribute to OCB performance beyond what can be accounted for by attitudes reflecting how the employee feels toward the organization. Similarly, the review established that there are three OCB dimensions of organizational justice: courtesy sportsmanship and conscientiousness (Mathew, 2010). On the other hand, the review found that job satisfaction also influences the performance of OCB and Social Exchange OCB beyond the influences of justice suggesting that both perceptions of justice and feelings of satisfaction contribute to performance of OCB in slightly different ways.

These findings suggest that social exchange is appropriate to the extent that employee cognitions of treatment by the employer organization or workgroup are related to their own

behaviours are linked to an exchange for their own contributions to the relationship in the form of OCB. These studies call for an exploratory study to test the impact of HRM practices on individual performance. Little attention is given to the impact of HRM practices on supervisor's job performance (McKinnon, *et al.* 2003).

2.6 Research Gaps

Despite the large number of studies that have been undertake to better understand OCB there is still a wide range of research opportunities or gaps in HRM-OCB relationship that need further research to help further build the theory. Notably, in the existing researches and literature focus on public sector is limited applicability of existing studies on a developing country like Kenya need to be re-examined in view of unique inherent characteristics. There could be more factors and dimensions of OCB that need to be considered. The potential impact of mediators and moderators in prior researches may affect conclusions and Prior researches contain ambiguities that need a re-examination. In addition the impact of important attributes such as satisfaction commitment organizational behaviour and attitudes like negative word of mouth and quitting intention need to be fully examined. Most of the studies reviewed in this research tested few variables used in this study, but just picked a few and other variables other than the one used here.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research philosophy which based on the logical positivism, survey research design was used which constituted the blue print for the collection, measurement and analysis of data, the target population was the employees in the public ministries, the sampling methodology adopted in this study was cluster sampling technique, data collection was done by use of questionnaire and descriptive, correlation and regression data analysis methods were employed. The pilot study and validity and reliability of the research instruments are also discussed.

3.2 Research Design

The research is based on the philosophy of logical positivism which is described as an organized study which combines deductive logic with empirical observations of individual behaviour in order to unravel and establish a set of causal laws which can be used to predict general patterns of human activity (Neuman, 2000). In other words, logical positivism implies that laws of behaviour can be discovered scientifically by observing and analyzing empirical events. Positivist social scientists in particular uphold a deterministic view which considers behaviour to be a function of antecedents; therefore, the change of antecedents will lead to the change in the consequences (Brodbeck, 1998). For this study human resource practices are empirically investigated with a focus on its effect on organizational citizenship behaviour. In particular, the study used recruitment and selection; performance and reward management; and training and development as independent variables, while employee satisfaction was used as a mediating variable.

In any study, the research design constitutes the blue print for the collection, measurement and analysis of data (Kothari, 2003). This study adopted a descriptive research survey design. Descriptive research design is used to describe characteristics of a population or phenomenon being studied and describe "what exists" with respect to variables or conditions in a situation. Descriptive research can be used to accomplish a wide variety of research objectives. The

methods involve range from the survey which describes the status quo, the correlation study which investigates the relationship between variables, to developmental studies which seek to determine changes over time (Shields & Rangarjan, 2013). Descriptive studies are usually the best methods for collecting information that will demonstrate relationships and describe the world as it exists (Jackson, 2009; Shields & Rangarjan 2013) further posits that descriptive research is used to answer descriptive research questions: What is happening? How is something happening? Why is something happening?

The choice of this design is appropriate as it will achieve at the research objectives by describing the data and characteristics about the population of phenomenon being studied; human resource management practices and OCB. That is, it will be used to find out the current state of the HRM practices and OCB and how the two relate. Besides, the design was chosen as it uses both qualitative and quantitative approaches to enhance comprehensive data collection.

3.3 Population

Population refers to an entire group of persons or elements that have at least one thing in common. Population also refers to the larger group from which a sample is taken (Orodho & Kombo, 2002). The target population of this study comprises of the civil servants of the entire 18 ministries with a total employees of 217,000. However, the population of the study were the employees based in the ministry headquarters which comprised of a total of 26,000 (DPM, 2013). The unit of analysis for this study is the ministries and the units of observation for the study were the employees.

Since organizational citizenship behaviour is a universal phenomenon exhibited by all employees, the population of this study was thus considered as highly homogenous. Likewise, the unit of analysis which is ministries will also be considered as homogeneous from the Human resource Management Practices in the Public sector which is universally moderated by the Directorate of Personnel management. This makes all the human resource management practices, strategies, and policies in the public sector controlled from a single focal point irrespective of the ministry.

Ministerial headquarters is regarded as a suitable unit of analysis since this is the nucleus of the ministry which controls and directs the way the rest of the ministry employees will behave since it cascades the human resource policies and strategies down to the consumers who are the employees. Thus, OCB is highly relevant at this level prompting the choice of the headquarter employees. Lists that contain the employment number of each employee were sourced from the payroll department of each ministry and this was used as a sampling frame.

3.4 Sample and Sampling Technique

The study adopted probability sampling technique to promote equal chance of representation of the subjects and generalizability. According to Trochim (2006), a probability sampling method is any method of sampling that utilizes some form of random selection. In order to have a random selection method, you must set up some process or procedure that assures that the different units in your population have equal probabilities of being chosen. The study used sampling plan which comprised of cluster sampling, simple random sampling technique. Usually, the population elements are already grouped into sub-populations and lists of those sub-populations already exist or can be created. According to Brown *et al.* (2000), one advantage of cluster sampling is that it is cheap, quick, and easy. Instead of sampling the entire country when using simple random sampling, the research can instead allocate resources to the few randomly selected clusters when using cluster sampling and results are generalized to the entire population.

Therefore, in this study, the target population comprised of 18 government ministries with the headquarter staff totaling 26,000 employees (RoK, 2013). It should be noted that human resource management in Kenyan ministries is universal and is regulated through the directorate of personnel management. This agency was established by government to regulate the employment, working conditions of civil servants, overseeing hiring and promotions, and promote the values of the public service (RoK, 2005). A two stage cluster sampling technique was used for this study. The first stage cluster sampling was randomly selected one ministry which is considered as a subpopulation in the cluster sampling, thus ministry of Agriculture and Livestock Development was selected which had 1440 employees (RoK, 2013). The second stage sampling also used a simple random sampling to select 10% of the total number of employees in the selected ministry, which totals to 144 employees using table of random

numbers. A sample size of 10% is widely supported as adequate by various authors (Patten, 2002; Guy, Harris & Hendricks, 1987; Gay, 2005; Kothari, 2004; Mugenda & Mugenda, 2003). Therefore, a sample size of 144 employees was selected to participate in this study.

3.5 Data Collection

According to Creswell (2002), data collection is the means by which information is obtained from the selected subject of an investigation. The study collected both primary and secondary data during the research. Primary data was collected using a questionnaire covering the role of HRM in OCB development. The questionnaire contained both structured and unstructured questions. The open-ended questions were used to limit the respondents to given variables in which the study is interested while unstructured questions were used in order to give the respondents room to express their views in a more pragmatic manner (Kothari, 2003). Secondary data was gathered from existing theoretical and empirical sources that were credible and recognized sources. The data comprised of materials that are desirable current accurate sufficient and relevant and was collected from Library textbooks, internet, magazines and personnel files in the organization.

3.6 Pilot Study

In order to minimize the possible instrumentation error and hence increase the reliability of the data collected the reliability of pre-test observation schedule were tested using internal consistency technique. A pilot study was undertaken on at least 14 employees in the civil service to test the reliability and validity of the questionnaire. The rule of thumb is that up to 10% of the sample should constitute a pilot test (Creswell, 2003). Therefore, the proposed pilot test is within the recommended size. Pilot study is, therefore, conducted to detect the weakness in design and instrumentation and to provide accurate data for sample selection (Cooper & Schindler, 2003). Construct validity of the questionnaires was determined using construct validity method. Construct validity is the degree to which a test measures an intended hypothetical construct (Cozby, 2001).

According to Sudman and Blair (1998), there is always a chance that some questions could cause problems and questionnaire piloting is needed to identify and eliminate such problems.

This selection was, therefore, done by randomly selecting a sample of 14 employees from the targeted population and administering the questionnaire to them. The random sample ensured that the targeted pilot sample got an equal chance of participating in the pilot study and removed bias. The instrument was reviewed based on the pre-test experience. The data collected from the pilot study was analyzed using quantitative techniques such as measures of central tendency as well as qualitative techniques. Respondents used in the pilot study were subsequently exempted from participating in the final study sample.

Since construct validity entails establishing whether the study meet its objectives, the study conducted factor analysis to select a subset of variables from a larger set based on original variables with highest correlations with the principal component factors. Factor analysis method assisted in investigating whether a number of variables of interest, are linearly related to a smaller number of unobservable factors (Golafshani, 2003). The fact that the factors are not observable disqualifies regression and other methods previously examined.

3.6.1 Reliability

Reliability analysis allowed the study of the properties of measurement scales and the items that compose the scales. The reliability analysis procedure calculated a number of commonly used measures of scale reliability and also provided information about the relationships between individual items in the scale. Intra-class correlation coefficients can also be used to compute inter-rater reliability estimates (Joppe, 2000).

In statistics, Cronbach's α (alpha) is a coefficient of internal consistency. It is commonly used as an estimate of the reliability of a psychometric test for a sample of examinees (Cronbach, 1951). Suppose there is a sum of K components (K -items or *testlets*): $X = Y_1 + Y_2 + \dots + Y_K$. Cronbach's α is defined as

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Where:

σ_X^2 is the variance of the observed total test scores,

$\sigma_{Y_i}^2$ is the variance of component i for the current sample of persons.

If the items are scored 0 and 1, a shortcut formula is as follows:

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^K P_i Q_i}{\sigma_X^2} \right)$$

Where:

P_i is the proportion scoring 1 on item i , and

$Q_i = 1 - P_i$ is the same as KR-20.

Alternatively, Cronbach's α can be defined as

$$\alpha = \frac{K \bar{c}}{(\bar{v} + (K-1)\bar{c})}$$

Where:

K is as explained above, \bar{v} the average variance of each component (item), and \bar{c} is the average of all covariance between the components across the current sample of persons (that is, without including the variances of each component) (Cronbach, 1970). The standardized Cronbach's alpha can be defined as:

$$\alpha_{\text{standardized}} = \frac{K \bar{r}}{(1 + (K-1)\bar{r})}$$

Where:

K is as explained above and \bar{r} the mean of the $K(K - 1)/2$ non-redundant correlation coefficients (i.e., the mean of an upper triangular, or lower triangular, correlation matrix). Cronbach's α is related conceptually to the Spearman–Brown prediction formula. Both arise from the basic classical test theory result that the reliability of test scores can be expressed as the ratio of the true-score and total-score (error plus true score) variances:

$$\rho_{XX} = \frac{\sigma_T^2}{\sigma_X^2}$$

The theoretical value of alpha varies from zero to 1, since it is the ratio of two variances. However, depending on the estimation procedure used, estimates of alpha can take on any value less than or equal to 1, including negative values, although only positive values make sense (Ritter, 2010). Higher values of alpha are more desirable. Some professionals, as a rule of thumb, require a reliability of 0.70 or higher (obtained on a substantial sample) before they will use an instrument. Obviously, this rule should be applied with caution when α has been computed from items that systematically violate its assumptions (Nunnally, 1978). Furthermore, the appropriate degree of reliability depends upon the use of the instrument. Other situations may require extremely precise measures with very high reliabilities (Eisinga *et al.*, 2013). On the first run the study attained an acceptable threshold of the variable used. Organizational citizenship behaviour had cronbach alpha of 0.914, recruitment and selection attained a cronbach alpha of 0.942, similarly, performance and reward management had a cronbach alpha of 0.943, and training and development achieved a threshold of 0.883. However, employee satisfaction which was used as a mediating variable in this study turned out to have the lowest cronbach alpha of 0.698.

3.7 Data Analysis and Presentation

The study used both quantitative and qualitative data. The questionnaires were then collected, coded and edited for completeness and consistency. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using Statistical Package for Social Sciences (SPSS) and STATA. Descriptive analysis technique gives simple summaries about the

sample data and presents quantitative descriptions in a manageable form (Gupta, 1996). Descriptive statistics included: mean, standard deviation, frequencies and percentages. According to Kothari (2004), together with simple graphics analysis descriptive statistics form the basis of virtually every quantitative analysis of data. Pearson correlation and multiple linear regression analysis were conducted to establish the strength of relationship between the independent and dependent variables. The purpose of doing correlations was to allow the study to make a prediction on whether independent variables have an association with dependent variables and the nature of the relationship. The hypothesis testing was done at 5% level of significance. The data was then tabulated and presented in tables for easier understanding.

Confirmatory factor analysis was used to test whether measures of a construct are consistent with the nature of that construct (or factor). Confirmatory factor analysis (CFA) is a type of structural equation modeling that deals specifically with measurement models; that is, the relationships between observed measures or indicators (e.g., test items, test scores, behavioral observation ratings) and latent variables or factors. The objective of confirmatory factor analysis is to test whether the data fit a hypothesized measurement model. The goal of latent variable measurement models (i.e., factor analysis) is to establish the number and nature of factors that account for the variation and covariation among a set of indicators. A factor is an unobservable variable that influences more than one observed measure and which accounts for the correlations among these observed measures. In other words, the observed measures are inter-correlated because they share a common cause (i.e., they are influenced by the same underlying construct); if the latent construct was partial led out, the inter-correlations among the observed measures would be zero.

Rather, the study employed an exploratory or descriptive data technique to determine the appropriate number of common factors, and to ascertain which measured variables are reasonable indicators of the various latent dimensions (e.g., by the size and differential magnitude of the factor loadings). In CFA, the study specifies the number of factors and the pattern of indicator-factor loadings in advance as well as other parameters such as those bearing on the independence or covariance of the factors and indicator unique variances. The pre-specified factor solution is evaluated in terms of how well it reproduces the sample covariance matrix of the measured variables. Unlike EFA, CFA requires a strong empirical or conceptual

foundation to guide the specification and evaluation of the factor model. CFA enabled identification of factors that favorably loads all correlated with others factors measuring independent variables.

Correlation despite lower than regression it helps in giving more detailed information that enrich discussion and also may result to new dimension of argument. Further, regression analysis was carried out to examine the strength of each variable against the dependent variable. Organizational Citizenship behaviour in the public service was regressed against four variables of the workplace HRM practices namely: recruitment and selection, performance and reward management, and training and development. The dependent variable was further regressed against independent variables with employee satisfaction as a mediating variable. The regression equation was expressed as follows:

$$Y_s = \beta_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4M_1 + \varepsilon$$

Where: Y_s = Organizational Citizenship Behaviour

β_0 = Constant (coefficient of intercept)

X_1 = Recruitment and Selection,

X_2 = Performance and reward management,

X_3 = Training and Development

M_1 = Employee Satisfaction

B_1, \dots, B_4 = Regression coefficient of the four variables

ε = error term.

CHAPTER FOUR

RESEARCH RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and findings of the study as set out in the research methodology. The research data was gathered exclusively through questionnaires as the primary research instrument. The questionnaires were designed in line with the research objectives of the study. The study sought to establish the influence of recruitment and selection on the development of organization citizenship behaviour among civil servants in Kenya; to evaluate the influence of performance and reward management on the development of organization citizenship behaviour among civil servants in Kenya; to establish the influence of training and development on the development of organization citizenship behaviour among civil servants in Kenya and to find out whether employee satisfaction mediates the influence s of HRM on OCB development.

4.2 Response Rate

The study targeted 144 respondents in collecting data. 127 out of the 144 target respondents filled in and returned the questionnaire resulting in 88.2% response rate, but only 17 questionnaires were either not returned or was not filled properly and was isolated from being used in this analysis. The response rate was computed as follows:

$$\frac{127}{144} \times 100 = 88.2\%$$

These are as shown in table 4.1 and this response rate was considered acceptable. This response rate was satisfactory to make conclusions for the study. The response rate was representative. According to Mugenda & Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered excellent.

Table 4.1 Response Rate Distribution

Response Rate	Frequency	Percentage
Responded	127	88.2
Not responded	17	11.8
Total	144	100

4.3 Results of Pilot Study

The data collected from the pilot study was analyzed using quantitative techniques such as measures of central tendency as well as qualitative techniques. The pilot study is normally conducted to pretest the tool for data collection. Pilot study is, therefore, conducted to detect the weakness in design and instrumentation and to provide accurate data for sample selection (Cooper & Schindler, 2003). A pilot study was therefore undertaken on at least 14 employees in the civil service to test the reliability and validity of the questionnaire. The rule of thumb is that 10% of the sample constituted a pilot test (Creswell, 2003). Therefore, the proposed pilot test is within the recommended size. Construct validity of the questionnaires was determined using construct validity method. Construct validity is the degree to which a test measures an intended hypothetical construct (Cozby, 2001). According to Zinbarg (2005), Cronbach's alpha is a coefficient of reliability that gives unbiased estimate of data generalizability. An alpha coefficient higher than 0.70 indicates that the gathered data have a relatively high internal consistency and could be generalized to reflect opinions of all respondents in the target population (Joppe, 2000). The selection was therefore done by randomly selecting a sample of 14 employees from the sample size and administering the questionnaire to them. The random sample ensured that all the respondents get an equal chance of participating in the pilot study. In the eighteen (18) ministries response rate was $18/18 \times 100 = 100\%$.

From the results shown in Table 4.2, which indicates that the instrument returned a highly acceptable score since most of the coefficients except for employee satisfaction, are above 0.70. A secondary rerun was conducted for employee satisfaction by dropping three items which scored below the threshold value of 0.7, this improved the overall coefficient of employee

satisfaction to 0.739 which is adequate. According to Zinbarg (2005) alpha coefficients higher than 0.70 indicates that the gathered data have a relatively high internal consistency and could be generalized to reflect the opinion of the respondents in the target population. The instrument was reviewed based on the pre-test experience. According to Sudman and Blair (1998), there is always a chance that some questions could cause problems and questionnaire piloting is needed to identify and eliminate such problems.

Table 4.2 Reliability Analysis

Reliability Analysis	Cronbach's alpha value
Organizational Citizenship Behaviour	0.914
Recruitment and Selection	0.942
Performance and reward management	0.943
Training and Development	0.883
Employee Satisfaction	0.739

4.4 Background Information of Respondents

4.4.1 Education Level of the Respondents

The study sought to determine the education level of the respondents. The findings are shown in Table 4.3. The findings indicate that most of the respondents (59.06%) had O level/diploma level of education, 34.65% had degrees and 6.30% had postgraduate levels of education. This indicates that most of the employees in the ministries have the prerequisite education levels to do their work. This shows that the government's efforts to improve the skills of its employees through employee development have had an impact on the organizations. In the level of education of the respondents indicates that the well-educated respondents mean that they were well informed and furnished this study with proper information which is significant for this study.

Table 4.3 Education Level of the Respondents

Education Level	Frequency	Percent
‘O’ Level/Diploma	75	59.06
Degree	44	34.65
Postgraduate	8	6.30
Total	127	100

4.4.2 Category of Staff

The study sought to determine the category of staff in the ministries. The results are as shown in Table 4.4. The outcomes reflect the workforce in Kenyan civil service where high majority of the respondents (85.04%) were non-management staff, while 14.96% were management staff. This indicates that most of the staffs were non-management staff. This finding can be assumed as a true revelation as non-managers are considered to be executors and contributors to any successful implementation of the organizational strategies. This can help the management to gauge the success of implementation as influenced by the non-management, and the smoothness of the implementation.

Table 4.4 Category of Staff

Staff category	Frequency	Percent
Management	19	14.96
Non-Management	108	85.04
Total	127	100

4.4.3 Duration of Time Respondent Has Worked In Organization

The study sought to determine the length of time that the respondents have worked in the organization. The results are shown in Figure 4.2. The findings indicate that 32.28% of the respondents had worked in the ministry for 5-10 years, 29.92% for less than 2 years, 28.35% for 2-5 years and 9.45% for more than 10 years. This result indicates that most of the respondents

had worked long enough in the organization to understand how it works and its operations. Thus, an indication that the respondents have adequate working experience in their respective organizations; therefore possess the necessary knowledge and information which is considered valuable for this study.

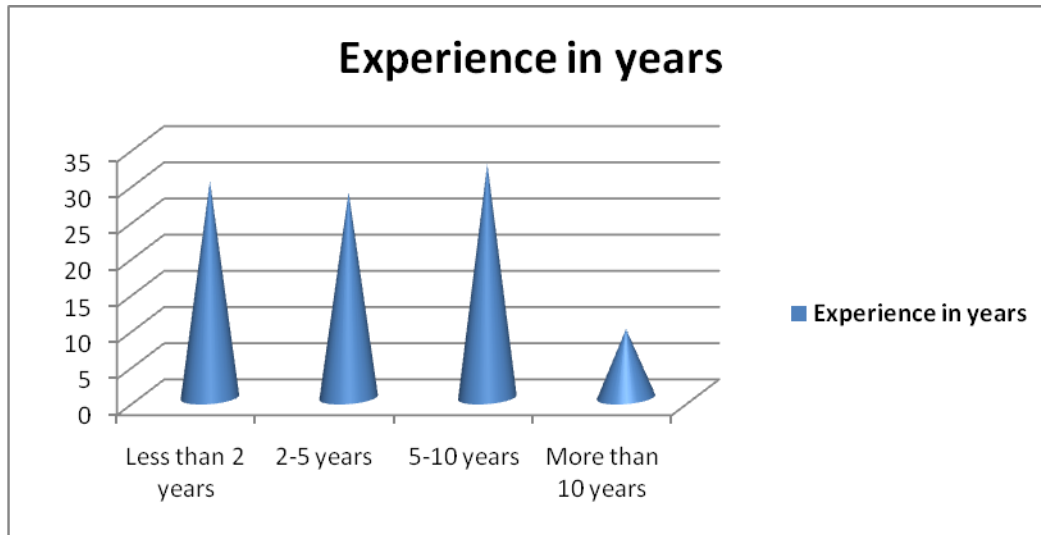


Figure 4.1: Respondents' Working Experience

4.5 Requisite Tests

4.5.1 Confirmatory Factor Analysis

Factor analysis method was used to describe variability among observed variables and correlated variables in terms of lower number of unobserved/latent variables called factors. This helps in reducing a large number of variables to small numbers of factors for modelling purposes and to select subset variables from a large set, based on which original variables had the highest correlations with the factor. Factor loadings are the correlations between the original variables and factors and the key to understanding the nature of a particular factor. According to Hare (1998), factor analysis helps in grouping variables of with similar characteristics together. This study used factor analysis to create a small number of factors (recruitment and selection, rewards and performance, and training and development) from a large number of variables/indicators which were capable of explaining the observed variance in the larger number of variables. These factors were then used for further analysis. Squared factor loading

indicate what percentage of the variance in the original variables is explained by a factor (Rummel, 2002).

First Order Confirmatory Factor Analysis

Recruitment and Selection

In the construct recruitment and selection, first order CFA analysis was conducted. In line with the rule-of-thumb the each construct had at least three indicators for each latent variable in the factor analysis models. Recruitment had 5 indicators or items while selection had 3 items. The path diagram in Appendix V displays the standardized regression weights (factor loadings) for the common factor and each of the indicators. The squared multiple correlation coefficients (R^2), describing the amount of variance the common factor accounts for in the observed variables, are also displayed.

Chi-square test output, which is a function of the differences between the observed covariance and the covariance implied by the model, was 127.743 at $p < .001$ (first figure in Appendix V). Though the chi-square is significant which implies that the model does not fit the data adequately, Meade & Kroustalis (2006) aver that chi-square test is a poor measure of overall goodness-of-fit especially with large samples. Nevertheless, since the p value is below 0.05, the null hypothesis of good fit is rejected. Besides, the fit indices are weak: goodness-of-fit index (GFI) (.767) is below the recommended 0.9, comparative fit index (CFI) (.856) does not quite reach the .95 standard, and root-mean-square error of approximation (RMSEA) (.213) is above good (.05) and adequate (.08) (Brown, 2006). Thus, the study improved the model by removing indicators that had low loadings (below 0.7) or had high standardized covariance with other factors. By convention, the indicator variables should have standardized regression weights of 0.7 or higher on the latent variable they represent (Pett, Lackey & Sullivan, 2003). Pett, Lackey & Sullivan posit that the factor loadings are the correlation coefficients between the variables (rows) and factors (columns). They, further, opine that communality (squared standardized regression weight or squared factor loadings) measures the percent of variance in a given indicator (observed) variable explained by its latent variable (factor) and is the reliability of the indicator. Similarly, Brown (2006) avers that, analogous to Pearsons R, the squared factor loading is the percent of variance in that variable explained by the factor. Thus, if a variable has

low theoretic importance and a low communality, it is targeted for removal in the model-modification.

The second figure in Appendix V shows that by removing REC1 (recruitment based on a person to job fit to influence employee overall job satisfaction) and SEL (organization using selection procedures that are predictive of employee going beyond the work context), the model improved as Chi-square values improved from 127.743 to 41.012 though p-value remained at $p < .001$. CMIN/DF improved from 6.723 to 5.126, GFI increased to .902 which exceed the recommended 0.9, CFI improved to 0.941 which is close to 0.95, RMSEA improved to .181 though the PCLOSE was poor at $<.001$. Table 4.5 presents the unstandardized regression weights based on raw data or covariance matrixes (used when comparing across groups which have different variances, unstandardized comparisons are preferred), and standardized estimate (regression weights). From the Table, four items related to recruitment loads favourably on the common factor given a standardized regression weights above 0.7: REC2 (organization seeking out applicant pools comprised of individuals committed to causes other than themselves) = 0.720, REC3 (selection and recruitment based on the helping behaviour of the candidate) = 0.833, REC4 (selection and recruitment based on the loyalty behaviour of the candidate) = 0.877, REC5 (selection and recruitment based on the nature of interpersonal relationship of the candidate) = 0.853. Similarly, two factors loaded favourably with selection: SEL2 (using situational interviews to identify which applicants are most willing to engage in citizenship behaviours) = 0.773 and SEL3 (using validated tests to identify individuals with personality traits that predispose them to engage in citizenship behavior) = 0.861. The critical ratio (CR) and significance of path coefficients of above 1.96 and below .05 depicts that the estimated path parameters were significant.

Table 4.5 Confirmatory Factor Analysis - Recruitment and Selection

			Estimate	Standardized Estimate	S.E.	Critical Ratio C.R.	P Label
REC5	<---	Recruitment	1	0.853			
REC4	<---	Recruitment	0.968	0.877	0.075	12.865	***
REC3	<---	Recruitment	0.889	0.833	0.076	11.774	***
SEL3	<---	Selection	1	0.861			
SEL2	<---	Selection	0.864	0.773	0.082	10.548	***
REC2	<---	Recruitment	0.839	0.720	0.089	9.39	***

Reward and Performance

In the construct ‘reward and performance’, reward had 7 indicators while performance had 4 observed variables. The first model with all the indicators was weak as it had a chi-square test value of 223.484 ($p < .001$) (Appendix VI). CMIN/DF value of 5.197 was above the prescribed 5.197, GIF of 0.744, CFI of 0.786 was below the recommended 0.95, RMSEA was 0.183 which was above 0.08 with a PCLOSE of $p < 0.001$ (Arbuckle, 2007). The study improved the reward and performance model by removing indicators that had low loading: less than 0.7.

As shown in the second model of Appendix VI, removal of REW5 (rewards received from public service commission inducing an employee to perform better), REW6 (better performance leading to more rewards), REW7 (more education leading to higher the rewards from the public service commission), and PERF1 (rewarding employees who display behaviour of working beyond job description in addition to their prescribed job duties) the model’s chi-square test improved from 223.484 ($p < .001$) in the first model to 32.188 at $p = .002$. CMIN/DF improved from 5.197 to 2.476 which is below 5.0 as recommended, GFI increased to 0.930 which exceeded 0.9 as recommended, CFI of 0.955 exceeded 0.95 as prescribed. RMSEA improved to 0.108 and PCLOSE of 0.024 was impressive (Wuensch, 2013).

Table 4.6 shows that five items related to reward loads favourably on the common factor given standardized regression weights of: REW1 (pay and benefits received being commensurate with

the work done) = 0.730, REW2 (pay and benefits received meeting employees' living standards) = 0.773, REW3 (many civil servants yearning to work in the organization) = 0.889, REW4 (the ministry not being prone to industrial action) = 0.774. Three items related to performance loads favourably on the common factor given standardized regression weights of: PERF2 (compensation systems linked to group organizational-level outcomes tending to encourage employee investing in extra role behavior) = 0.768, PERF3 (organization not rewarding employees engaging in competitive or non-cooperative behaviours that are inconsistent with the notion of good citizenship) = 0.824, PERF4 (organization initiates flexible and family-friendly workplace benefits that show appreciation for employees and make it easier for them to go beyond the call of duty) = 0.746. Critical ratio and significance of path coefficients of above 1.96 and below .05 depicts that the estimated path parameters were significant (Brown, 2006).

Table 4.6 Confirmatory Factor Analysis - Reward and Performance

			Estimate	Standardized Estimate	S.E.	C.R.	P Label
REW4	<---	Reward	1.572	0.774	0.229	6.86	***
REW3	<---	Reward	1.619	0.881	0.218	7.413	***
REW2	<---	Reward	1.323	0.784	0.191	6.925	***
REW1	<---	Reward	1.476	0.736	0.223	6.63	***
PERF4	<---	Performance	1	0.746			
PERF3	<---	Performance	1.06	0.823	0.133	7.945	***
PERF2	<---	Performance	0.90	0.768	0.116	7.723	***
REW6	<---	Reward	1	0.613			

Training and Development

The construct training and development was measured by 10 indicators. As illustrated in Appendix VII, the first model with all the indicators was weak as it had a chi-square test value of 168.194 ($p < .001$). CMIN/DF value of 4.947 is impressive although GIF of 0.767 was below 0.9, CFI of 0.897 below the recommended 0.95. The study also established a RMSEA of 0.177

and a PCLOSE of $p < 0.001$ was not impressive (Albright & Park, 2009). The study improved the training and development model by removing indicators that had low loading: less than 0.7.

The model's chi-square test improved from 168.194 ($p < .001$) in the first model to 20.988 at $p = .073$. This shows that the model was significant. CMIN/DF improved from 4.947 to 1.614 which is below 5.0 as recommended. GFI of .957 exceeded 0.9 as recommended, CFI of 0.991 exceeded 0.95 as prescribed. RMSEA improved to 0.070 was between the good 0.05 and adequate 0.08. PCLOSE of 0.249 was impressive as it is above 0.05.

After removing TRA1 (organization giving employee sufficient opportunities to improve themselves through training), TRA2 (training giving employee great self-confidence in their work), and DEV1 (employee willingness to put a great deal of effort in training, beyond what is normally expected). Table 4.7 items related to training loaded favourably on the common factor given a standardized regression weights above 0.7: TRA3 (organization providing employees with job specific training) = 0.890, TRA4 (sufficient time and resources being allocated for product and solution training) = 0.915, TRA5 (employees applying the training they receive) = 0.813. Four factors loaded favourably with development: DEV2 (workspace designed for training is comfortable) = 0.813, DEV3 (there being enough development opportunities in the organization) = 0.872, DEV4 (ministry conducts training programs that teach teamwork and cooperation) = 0.925 and DEV5 (organization implementing training designed to improve relationships among coworkers or between supervisors and subordinates) = 0.923. The critical ratio (CR) and significance of path coefficients of above 1.96 and below .05 depicts that the estimated path parameters were significant.

Table 4.7 Confirmatory Factor Analysis - Training and Development

			Estimate	Standardized Estimate	S.E.	C.R.	P Label
TRA5	<---	Training	1	0.813			
TRA4	<---	Training	1.102	0.915	0.087	12.699	***
TRA3	<---	Training	1.046	0.890	0.086	12.181	***
DEV5	<---	Development	1	0.923			
DEV4	<---	Development	1.056	0.925	0.058	18.21	***
DEV3	<---	Development	0.871	0.872	0.056	15.448	***
DEV2	<---	Development	0.856	0.813	0.065	13.097	***

Employee Satisfaction

The construct employee satisfaction was measured by 12 indicators. Appendix VIII shows that model with all the indicators was weak: chi-square test = 471.240 ($p < .001$). CMIN/DF value of 8.727 was unimpressive as it is above 5.0, GIF of 0.634 was below 0.9, and CFI of 0.720 was below the recommended 0.95. The study also established a RMSEA of 0.248 with a PCLOSE of $p < 0.001$ was not impressive.

As advocated by Pett, Lackey and Sullivan (2003), the study improved the model by removing indicator variables that have low standardized regression weights or loadings below 0.7 or had high standardized covariance with other factors in the modification indices. The study removed G10 (satisfaction with pay), G11 (satisfaction with prospects of promotion), and G12 (satisfaction with prospects of a pay rise). With the removal of these factors, the model's chi-square test improved from 471.240 ($p < .001$) in the model with all the factors to 84.677 at $p < .001$. CMIN/DF improved from 8.727 to 3.136 which are below 5.0 as recommended. GFI improved from 0.634 to 0.870, CFI from 0.720 to 0.939 exceeded 0.95 as prescribed. RMSEA improved from 0.248 to 0.130.

Table 4.8 nine items related to employee satisfaction loaded favourably on the common factor given a standardized regression weights above 0.7: G1 (employees work being interesting) =

0.874, G2 (satisfaction with how employees' expert skills are used) = 0.825, G3 (satisfaction with interpersonal relationships in the workplace) = 0.841, G4 (satisfaction with how work is organized in the workplace) = 0.837, G5 (satisfaction with how hard the work is) = 0.831, G6 (satisfaction with the physical environment of the workplace and its facilities) = 0.8, G7 (satisfaction with employees' supervisors) = 0.787, G8 (satisfaction with how the office takes care of its employees) = 0.777 and G9 (satisfaction with job security) = 0.791. The critical ratio (CR) and significance of path coefficients of above 1.96 and below .05 depicts that the estimated path parameters were significant.

Table 4.8 Confirmatory Factor Analysis–Employee Satisfaction

			Estimate	Standardized Estimate	S.E.	C.R.	P Label
G9	<---	SATISF	1	0.791			
G8	<---	SATISF	0.894	0.777	0.092	9.718	***
G7	<---	SATISF	0.978	0.787	0.099	9.873	***
G6	<---	SATISF	0.953	0.8	0.094	10.09	***
G5	<---	SATISF	1.016	0.831	0.096	10.624	***
G4	<---	SATISF	1.035	0.837	0.097	10.719	***
G3	<---	SATISF	1.044	0.841	0.097	10.789	***
G2	<---	SATISF	1.011	0.825	0.096	10.521	***
G1	<---	SATISF	1.237	0.874	0.109	11.388	***

Second Order Confirmatory Factor Analysis

The study conducted second order confirmatory factor analysis to determine the indicators or items that are best fitting in human resources practices that would influence organization citizenship behavior. According to Muthén and Asparouhov (2010), higher order CFA analysis is important when there are many factors/indicators (such as of HRM) that describes the correlations among the 1st order factors/indicators. The first-order latent variables (recruitment, selection, reward, performance, training and development) become the indicators and

measurement of the second-order factor (recruitment and selection, reward and performance, and training and development).

Variables			Estimate	Standardized Estimate	S.E.	C.R.	P Label
Recruitment	<-	Recsel	1	0.964			
Selection	<-	Recsel	1.09	1.04	0.138	7.922	***
Reward	<-	Rewperf	1	0.855			
Performance	<-	Rewperf	0.564	0.577	0.132	4.277	***
Training	<-	Tradev	1	0.992			
Development	<-	Tradev	1.021	0.951	0.111	9.192	***
REC5	<-	Recruitment	1	0.854			
REC4	<-	Recruitment	0.965	0.875	0.075	12.839	***
REC3	<-	Recruitment	0.885	0.83	0.076	11.719	***
REC2	<-	Recruitment	0.844	0.725	0.089	9.5	***
SEL3	<-	Selection	1	0.856			
SEL2	<-	Selection	0.875	0.778	0.082	10.642	***
REW4	<-	Reward	1	0.751			
REW3	<-	Reward	1.047	0.869	0.108	9.658	***
REW2	<-	Reward	0.88	0.796	0.099	8.871	***
REW1	<-	Reward	1.008	0.767	0.118	8.538	***
PERF4	<-	Performance	1	0.746			
PERF3	<-	Performance	1.068	0.829	0.134	8.003	***
PERF2	<-	Performance	0.894	0.763	0.116	7.717	***
TRA5	<-	Training	1	0.81			
TRA4	<-	Training	1.106	0.916	0.087	12.673	***
TRA3	<-	Training	1.05	0.891	0.086	12.152	***
DEV5	<-	Development	1	0.922			
DEV4	<-	Development	1.056	0.923	0.058	18.064	***
DEV3	<-	Development	0.873	0.873	0.056	15.452	***
DEV2	<-	Development	0.86	0.816	0.065	13.172	***

Third Order CFA

The study conducted third order confirmatory factor analysis to determine the indicators or items that are best fitting in human resources practices that would influence organization citizenship behavior. According to Muthén and Asparouhov (2010), higher order CFA analysis is important when there are many factors/indicators (such as of HRM) that describes the correlations among the 1st order factors/indicators. The first-order latent variables (recruitment, selection, reward, performance, training and development) become the indicators and measurement of the second-order factor (recruitment and selection, reward and performance, and training and development).

While first-order CFA suggests 21 subscales ordered along 6 latent factors recruitment, selection, reward, performance, training, and development, a second-order factor analysis was done on three second-order scales: recruitment and selection composed of recruitment and selection comprising 6 first order factors; reward and performance composed of reward and performance and comprising 8 first order factors, and training and development composed of training and development comprising of 7 first order factors. The direct causal between the lowest-order factors were determined by the high-order factors and helped test the unidimensionality and multidimensionality of the first-order factor solution. To ensure this, only factors of higher loading in the lower orders were eventually used in the third order analysis (Harrison, Douglas & Burdsal, 2004).

From Table 4.9, recruitment had a standardized factor loading of 0.971 on recruitment and selection while selection had a standardized estimate of 1.033. Reward had standardized factor loading of 0.724 while performance had standardized factor loading of 0.587 on reward and performance. Training had standardized factor loading of 0.966 while development had standardized factor loading of 0.977 on training and development. On the other hand, recruitment and selection had a factor loading of 0.393 ($p = .003$), reward and performance had a factor loading of 1.512 ($p < .001$) and training and development had a factor loading of 0.425 ($p = .002$). The reward and performance seemed to be the best indicator of HRM practices that would lead to organization citizenship behavior as it had a standardized regression weight of 1.512 owing to higher individual factor loadings followed by training and development (0.425)

and recruitment and selection (0.393). This depicts that reward and performance is the best indicator of HRM of organizations; thus, would influence organization citizenship behavior more.

As indicated Appendix in IX, it is evident that all items related to three objectives, recruitment and selection, reward and performance, and training and development, load on the common factor as their regression weights were above 0.7 (Table 4.9). The third order CFA model had good fitness. CMIN/DF had a value of 1.625, GFI was 0.857, CFI was 0.956. RMSEA was 0.070 while PCLOSE was 0.033.

Table 4.9 Confirmatory Factor Analysis - Regression Weight Estimates

			Estimate	Standardized Estimate	S.E.	C.R.	P
RecSel	<---	HRM	0.229	0.393	0.077	2.991	0.003
RewPerf	<---	HRM	0.684	1.512	0.181	3.785	***
TraDev	<---	HRM	0.35	0.425	0.113	3.101	0.002
Recruitment	<---	RecSel	1	0.971			
Selection	<---	RecSel	1.072	1.033	0.139	7.723	***
Reward	<---	RewPerf	1	0.724			
Performance	<---	RewPerf	0.63	0.587	0.158	3.99	***
Training	<---	TraDev	1	0.966			
Development	<---	TraDev	1.075	0.977	0.129	8.353	***
REC5	<---	Recruitment	1	0.855			
REC4	<---	Recruitment	0.963	0.875	0.075	12.863	***
REC3	<---	Recruitment	0.884	0.83	0.075	11.742	***
REC2	<---	Recruitment	0.842	0.723	0.089	9.482	***
SEL3	<---	Selection	1	0.856			
SEL2	<---	Selection	0.875	0.778	0.082	10.634	***
REW4	<---	Reward	1	0.81			
REW3	<---	Reward	1.026	0.918	0.13	7.87	***
PERF4	<---	Performance	1	0.748			
PERF3	<---	Performance	1.067	0.83	0.133	8.013	***
PERF2	<---	Performance	0.887	0.759	0.115	7.705	***
TRA5	<---	Training	1	0.811			
TRA4	<---	Training	1.106	0.916	0.087	12.675	***
TRA3	<---	Training	1.049	0.89	0.086	12.148	***
DEV5	<---	Development	1	0.921			
DEV4	<---	Development	1.056	0.923	0.059	18.008	***
DEV3	<---	Development	0.874	0.874	0.057	15.462	***
DEV2	<---	Development	0.861	0.816	0.065	13.172	***

Third Order Confirmatory Factor Analysis – Incorporating Employee Satisfaction

The third order confirmatory factor analysis was also conducted when incorporating employee satisfaction so as to determine its contribution to human resource management practices in civil service. Using factors and latent variables of higher loading in the third order CFA, retained observed factors in satisfaction index was introduced. From Appendix X, employee satisfaction had the highest standardized regression weight of 0.92. The high regression weight in reward and performance reduced from 1.512 to 0.72. Training and development had a standardized regression weight of 0.79 and recruitment and selection, 0.34.

From Table 4.10, recruitment had a standardized factor loading of 1.203 on recruitment and selection while selection had a standardized estimate of 0.832. Reward had standardized factor loading of 0.755 while performance had standardized factor loading of 0.522 on reward and performance. Training had standardized factor loading of 0.976 while development had standardized factor loading of 0.967 on training and development. This shows that employee satisfaction was the best indicator of human resource management as it acts as a feedback mechanism of HRM performance. Podsakoff *et al.* (2000) stated that employee satisfaction indicates employees' gratification with the human resource practices of an organization. Employees who have satisfaction from their job tend to value their task and assignment responsibly and dedicatedly. The moderated model's goodness of fit statistics shows that CMIN/DF had a value of 1.638, GFI was 0.782, CFI was 0.930. RMSEA was 0.071 while PCLOSE was 0.001, this point to a good model.

Table 4.10 Higher Order Confirmatory Factor Analysis – Incorporating Employee Satisfaction

			Estimate	Standardized Estimate	S.E.	C.R.	P Label
RecSel	<---	HRM	0.246	0.339	0.06	4.096	***
RewPerf	<---	HRM	0.316	0.721	0.069	4.582	***
TraDev	<---	HRM	0.657	0.789	0.087	7.52	***
Recruitment	<---	RecSel	1	1.203			
Selection	<---	RecSel	0.702	0.832	0.151	4.639	***
Reward	<---	RewPerf	1	0.755			
Performance	<---	RewPerf	0.577	0.522	0.185	3.12	0.002
Training	<---	TraDev	1	0.976			
Development	<---	TraDev	1.053	0.967	0.1	10.527	***
SAT	<---	HRM	0.581	0.919	0.068	8.594	***
REC5	<---	Recruitment	1	0.859			
REC4	<---	Recruitment	0.954	0.871	0.074	12.97	***
REC3	<---	Recruitment	0.876	0.826	0.074	11.811	***
REC2	<---	Recruitment	0.838	0.724	0.088	9.572	***
SEL3	<---	Selection	1	0.866			
SEL2	<---	Selection	0.855	0.769	0.081	10.583	***
REW4	<---	Reward	1	0.752			
REW3	<---	Reward	1.188	0.988	0.173	6.868	***
PERF4	<---	Performance	1	0.747			
PERF3	<---	Performance	1.062	0.826	0.135	7.896	***
PERF2	<---	Performance	0.894	0.764	0.116	7.678	***
TRA5	<---	Training	1	0.812			
TRA4	<---	Training	1.1	0.912	0.087	12.645	***
TRA3	<---	Training	1.052	0.894	0.086	12.258	***
DEV5	<---	Development	1	0.921			
DEV4	<---	Development	1.059	0.925	0.058	18.158	***
DEV3	<---	Development	0.873	0.873	0.057	15.403	***
DEV2	<---	Development	0.859	0.814	0.066	13.105	***
SAT9	<---	SAT	1	0.793			
SAT8	<---	SAT	0.898	0.784	0.091	9.878	***
SAT7	<---	SAT	0.978	0.789	0.098	9.966	***
SAT6	<---	SAT	0.944	0.794	0.094	10.058	***
SAT5	<---	SAT	1.011	0.83	0.095	10.672	***
SAT4	<---	SAT	1.033	0.837	0.096	10.802	***
SAT3	<---	SAT	1.037	0.838	0.096	10.813	***
SAT2	<---	SAT	1.006	0.823	0.095	10.56	***
SAT1	<---	SAT	1.235	0.876	0.107	11.502	***

4.5.2 Multicollinearity Test

The study conducted a multicollinearity tests to determine if two or more predictor (independent) variables in the multiple regression model are highly correlated. The study used tolerance and variance inflation factor (VIF) values for the predictors as a check for multicollinearity. Tolerance indicates the percent of variance in the independent variable that cannot be accounted for by the other independent variable while VIF is the inverse of tolerance. Table 4.11 shows that tolerance values ranged between 0.817 and 0.992 while variance inflation factor ranged between 1.008 and 1.224. Since tolerance values were above 0.1 and VIF below 10, then, there was no multicollinearity in the model.

Table 4.11 Multicollinearity Test

Variables	Multicollinearity Statistics	
	Tolerance	VIF
Recruitment and Selection	.817	1.224
Reward and Performance	.983	1.017
Training and Development	.992	1.008
Employee Satisfaction	.992	1.009

4.6 Descriptive Analysis

The purpose of descriptive statistics is to enable the study to meaningfully describe a distribution of scores or measurements using indices or statistics. The type of statistics or indices used depends on the type of variables in the study and the scale of measurements. Measures of central tendency are used to give expected summary statistics of variables being studied. The commonly used measures are percentages, mode, mean and median. This study used mean/average and percentages to present the study findings on factors used in examining the role of HRM in development of organizational citizenship behaviour among the civil servants in Kenya.

4.6.1 Construct Organizational Citizenship Behaviour Development

According to Organ (1988; MacKenzie & Bachrach 2000), organizational citizenship behaviours are employee work behaviours such as helping others staying late or working weekends performing at levels that exceed enforceable standards tolerating impositions or inconveniences on the job and being actively involved in company affairs. Guzzo and Noonan (1994) assert that HRM practices have been regarded as effective tools for enhancing organizational commitment. Yet to date most empirical research examining high commitment management practices have been more concerned with investigating the relations between these practices and organizationally relevant outcomes rather than examining whether these practices which influence commitment and employee behaviour or the mechanisms by which such an influence occurs. According to Rioux and Penner (2001), OCB tends to increase the organization's efficiency and effectiveness. Research indicates that OCB adds significantly to overall positive performance evaluations and reward recommendations (Allen & Rush, 1998). The study sought to determine the organizations citizenship behaviour development. The findings are as shown in table 4.5 in the following sections.

The study sought to determine the respondent's level of agreement with various statements on employee's behaviour at the ministries workplace. On whether they are the most conscientious employees in the organisation, most of the respondents (69.3%) disagreed, 16.5% strongly disagreed, 8.7% agreed while 5.5% were neutral contrary to Organ (2006) who found out that, employees with OCB display interpersonal facilitation and job dedication indicators. Borman and Motowidlo (1997) found out that employees with OCB follow organizational procedures, endorse, support, and defend organizational objectives. The study also asked the respondents to determine the extent at which they agreed that they attend functions that are not mandatory but help the organisations image, 66.1% of the respondents disagreed, 15.7% strongly disagreed, 10.2% agreed while 5.5% were neutral. On the extent that they are mindful of how their behaviours affects other people's jobs, most of the respondents (58.3%) disagreed, 21.3% strongly disagreed, 11.8% were neutral, 7.1% agreed while 1.6% strongly agreed.

Organ (1988) indicated that courtesy (behaviours aimed at preventing work-related problems with others from occurring) as one of the models in the "Five-Factor Model of OCB Dimensions", this is contrary to the responses in this study. The study also asked the

respondents the extent to which they agreed on whether they help others who have been absent, 59.8% disagreed, 13.4% strongly disagreed, 10.2% agreed, 0.8% strongly agreed while 15.7% were neutral. This indicates that the employees do not display altruism, by not displaying Behaviours that have the effect of helping specific others with a work-relevant problem (Organ *et al.*, 2006).

On a different note, most of the respondents (63%) disagreed that they attend their duty exactly the beginning of official time and leave at the expiry of time, 18.1% strongly disagreed, 6.3% agreed, 0.8% strongly agreed while 11.8% were neutral. This is contrary to Williams and Anderson's (1991) OCB indicators of pro-social behaviour directed toward the employee's organization (OCB-O) sportsmanship, civic virtue, and conscientiousness in promoting the welfare of the organization. Amabile *et al.* (1996) indicated that for employees to develop and nature OCB behaviours the work place should have an environment with the absence of extreme time pressures, unrealistic expectations for productivity, and distractions from creative work. This indicates that all the employees disagreed with the statements that they obey company rules and regulations even when no one is watching; they also perform part time work beside their normal duty, they are the most conscientious employees in this organization, they are mindful of how their behaviour affects other people's jobs, they attend their duty exactly the beginning of official time and leave at the expiry of time and they help others who have been absent.

Table 4.12 Employees Behaviour at the Work Place

Respondents Opinion on employees behaviour	Percentage response (%)					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
They are the most conscientious employees in this organization	16.5	69.3	5.5	8.7	0.0	100
They attend functions that are not mandatory but help the organization's image	15.7	66.1	7.9	10.2	0.0	100
They are mindful of how their behaviour affects other people's jobs	21.3	58.3	11.8	7.1	1.6	100
They help others who have been absent	13.4	59.8	15.7	10.2	0.8	100
They attend their duty exactly the beginning of official time and leave at the expiry of time	18.1	63.0	11.8	6.3	0.8	100

4.6.2 Construct Recruitment and Selection

Recruitment and selection is the process of attracting individuals on a timely basis in sufficient numbers and with appropriate qualifications (Walker, 2009). The study sought to determine various recruitment and selection elements in the ministries. These are elaborated in the following sections. Godard (2004) mentioned sophisticated selection practices emphasize OCB and human relations skills and are one of the import HRM practices to be followed by a firm. According to Wright *et al.* (2003), when firms invest in selecting the most highly skilled people employees find a workplace filled with qualified co-workers which make for a positive work environment by enabling them to focus on doing their jobs well and not having to constantly clean up the mess of other co-workers.

The study sought to determine the respondent's level of agreement with various statements regarding the recruitment and selection of new employees in the ministries. The results are shown in Table 4.13. In this section, the question sought to investigate how the recruitment and selection of new employees in the ministries is done and how that affects the development of organization citizenship behaviour among civil servants in Kenya. As to whether the organization uses selection procedures that are predictive of employee going beyond the work context most of the respondents (70.1%) disagreed, 18.9% strongly agreed, 2.4% agreed while 8.7% were neutral. In addition most of the respondents (66.1%) disagreed that the organization seeks out applicant pools comprised of individuals committed to causes other than themselves, 20.5% strongly disagreed, 3.9% agreed while 9.4% were neutral.

Also most of the respondents (51.2%) disagreed that the organization uses situational interviews to identify which applicants are most willing to engage in citizenship behaviours, 29.9% strongly disagreed, 16.5% were neutral while a partly 2.4% agreed. On whether the organization uses validated tests to identify individuals with personality traits that predispose them to engage in citizenship behaviour, most of the respondents (57.5%) disagreed, 25.2% strongly disagreed, 11% were neutral while a partly 6.3% agreed. In addition most of the respondents (60.6%) disagreed that the organization selects and recruits based on the helping behaviour of the candidate, 12.6% strongly disagreed, 22.8% were neutral, while 3.9% agreed.

On the extent that they agree that the organization selects and recruits based on the Loyalty behaviour of the candidate, most of the respondents (66.1%) disagreed, 9.4% strongly disagreed, 21.3% were neutral, 2.4% disagreed while 0.8% strongly agreed. Finally, the majority of the respondents (69.3%) disagreed that the organization selects and recruits based on the nature of interpersonal relationship of the candidate, 12.6% strongly disagreed, 10.2% were neutral, 7.1% agreed while 0.8% strongly agreed. This indicates that the employees in the ministry disagreed that the organization recruits based on a person to job fit to influence employee overall job satisfaction, the organization uses selection procedures that are predictive of employee going beyond the work context, the organization seeks out applicant pools comprised of individuals committed to causes other than themselves, the organization uses situational interviews to identify which applicants are most willing to engage in citizenship behaviours, the organization uses validated tests to identify individuals with personality traits that predispose them to engage in citizenship behaviour, the organization selects and recruits based on the helping behaviour of the candidate, the organization selects and recruits based on the loyalty behaviour of the candidate and the organization selects and recruits based on the nature of interpersonal relationship of the candidate.

However, this is contrary to studies by Cohen and Vigoda (2000) who indicated that certain individuals may be more predisposed toward citizenship than others. Organizations may be able to identify such individuals during the selection process where recruit graduates who have actively participated in the life of their academic institutions. That is, individuals who have shown high levels of involvement and have taken on extracurricular responsibilities in addition to their normal coursework might also be inclined to go outside of their normal roles as future employees. Along the same lines, organizations might look to see whether potential applicants are committed to causes beyond themselves as a possible indicator of their citizenship tendencies. Thus, participation in volunteer or service organizations may indicate that the individual is inclined to engage in citizenship behaviours. Indeed, some researchers have argued that individuals who demonstrate good citizenship in other domains of their lives tend to be good organizational citizens as well. In addition, information on how well the applicant works with others may also provide insight into how likely the individual is to be a good organizational citizen.

Thus, in terms of selection tools that might be used to identify good citizens, interview procedures that place greater emphasis on cooperative behaviours should increase the likelihood of selecting employees who are more prone to engage in citizenship. Accordingly, an interview might focus on critical incidents in which the potential employee had demonstrated good citizenship. Hatham and Skarlicki (1995) also indicate that to screen for citizenship, questions could be developed to determine how the applicant commonly reacts to situations that focus on various types of citizenship behaviour. Thus, all applicants would be asked these same questions, and a scoring guide would be developed to evaluate the responses of potential employees.

Table 4.13: Recruitment and Selection of New Employees in the Ministries

Respondents opinion on recruitment	Percentage response (%)					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
The organization uses selection procedures that are predictive of employee going beyond the work context.	18.9	70.1	8.7	2.4	0.0	100
The organization seeks out applicant pools comprised of individuals committed to causes other than themselves.	20.5	66.1	9.4	3.9	0.0	100
The organization uses situational interviews to identify which applicants are most willing to engage in citizenship behaviours.	29.9	51.2	16.5	2.4	0.0	100
The organization uses validated tests to identify individuals with personality traits that predispose them to engage in citizenship behaviour.	25.2	57.5	11.0	6.3	0.0	100
The organization selects and recruits based on the Helping behaviour of the candidate.	12.6	60.6	22.8	3.9	0.0	100
The organization selects and recruits based on the Loyalty behaviour of the candidate.	9.4	66.1	21.3	2.4	0.8	100
The organization selects and recruits based on the nature of interpersonal relationship of the candidate	12.6	69.3	10.2	7.1	0.8	100

The study sought to determine from the respondents if the recruitment and selection process can be improved to enhance behaviours where employees work beyond job description in the public service. The results shown in Table 4.14 indicate that most of the respondents (72.4%) indicated

that the recruitment and selection process can be improved to enhance behaviours where employees work beyond job description in the public service while 27.6% indicated that the recruitment and selection process cannot be improved to enhance behaviours where employees work beyond job description in the public service. This indicates that the employees in the ministries believe that the recruitment and selection process can be improved to enhance behaviours where employees work beyond job description in the public service. This results are supported by literature of Hatham and Skarlicki (1995) who indicated that while organizations can (and probably should) do more to identify good citizens in the selection process, they should also keep in mind that citizenship behaviours are generally not a substitute for traditional job performance and organizations should have other screening devices which are likely to be more meaningful in terms of how capable applicants in executing their formally required duties.

Table 4.14: Improvement of the Recruitment and Selection Process

	Frequency	Percent
Yes	92	72.4
No	35	27.6
Total	127	100.0

4.6.3 Construct Performance and reward management

Compensation based on collective rewards either monetary (profit sharing stock ownership gain sharing teamwork bonus) or non-monetary (fringe benefits and social benefits) is usually considered as highly involving (Guerrero & Baraud-Didier, 2004). A high level of perceived equity signals to employees that the firm supports them and has their well-being at heart (Eisenberger, Huntington, Hutchison & Sowa, 1986; Lawler, 1986). People tend to compare their remuneration with other people in the same or a similar situation (Fey *et al.*, 2000). Paying high salaries may have a positive motivational influence on employees. To the extent that company employees perceive that other firms provide their staff with higher salaries they are more likely to become dissatisfied and possibly leave the company (Roberts, 1997).

Performance may also facilitate citizenship to the extent that they directly affect OCB or reward such behaviours. The organizations looking to reward citizenship should focus on the extent to which employees engage in such behaviours rather than the extent to which employees possess positive personality traits when evaluating their performance. According to Levering and Moskowitz (2003), systems that emphasize observable behaviours rather than generalized personality traits tend to be more accurate in carrying out their duties. Feedback on performance improves communication between supervisors and employees. Sharing information on the individual performance of employees contributes to organizational openness and increases the loyalty and trust employees have towards their organizations.

The study sought to find out from the respondents if they are adequately compensated. The results are shown in Table 4.15. The findings indicate that most of the respondents (89.8%) indicated that they are not adequately compensated while 10.2% indicated that they are adequately compensated. This indicates that most employees in the ministries are not adequately compensated. This is contrary to Bolino (2000) who indicates that reward systems directly recognize good citizenship; make it clear that organizations truly values such behaviours.

Table 4.15 Adequate Compensation

	Frequency	Percent
Yes	13	10.2
No	114	89.8
Total	127	100.0

The study sought to determine if the respondents are satisfied with non-financial rewards provided by the employer. The results are shown in Table 4.16. The findings indicate that most of the respondents (89.8%) indicated that they were not satisfied with non-financial rewards provided by the employer while 10.2% indicated that they were satisfied with non-financial rewards provided by the employer. This indicates that most of the employees in the ministries were satisfied with non-financial rewards provided by the employer. This is contrary to Bolino (2000) who indicates that having flexible and family-friendly workplace policies is another practice that can elicit citizenship behaviours from employees. Such policies encourage

citizenship in two ways. First, they encourage citizenship by conveying to workers that the organization cares about them and values them. Second, these policies may provide workers with the support required to execute citizenship behaviours. For example, employees may be able to work the longer hours needed during crunch time if their employers provide on-site day care facilities. Similarly, flexible work schedules may make it easier for employees to balance their personal responsibilities with their responsibilities to their organization.

Table 4.16: Satisfaction with Non-Financial Rewards

	Frequency	Percent
Yes	13	10.2
No	114	89.8
Total	127	100.0

The study sought to find out if the reward systems at the ministries are equitable, fair and competitive. The results are as shown in Table 4.17. The findings indicate that most of the respondents (86.6%) felt that the reward systems at the ministries was not equitable, fair and competitive while 13.4% indicated that the reward systems at the ministries to be equitable, fair and competitive. This indicates that most of the employees in the ministries found the reward systems at the ministries not equitable, fair and competitive. This is in agreement with Bergh and Theron (2001) who indicate that employees want pay systems and promotions that they perceive as being just, unambiguous and in line with their expectations. When pay is perceived as fair based on job demands, individual skill level and community pay standards, satisfaction is more likely to result. Similarly, individuals who perceive that promotion decisions are made in a just and fair manner are likely to experience satisfaction from their jobs.

Table 4.17: Equitability, Fairness and Competitiveness of the Reward System

	Frequency	Percent
Yes	17	13.4
No	110	86.6
Total	127	100.0

The study sought to find out from the respondents if they agreed that the reward system contributes to high employee turnover in their work place. The results shown in Table 4.18

indicate that most of the respondents (48.8%) strongly agreed that the reward system contributes to high employee turnover in their work place, 27.6% were neutral, 22% agreed, 0.8% disagreed while 0.8% strongly disagreed. This indicates that the reward system contributes to high employee turnover in the ministries. This is in agreement with Milkovich and Newman (2005) who indicate that businesses have to find the right mix of factors to effectively pay workers in order to reduce turnover and improve productivity.

Table 4.18 Contribution of the Reward Systems to High Employee Turnover

Response	Frequency	Percentage
Strongly agree	62	48.8
Agree	28	22.0
Neutral	35	27.6
Disagree	1	.8
strongly disagree	1	.8
Total	127	100.0

The study sought to find out from the respondents their rating of the current HRM reward policies and practices in promoting behaviours that are good to the organization. The results are shown in Table 4.19. The findings indicate that most of the respondents (48%) found the current HRM reward policies and practices in promoting behaviours that are good to the organization as good, 26.8% rated it as satisfactory, 18.1% rated it as fair, 3.9% rated it as excellent while 3.2% rated it as poor. This indicates that the current HRM reward policies and practices in promoting behaviours that are good to the organization. This is in agreement with Bateman & Snell (2004) who indicated that employee productivity is affected by snacks breaks, rest periods, reduced hours, and altered workdays, in addition to variable rates of compensation. In a short time period, the experiments demonstrated that there was an immediate increase in performance when the study participants had their pay tied to their performance (Mayo, 1933). Thus, pay serves to motivate employees when it is tied to performance.

Table 4.19 HRM Reward Policies and Practices in Promoting Good Behaviours

	Frequency	Percent
Excellent	5	3.9
Good	61	48.0
Satisfactory	34	26.8
Fair	23	18.1
Poor	4	3.2
Total	127	100.0

The study sought to investigate how performance and reward management influences the development of organization citizenship behaviour among civil servants in Kenya. The results are shown in Table 4.20. The findings indicate that most of the respondents (54.3%), strongly disagreed that the pay and the benefits they receive are commensurating the work that they do, 35.4% disagreed, 8.7% agreed while 1.6% were neutral. This is contrary to Hackman & Oldham (1980) who found out that satisfaction with work context such as pay, job security, colleagues, and supervisors, knowledge, skill will affect how individuals react to enriched jobs.

Most of the respondents (61.4%) also disagreed that the pay and the benefits they receive meet their current living standards, 27.6% strongly disagreed, 7.1% agreed while 3.9% were neutral. On the statement that many civil servants yearn to work in the ministry, most of the respondents (56.7%) disagreed, 26% strongly disagreed, 7.9% agreed while 9.4% were neutral. This is in agreement with Barrick and Mount (1991) who found out that, in many public sectors organization number of agreeable employees are more than private sector. This also is a basis of our study. Agreeable employees exhibit higher degree of organizational citizenship behaviour. 'Agreeableness' alone is a very important trait. Taking a base of agreeableness, John and Srivastava (1999) highlighted that individuals high on agreeableness may engage in helping behaviour than individuals low on this trait. The assumption that agreeableness is a good indicator of organizational citizenship behaviour is further strengthened by Elanain (2007) who clearly observed a significant positive correlation between agreeableness and organizational citizenship behaviour.

Majority of the respondents (57.5%) also disagreed that the rewards they receive from public service commission induces them to perform better, 23.6% strongly disagreed, while 9.4% agreed and were neutral. Finally most of the respondents (65.4%) indicated that they disagreed on the statement that the better they perform the more the rewards they receive, 18.1% strongly agreed to the statement, 5.5% agreed while 11% were neutral. These results are contrary to Stajkovic and Luthans (2003); Peterson & Luthans (2006) who indicated that reward and recognition programs are implemented to increase employee productivity and performance, generally over a short time period as a mechanism to evoke desirable employee behaviour. In general, incentive programs deal with rewards that aim to increase specific behaviours.

This indicates that the respondents disagreed that the pay and the benefits they receive commensurate the work that they do, the pay and the benefits they receive meet their living standards currently, many civil servants yearn to work in the ministry, their ministry is not prone to industrial action, the rewards they receive from public service commission induces them to perform better and the better they perform the more the rewards they receive. These findings are not in agreement with Abraham Maslow's theory on hierarchy of needs which indicates that base pay must be set high enough to provide individuals with the economic means to meet their basic needs (Robbins, 2004). Second, an at-risk program will not be motivating since it restricts an employee's ability to meet lower-order needs (Bateman & Snell, 2004; Milkovich & Newman, 2005). Third, success-sharing plans may be motivating to the extent they help employees pursue higher-order needs (Bunger & Trumple, 2004). Therefore, pay-for-performance plans may not motivate or even demotivate employees if it impinges upon the employee's ability to meet daily living needs, and incentive pay is motivating to the extent that it is attached to achievement, recognition, or approval (Milkovich & Newman, 2005). In conclusion, Maslow's motivation theory supports the concept that performance-based pay systems may be motivating if they help employees achieve higher goals.

Table 4.20 Reward Recognition at the Work Place

Respondents opinion on reward and recognition	Percentage response (%)						Total
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree		
The pay and the benefits I receive commensurate the work that I do	54.3	35.4	1.6	8.7	0.0	100	
The pay and the benefits I receive meet my living standards currently	27.6	61.4	3.9	7.1	0.0	100	
Many civil servants yearn to work in this ministry	26.0	56.7	9.4	7.9	0.0	100	
Your ministry is not prone to industrial action	24.4	59.1	5.5	10.2	0.8	100	
The rewards I receive from public service commission induce me to perform better	23.6	57.5	9.4	9.4	0.0	100	
The better you perform the more the rewards you receive	18.1	65.4	11.0	5.5	0.0	100	

The study sought to determine if the management recognizes good performance in the work place. Table 4.21 indicates that the management of the ministries does not recognize good performance in the work place as shown by 6.63% of the respondents while 39.37% of the respondents indicated that management in the ministries recognizes good performance in the work place. This indicates that the management of the ministries does not recognize good performance in the work place. This is contrary to Rioux and Penner (2001) who indicate that individuals recognize that by improving their performance, they will come to be seen as competent and as assets to the organization, and in this way they can impress others, including their immediate managers.

Table 4.21 Recognition by Management of Good Performance in the Work Place

	Frequency	Percent
Yes	50	39.37
No	77	60.63
Total	127	100.0

The study sought to determine the recognition of the employees who exceed their target by the performance system in the ministries. The results are shown in Table 4.22. The findings indicate that most of the respondents (66.14%) indicated that employees in the ministries who exceed target by the performance system in the ministries are recognised while 33.86% indicated that they are not recognised. This indicates that employees who exceed the performance system in the ministries are recognised. This is in line with studies which showed that part of the social exchange process; managers may reciprocate by recommending higher rewards for those employees who exhibit OCBs. Managers may even deliberately reward employee citizenship behaviours in order to encourage other employees to exhibit such behaviours (Podsakoff *et al.*, 1993). For example, in their simulation study, Kiker & Motowidlo found that interpersonal facilitation by an employee had a significant effect on managerial reward decisions. Interpersonal facilitation “includes behaviours such as praising co-workers when they are successful, supporting and encouraging a co-worker with a personal problem, and talking to others before taking actions that might affect them” (Kiker & Motowidlo, 1999).

Table 4.22 Recognition of Employees Who Exceed Targets

Responses	Frequency	Percent
Yes	84	66.14
No	43	33.86
Total	127	100

The study sought to find out to what extent the respondents agree that performance management systems promote two-way communication between the employer and employee in the ministries. The results in Table 4.23 indicate that 45.7% of the respondents were neutral on whether or not performance management systems promote two-way communication between the employer and employee in the ministries, 30.7% agreed that performance management

systems promote two-way communication between the employer and employee in the ministries, 18.15 disagreed while 3.1% strongly agreed. This indicates that most of the employees in the ministries are not sure if performance management systems promote two-way communication between the employer and employee in the ministries. Studies have shown that for an efficient feedback process to work well, experienced practitioners have advocated that it must be a two-way communication process and a joint responsibility of managers and employees, not just the managers (Wexley, 1986).

Table 4.23 Two-Way Communication between the Employer and Employee

	Frequency	Percent
Strongly agree	4	3.1
Agree	39	30.7
Neutral	58	45.7
Disagree	23	18.1
strongly disagree	3	2.4
Total	127	100.0

The study sought to find out how the respondents rated the performance management system currently used in terms of fairness consistency and openness. The results are shown in Table 4.24. The findings indicate that 48% of the respondents rated the performance management system currently used in terms of fairness consistency and openness as satisfactory, 21.3% rated it as good, 17.3% rated it as fair, 6.3% rated it as poor while 6.3% rated it as excellent. This indicated that most of the employees in the ministries were satisfied with the performance management system currently used in terms of fairness consistency and openness. This is in agreement with Adams' equity theory which explains how employees react cognitively and behaviourally to a perceived unfairness in the workplace (Pritchard, Dunnette, & Jorgenson, 1972; Steers *et al.*, 2004). Adams (1965) argued that both conditions of underpayment and overpayment influence subsequent behaviour. Furthermore, equity theory implies that people are motivated when perceived outputs equal perceived inputs (Goodman, 1974; Locke & Latham, 2004; Pritchard, 1969).

Table 4.24 Fairness, Consistency and Openness of Performance Management System

Response	Frequency	Percent
Excellent	8	6.3
Good	27	21.3
Satisfactory	62	48.8
Fair	22	17.3
Poor	8	6.3
Total	127	100.0

The study sought to determine the respondent's level of agreement with various statements regarding performance in the organization. The findings in table 4.25 indicate that most of the respondents (56.7%) strongly disagreed that the organization rewards employee who displays behaviour of working beyond job description by focusing on the extent to which employees engage in such behaviour in addition to their prescribed job duties, 36.2% disagreed, 2.4% agreed while 4.7% were neutral. This is contrary to Hui, Lam & Law (2000) who found out that performance of OCB can also result in recommendations for promotions and salary increases.

Most of the respondents (75.6%) disagreed that the organization remembers that compensation systems linked to group organizational-level outcomes tend to encourage employee investing in extra role behaviour, 12.6% strongly disagreed, 3.9% agreed while 7.9% were neutral. As to whether the organization is careful not to reward employees who engage in competitive or non-cooperative behaviours that are inconsistent with the notion of good citizenship most of the respondents (68.5%) disagreed, 13.4% strongly disagreed, 2.4% agreed while 15.7% were neutral. This is contrary to Kiker and Motowidlo (1999) who indicated that high levels of both task and contextual performance are rewarded.

Finally on whether the organization initiates flexible and family-friendly workplace benefits that show appreciation for employees and make it easier for them to go beyond the call of duty, most of the respondents disagreed (63.8%), 14.2% strongly disagreed, 4.7% agreed while 17.3% were neutral. Kamdar and Van Dyne (2007) on the other hand indicated that that the quality of the

social exchange relationships employees experienced in their work environments contributed significantly to their reports of conscientious behaviours.

This indicates that the ministries do not reward employees who display behaviour of working beyond job description by focusing on the extent to which employees engage in such behaviour in addition to their prescribed job duties, the ministries do not have compensation systems linked to group organizational-level outcomes that encourage employee investing in extra role behaviour, the organization is not careful to reward employees who engage in competitive or non-cooperative behaviours that are inconsistent with the notion of good citizenship and the organization does not initiate flexible and family-friendly workplace benefits that show appreciation for employees and make it easier for them to go beyond the call of duty (McKinnon, Harrison, Chow & Wu, 2003).

These findings are contrary to findings that satisfaction with a reward is a function of how much is received and how much the individual feels should be received (Locke, 1976; Lawler, 2000; Milkovich & Newman, 2005). An individual's perception of what should be received greatly influences their level of satisfaction with what they do receive (Lawler, 2000 & 2003; Milkovich & Newman, 2005). The employee's perception of the determinants of the pay plan is essential to that person's job satisfaction. Lawler (2003) often noted that the best performers were often the employees who saw the greatest connection between pay and performance. It was recognized that the remaining employees were not effectively motivated by pay.

Table 4.25 Performance Factors in the Organization

Respondents opinion on performance	Percentage response (%)					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Total
The organization rewards employee who displays behaviour of working beyond job description by focusing on the extent to which employees engage in such behaviour in addition to their prescribed job duties.	56.7	36.2	4.7	2.4	0.0	100
The organization remembers that compensation systems linked to group organizational-level outcomes tend to encourage employee investing in extra role behaviour.	12.6	75.6	7.9	3.9	0.0	100
The organization is careful not to reward employees who engage in competitive or non-cooperative behaviours that are inconsistent with the notion of good citizenship.	13.4	68.5	15.7	2.4	0.0	100
The organization initiates flexible and family-friendly workplace benefits that show appreciation for employees and make it easier for them to go beyond the call of duty	14.2	63.8	17.3	4.7	0.0	100

4.6.4 Construct Training and Development

Harrison and Kessels (2004) define HRD as an organizational process including “the skilful planning and facilitation of a variety of formal and informal learning and OCB processes and experiences primarily but not exclusively in the workplace in order that organizational progress and individual potential can be enhanced through the competence adaptability collaboration and OCB-creating activity of all who work for the organization. Swanson (1995) refers HRD as a

process directed to performance improvement by developing and unleashing human expertise through personnel training and development including organization development. HRD also defined as “a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands” Werner and DeSimone (2006). Therefore, this study sought to establish various training and development factors in the ministries.

The study sought to find out if the respondent’s ministry conducts a training needs assessment. The findings in Table 4.26 indicate that most of the employees in the ministries (52%) indicated that the ministries do not conduct training needs assessment while 48% indicated that the ministry conducts a training needs assessment. This indicates that the ministry does not conduct training needs assessments. This is contrary to findings by Chang (1999) who observed that training affects the psychological state of the employees, when training is provided the employees feels that the organization have concerned about them and their commitment level increases. Dockel, Basson and Coetzee (2006) indicated that training and development is significantly related to organizational commitment.

Table 4.26 Training Needs Assessment by the Ministry

Response	Frequency	Percent
Yes	61	48.0
No	66	52.0
Total	127	100.0

The study sought to find out from the respondents if the ministries management encourages employee self-development. The results are shown in Table 4.27. The findings indicate that most of the respondents (65.4%) indicated that their ministries management encourage employee self-development while 34.6% indicated that the ministries management do not encourage employee self-development. This indicates that the ministries management encourages employee self-development. This is agreeable to findings that training is also very important in developing positive impact between the employee and management relationship (Kallenberg & Moody, 1994). Organizations invest in training in order to achieve their objectives (Antonacopoulou,

2000). Training satisfaction is one of the antecedents of organizational commitment that shows considerably positive relationship with the organizational commitment (Liu, 2006).

Table 4.27 Encouragement of Employee Self Development

Response	Frequency	Percent
Yes	83	65.4
No	44	34.6
Total	127	100.0

The study sought to find out from the respondents how they rate their current ministry's training policies and practices in promoting employee knowledge and skills. Table 4.28 indicates that 39.4% of the employees rated the current ministry's training policies and practices in promoting employee knowledge and skills as good, 29.9% rated it as satisfactory, 16.5% rated it as fair, 8.7% rated it as excellent while 5.5% rated it as poor. This indicates that most of the employees in the ministries were satisfied with the current ministry's training policies and practices in promoting employee knowledge and skills.

Table 4.28 Rating of the Current Ministry's Training Policies

Response	Frequency	Percent
Excellent	11	8.7
Good	50	39.4
Satisfactory	38	29.9
Fair	21	16.5
Poor	7	5.5
Total	127	100.0

The study sought to find out the respondents level of agreement with the effects of training on employees. The results are shown in Table 4.29. The findings indicate that most of the respondents (45.7%) strongly disagreed that the organization gives them sufficient opportunities to improve employee through training, 17.3% disagreed, 23.6% agreed, 0.8% strongly agreed

while 12.6% were neutral. On if they are willing to put a great deal of effort in training, beyond what is normally expected, in order to improve my performance and the organization as a whole, most of the respondents (41.7%) disagreed, 16.5% strongly disagreed, 29.1% agreed, 0.8% strongly agreed while 11.8% were neutral. This is contrary to Senge (1993) who demonstrated that organizational learning fosters a sense of commonality of purpose and strategic thinking and develops organizational system approach. Individual's readiness to help a colleague or corporate with other coworkers might develop team identity. This creates an environment that enhances one's tendency to show OCBs.

Further, on whether the work space that is designed for training is comfortable, 38.6% of the respondents disagreed, 19.7% strongly disagreed, 22% agreed, 0.8% strongly agreed while 18.9% were neutral. On whether training give respondents' great self-confidence in their workplace, 29.9% of the respondents disagreed, 14.2% strongly disagreed, 27% agreed, 6.3% strongly agreed while 22% were neutral. In addition on whether organization is providing the respondents with job specific training, 29.9% of the respondents disagreed, 15.7% strongly disagreed, 26% agreed, 7.1% strongly agreed while 21.3% were neutral.

On whether sufficient time and resources is allocated for product and solution training 31.5% of the respondents disagreed, 14.2% strongly disagreed, 27.6% agreed while 18.9% were neutral. On whether the respondents can apply the training they receive in the organization, most of the respondents (35.4%) agreed, 5.5% strongly agreed, 29.1% disagreed, 10.2% strongly agreed while 19.7% were neutral. On whether there is enough development opportunities for the respondent in the organization, 30.7% of the respondents disagreed, 11% strongly disagreed while 29.1% agreed and 1.6% strongly agreed. However 27.6% were neutral. As to whether the organization conducts training programs that teach teamwork and cooperation or the importance of taking initiative and exceeding one's formally prescribed job duties, 31.5% of the respondents disagreed, 10.2% of the respondents strongly disagreed, 27.6% agreed, 4.7% strongly agreed while 26% were neutral. Finally on whether the organization implements training designed to improve relationships among coworkers or between supervisors and subordinates, 29.1% of the respondents with 29.1% also indicating that they agreed, 11.8% strongly disagreed, 5.5% strongly agreed while 24.4% were neutral.

This is an indication that the ministries do not give them sufficient opportunities to improve themselves through training and the work space that is not designed for training is comfortable but they agreed that they are willing to put a great deal of effort in training, beyond what is normally expected, in order to improve their performance and the organization as a whole, training gives them great self-confidence in my work, the organization provides them with job specific training, sufficient time and resources are allocated for product and solution training, they can apply the training they receive, in the organization, there are enough development opportunities for them in the organization, the organization conducts training programs that teach teamwork and cooperation or the importance of taking initiative and exceeding one's formally prescribed job duties and the organization implements training designed to improve relationships among coworkers or between supervisors and subordinates (Milkovich, Newman & Gerhart, 2010). This is in agreement with studies that have shown that the provision of training to employees to cope with the new demands can be perceived by the employees as organizational support. Previous studies have shown that perceived organizational support is positively correlated with commitment (Cheung, 2000). Similarly, perceived organizational support is also positively related with a tendency to help coworkers (Shore & Wayne, 1993). This suggests that availability of training can be related positively to OCB and thus investigated in the current research.

Research also shows that training offers many benefits to employees and to the organization as a whole. Employees become more confident, open to change and supportive of each other (Donovan, Hannigan & Crowe, 2001). In addition, employees are more motivated to achieve improved performance as a result of training. The perceived benefits of training have been found to affect participation and commitment in training. Nordhaug (1989) identified three types of benefits that employees obtain from training which are personal, career, and job-related benefits. Those who reflect positively on training benefits are thought to exhibit stronger feelings of citizenship to the organization that provided the training.

Table 4.29 Effect on Training of the Employees

Respondents opinion on effects of training	Percentage response (%)						Total
	Strongly disagree	Disagree	Neutral	Agree	Strongly		
The organization gives employees sufficient opportunities to improve themselves through training	45.7	17.3	12.6	23.6	0.8		100
Employees willing to put a great deal of effort in training, beyond what is normally expected, in order to improve their performance and the organization as a whole	16.5	41.7	11.8	29.1	0.8		100
The work space that is designed for training is comfortable	19.7	38.6	18.9	22.0	0.8		100
Training gives employee great self-confidence in their work.	14.2	29.9	22	27	6.3		100
Whether the organization is providing employee with job specific training	15.7	29.9	21.3	26	7.1		100
Sufficient time and resources is allocated for product and solution training	14.2	31.5	18.9	27.6	0.0		100
employees can apply the training they receive, in their organization	10.2	29.1	19.7	35.4	5.5		100
There are enough development opportunities for employees in their respective organization	11	30.7	27.6	29.1	1.6		100
The organization conduct training programs that teach teamwork and cooperation or the importance of taking initiative and exceeding one's formally prescribed job duties.	10.2	31.5	26	27.6	4.7		100
The organization Implements training designed to improve relationships among coworkers or	11.8	29.1	24.4	29.1	5.5		100

between supervisors and subordinates

4.6.5 Construct Employee Satisfaction

The study sought to find out the respondents level of satisfaction with various aspects of their work for this mediating factor that was used to moderate other independent variables that influence the role of HRM in development of organizational citizenship behaviour among the civil servants in Kenya. Job satisfaction is an affective reaction to a job that resulted from the person's comparison of actual outcomes with those that are desired anticipated or deserved (Oshagbemi, 1999; Specter 1997) believes that job satisfaction is a theory that shows how people feel about their jobs in general or its various scopes.

The results shown in Table 4.30 indicate that most of the respondents (41.7%) were satisfied with how interesting their work is, 0.8% of them were very satisfied, 20.5% were dissatisfied and 37% were very dissatisfied. On how their expert skills are used, 39.4% of the respondents were satisfied, 37% were dissatisfied, 22.8% were very dissatisfied while a partly 0.8% were very satisfied. Also on how satisfied they were on their interpersonal relationships in the workplace, 39.4% of the respondents were satisfied, 36.2% were dissatisfied, 22% were very dissatisfied while a partly 2.4% were very satisfied. On how satisfied they were with how work is organized in the workplace, 43.3% of the respondents were satisfied, 37.8% were dissatisfied, 17.3% were very dissatisfied and 1.6% was very satisfied.

On how hard the work is 45.7% were satisfied, 34.6% were dissatisfied, 15.6% of the respondents were very dissatisfied, while 3.9% were satisfied. On the physical environment of the workplace and its facilities, 37% of the respondents were satisfied, 37% were dissatisfied, 22% were very dissatisfied, while 3.9% were very satisfied. On their supervisors, the most of the respondents (50%) indicated that they were dissatisfied, 25% indicated that they were very dissatisfied, 46% indicated they were satisfied while 6% indicated that they were very satisfied. The study further found out that most of the respondents (43.3%) were satisfied, (40.9%) were dissatisfied, 13.3% were very dissatisfied while 2.5% were satisfied on how their office takes care of its employees, On job security most of the respondents (54%) indicated that they were satisfied, 47% indicated they were dissatisfied, 20% indicated they were very dissatisfied while, 6% indicated they were very satisfied. These findings indicate that the employees in the ministries are dissatisfied with the how interesting their work is, how their expert skills are used,

the interpersonal relationships in the workplace, how their work is organized in the workplace, how hard the work is, the physical environment of the workplace and its facilities, the supervisors, how their office takes care of its employees, and their job security in the ministries. This is contrary to findings that job satisfaction has a positive effect on OCB (Bateman & Organ, 1983; Williams & Anderson, 1991).

In this study, unlike previous studies, job satisfaction was considered as the resulting factor of OCB. That is, employees' OCB could result in job satisfaction. Many studies support the effect of OCB on job satisfaction (Feather & Rauter, 2004; Ko, 2008; Chang & Chang, 2010). For example, Feather and Rauter (2004) said that the attitude of employees' who voluntarily work beyond their duty and have the intention to stay within the organization leads to employees' satisfaction. Therefore, it is reasonable to expect the effect of OCB on job satisfaction. According to Williams and Anderson (1991), when employees participate in organizational citizenship, this participation leads employees to have positive feelings about their jobs. That is, employees who contribute their efforts and energy to the organization beyond the officially required work criteria enjoy their work and are proud of their affiliation with the organization. And these feelings and contributions lead to employees' job satisfaction (Feather & Rauter, 2004; Koh, 2008).

Table 4.30 Employee Satisfaction

Respondents opinion on employee satisfaction	Percentage response (%)				
	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied	Total
How interesting your work is	37	20.5	41.7	0.8	100
How your expert skills are used	22.8	37.0	39.4	0.8	100
Interpersonal relationships in the workplace	22	36.2	39.4	2.4	100
How work is organized in the workplace	17.3	37.8	43.3	1.6	100
How hard the work is	15.7	34.6	45.7	3.9	100
The physical environment of the workplace and its facilities	22	37	37	3.9	100
Your supervisors	25	50	46	6	100
How your office takes care of its employees	13.3	40.9	43.3	2.5	100
Job security	20	47	54	6	100

4.7 Inferential Analysis

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, for example, observational errors or sampling variation (Upton, 2008). More substantially, the terms statistical inference, statistical induction and inferential statistics are used to describe systems of procedures that can be used to draw conclusions from datasets arising from systems affected by random variation, such as observational errors, random sampling, or random experimentation (Freedman, 2008). Initial requirements of such a system of procedures for inference and induction are that the system should produce reasonable answers when applied to well-defined situations and that it should be general enough to be applied across a range of situations. Inferential statistics are used to test hypotheses and make estimations using sample data. Thus, we use inferential statistics to make inferences from our data to more general conditions. In this study inferential analysis was conducted through the use of correlation and regression analysis to determine the relationship between the dependent and other variables as used in the study.

4.7.1 Correlation Analysis

Correlation refers to any of a broad class of statistical relationships involving dependence. The correlation ratio is able to detect almost any functional dependency, and the entropy-based mutual information, total correlation and dual total correlation are capable of detecting even more general dependencies (Croxtone *et al*, 1968). These are sometimes referred to as multi-moment correlation measures, in comparison to those that consider only second moment (pairwise or quadratic) dependence. The Pearson correlation coefficient indicates the strength of a linear relationship between two variables, but its value generally does not completely characterize their relationship (Mahdavi, 2013). The coefficient of determination was used to measure how well the regression line represents the data. If the regression line passes exactly through every point on the scatter plot, it would be able to explain all of the variation. The further the line is away from the points, the less it is able to explain. The p - values were used to measure the hypotheses of the study.

Correlation Analysis for Construct Recruitment and selection

Table 4.31 shows that the Pearson correlation coefficient of construct recruit and selection was 0.702. The results indicate that recruitment and selection has a positive relationship with development of organizational citizenship behaviour among the civil service in Kenya. The p -value is 0.000 meaning that we reject the null hypothesis that recruitment and selection does not influence OCB development among the civil servants in Kenya. The p -value is the magnitude of the error made by saying that the effects of the explanatory variables are not equal to zero. The scatter plot (appendix III) shows the correlation of recruitment and selection verses organizational citizenship behaviour. The scatter plot figure indicates that all the first quadrate and line of best fit shows an estimate line that is positively increasing. Therefore these findings indicate that there is a strong relationship between recruitment and selection and organizational citizenship behaviour development among the civil service in Kenyan ministries.

Mullins (2010) states that if the HRM function is to remain effective, there must be consistently good levels of teamwork, plus on-going co-operation and consultation between line managers and the HR manager. This is most definitely the case in recruitment and selection as specialist HR managers can be an important repository of up-to-date knowledge and skills, for example on the important legal dimensions of this area. Recruitment and selection forms a core part of the central activities underlying human resource management. It frequently forms an important part of the work of human resource managers or designated specialists within work organizations. Dessler (2000) asserts that recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment. Mullins (1999) further indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization.

Table 4.31: Correlation Analysis for Construct Recruitment and selection

		Organizational Citizenship Behaviour	Recruitment and Selection
Organizational Citizenship Behaviour	Pearson Correlation	1	.702**
	Sig. (2-tailed)		.000
	N	127	127
Recruitment and Selection	Pearson Correlation	.702**	1
	Sig. (2-tailed)	.000	
	N	127	127
**. Correlation is significant at the 0.01 level (2-tailed).			

Correlation Analysis for Construct Performance and reward management

Table 4.32 shows that the Pearson correlation coefficient of construct performance and reward management was 0.852. The results indicate that performance and reward management has a positive linear relationship with development of organizational citizenship behaviour among the civil service in Kenya. From the table, the null hypothesis that, reward management doesn't significantly influence the development of organization citizenship behaviour among civil servants in Kenya is rejected since the p – value is 0.000, this is because the error we make by rejecting is less than 10%. The scatter plot (appendix III) shows the correlation of performance and reward management verses organizational citizenship behaviour. The scatter plot figure indicates that all the first quadrate and line of best fit shows an estimate line that is positively increasing. Cran (1995) highlighted that firms need adaptable people who can adjust to rapidly changing customer needs and operational structures, while Burton (2001) argues that employees, and the way they work, comprise the crucial difference between successful and unsuccessful organizations.

Employee compensation and benefit practices differ across employment units (e.g., organizations, business units, and facilities) on several dimensions (see e.g. Gerhart, Milkovich & Murray 1992) and organizations. Barry, Harvey and Ray (1994) state that employee compensation and benefit can be considered of crucial importance to both the employers and employees in such a way that it plays a key role of being one of the essential hearts of employment relationships. Furthermore, Drucker, (1999) support these findings by indicating that, as companies downsize, “delayer” and try to boost productivity with fewer people, those that remain are being asked to assume more tasks, roles and responsibilities. He proposes that, as this trend continues, companies will be asking fewer employees to know more, do more, change more and interact more and thus interest is increasingly focused on identifying the recruiting sources that are most likely to yield high quality employees and the selection methods that best predict future job performance. Therefore these findings indicate that there is a strong relationship between reward management and organizational citizenship behaviour development among the civil service in Kenyan ministries.

Guest (1987) argues that policies are necessary to ensure that employee performance is evaluated, which in turn ensures that the appropriate training and development take place. With the help of the performance appraisal reports and findings, the organization can be able to identify development needs. However, individuals themselves can help to indicate the areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs. Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behaviour (Armstrong 2000). Kenney *et al.* (1992) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja, 1992). As noted by Draft (1988), it is the responsibility of the company managers to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question.

Table 4.32 Correlation Analysis for Construct Performance and reward management

		Organizational	
		Citizenship	Reward
		Behaviour	Management
Organizational Citizenship Behaviour	Pearson Correlation	1	.852 ^{**}
	Sig. (2-tailed)		.000
	N	127	127
Performance and reward management	Pearson Correlation	.852 ^{**}	1
	Sig. (2-tailed)	.000	
	N	127	127
**. Correlation is significant at the 0.01 level (2-tailed).			

Correlation Analysis for Construct Training and Development

Table 4.33 shows that the Pearson correlation coefficient of training and development was 0.733. The results indicate positive relationship of training and development with development of organizational citizenship behaviour among the civil service in Kenya. The *p*-value of predictor model is 0.025 meaning that the study rejected the hypothesis that the training and development doesn't significantly influence the development of organization citizenship behaviour among civil servants in Kenya as the error we make by doing so is less than 5%. The scatter plot (Appendix III) shows the correlation of training and development verses organizational citizenship behaviour. The scatter plot figure indicates that all the first quadrante and line of best fit shows an estimate line that is gradually increasing.

These results echo Weil and Woodall (2005) who found out that training and development are often used to close the gap between current performance and expected future performance. Training and development falls under HRD function which has been argued to be an important function of HRM. Amongst the functions activities of this function is the identification of the needs for training and development and selecting methods and programmes suitable for these

needs, plan how to implement them and finally evaluating their outcome results (McCourt & Eldridge, 2003; Nadler 1984) noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives. Armstrong (1995) argues that on-the-job training may consist of teaching or coaching by more experienced people or trainers at the desk or at the bench. It is also argued that mentoring offers a wide range of advantages for development of the responsibility and relationship building (Torrington *et al.* 2005). The earlier research on training and employee performance has discovered interesting findings regarding this relationship. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behaviour (Appiah 2010; Harrison 2000; Guest 1997). Moreover, other studies for example one by Swart *et al.* (2005) elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be moulded according to the firm needs.

Table 4.33: Correlation Analysis for Construct Training and Development

		Organizational	
		Citizenship	Training and
		Behaviour	development
Organizational Citizenship Behaviour	Pearson Correlation	1	.733
	Sig. (2-tailed)		.025
	N	127	126
Training and development	Pearson Correlation	.733	1
	Sig. (2-tailed)	.025	
	N	126	127
**. Correlation is significant at the 0.01 level (2-tailed).			

Correlation Analysis for Construct Employee Satisfaction

The Pearson correlation coefficient of employee satisfaction as deduced in table 4.34 is 0.813. The results indicate a positive relationship of employee satisfaction with organizational citizenship behaviour development among the civil service in Kenya. The p -value is equal to 0.012, implying that we reject the null hypothesis that employee satisfaction as mediating factor doesn't significantly influence the development of organization citizenship behaviour among civil servants in Kenya. The scatter plot (appendix III) shows the correlation of employee satisfaction verses organizational citizenship behaviour, which indicates that all the first quadrate and line of best fit shows an estimate line that is positive correlation.

Table 4.34: Correlation Analysis for Construct Employee Satisfaction

		Organizational Citizenship Behaviour	Employee Satisfaction
Organizational Citizenship Behaviour	Pearson Correlation	1	.860**
	Sig. (2-tailed)		.012
	N	127	125
Employee Satisfaction	Pearson Correlation	.860**	1
	Sig. (2-tailed)	.012	
	N	125	125

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

4.7.2 Regression Analysis

This section focuses on Organizational Citizenship Behaviour (OCB) and the factors that influence it. Literature tells us that employees' attitudes influence subsequent organizational citizenship (Turnipseed & Murkison, 2000). The study carried out by Coole (2003) indicated that perceptions of citizenship performance predict overall performance equally well across all task performance levels. Results from the studies of Yorges (1999) suggest that creating a group

atmosphere can have detrimental consequences particularly regarding OCB (*due to competition*). Consequently, Deskopet *al.* (1999) argues that for employees low in value commitment a pay-for-performance system appears to be a disincentive for engaging in OCB. This study conducted regression analysis to establish the relationship between the independent and dependent variables employed.

In interpreting the results of multiple regression analysis, the R squared was used to check how well the model fitted the data. Therefore, it is interesting to know if the independent variables (recruitment and selection, reward management, performance management, training and development), and employee satisfaction a mediating variable relate to the dependent (organizational citizenship behaviour development). The coefficient of determination, R^2 was used in this study as a useful tool because it gives the proportion of the variance (fluctuation) of one variable that is predictable from the other variable. It is a measure which allowed us to determine how certain one can be in making predictions from a certain model/graph. The coefficient of determination is the ratio of the explained variation to the total variation. The coefficient of determination is such that $0 \leq r^2 \leq 1$, and denotes the strength of the linear association between x and y .

Regression Analysis for Construct Recruitment and Selection

The marginal effect of the model with the coefficient of determination of construct recruitment and selection shown in table 4.35, indicate that $R^2 = .493$ and $R = .702$. The results show that recruitment and selection increases the likelihood of OCB development among the civil service in Kenya by 70.2%. Therefore, an indication of positive attitude towards the use of proper recruitment and selection channels when enrolling employees in the Kenyan ministries. This result echoes the findings of Wright *et al.* (2003) who indicated that when firms invest in selecting the most highly skilled people employees find a workplace filled with qualified co-workers which make for a positive work environment by enabling them to focus on doing their jobs well and not having to constantly clean up the mess of other co-workers. Arthur (1994) suggested that enhanced selectivity will help ensure employee-job fit which leads to enhanced employee motivation. The test of beta coefficients (appendix IV) shows that the significant relationship between recruitment and selection and organizational citizenship behaviour among the civil service in Kenya, is positive. The coefficient significant (appendix

IV) of .543 is significantly greater than zero since the significance of the t statistics 0.00 is less than 0.05. This test of beta coefficients indicates that there is a strong significant relationship between recruitment and selection and organizational citizenship behaviour among the civil service in Kenya. The R^2 of the linear model is 0.493, which means that 49.3% of the variations in the probability of developing organizational citizenship behaviour among the civil servants in Kenya can be explained by the effects of recruitment and selection factors, the rest can be explained by other factors not included in the study.

Table 4.35: Model Summary Recruitment and selection

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.702 ^a	.493	.486	.37436
a. Predictors: (Constant), recruitment and selection				

Regression Analysis for Construct Performance and reward management

Table 4.36 shows the regression model of reward management with the coefficient of determination $R^2 = .726$ and $R = .852$ at significant level of 0.05. The results shown indicate that an increase in reward management tend to increase the OCB development among the civil service in Kenya by 85.2%. This estimate of the coefficient shows that, reward management as a determinant of OCB development is found to be statistically significant. Which can imply that the Kenyan ministries put an emphasis on reward management practices, thus this can lead to the chance of employees developing a positive attitude towards OCB. From the results it can be exposed that individual incentives may encourage competition among employees which may also motivate them to work extra hard for the benefit of the organization.

The results therefore corresponds expectancy theory Vroom (1964) which states that if the organization provides rewards desired by the employee in question, this employee is more likely to perform in a way that will bring him or her the reward thus leading to more production. Thus, this creates a positive working environment where individuals feel fairly and equitably rewarded

for their efforts. The literature tells us that treated the constructs of equity-equality in rewards as opposite ends of the same range, that is lower adherence to the equity norm, can be used to indicate higher adherence to the equality norm (Kim & Suzuki, 1990; Leung & Iwawaki, 1988). Thus, it can create an indication that majority of the management in the Kenyan ministries recognize good performance of their employees in their respective work place. This revelation can be encouraging as it can lead to good and high quality work. The study findings are in line with Rioux and Penner (2001) who indicated that individuals recognize that, by improving their performance they will come to be seen as competent and as assets to the organization, and in this way they can impress others, including their immediate managers. The R^2 for the goodness of fit of the equation for the rewards and performance management is 0.726 meaning that 72.6% of the variation in the probability of developing organizational citizenship behaviour among the civil servants in Kenyan ministries can be explained by the effects of performance and reward management factors. The rest can be explained by different factors other than reward and performance. The test of beta coefficients (appendix IV) shows that the significant relationship between reward management and organizational citizenship behaviour among the civil service in Kenya is positive. The coefficient significant of performance and reward management is .392 and the significance of the t statistics 0.00 is less than 0.05. These coefficients therefore, indicate that there is significant relationship between performance and reward management and organizational citizenship behaviour among the civil service in Kenya.

Table 4.36: Model Summary Performance and reward management

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 ^a	.726	.712	.40533
a. Predictors: (Constant), performance and reward management				

Regression Analysis for Construct Training and Development

Similarly, the regression model of performance management table 4.37 has the coefficient of determination with $R^2 = .537$ and $R = .733$ at significant level of 0.05. The results therefore indicate that the coefficients of the training and development were found to have a positive influence in the determination of organizational citizenship behaviour among the civil service in Kenya, as it increases the chance of developing OCB by 73.3%. Training and development is important for any employee to improve their skills. Therefore, from the study findings, it seems that Kenyan ministries value empowering their employees with training and this can lead to high production. Good training programs are designed to improve employee skills thus, increasing the level of citizenship within the organization. This outcome is supported by Skarlicki and Latham (1996) who found out that, training employees and supervisors in organizational justice principles, is associated with increased levels of citizenship behaviour among their subordinates. Furthermore, Chang (1999) discovered that training affects the psychological state of the employees positively. He stated that when training is provided the employees feels that the organizations have concerned about them and their commitment level increases. Dockel, Basson and Coetzee (2006) supported this issue by indicating that training and development is significantly related to organizational commitment. The R^2 is 0.537 which means that 53.7% of the variation in the probability of a Kenyan ministry developing the OCB of its employees is explained by the training and development. The coefficient significant (appendix IV) of performance management .117 is significantly greater than zero since the significance of the t statistics 0.00 is less than 0.05. The test of beta coefficients indicates that there is significant relationship between performance management and organizational citizenship behaviour among the civil service in Kenya.

Table 4.37: Model Summary Training and Development

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733 ^a	.537	.521	.43029

a. Predictors: (Constant), training and development

Regression Analysis for Construct Employee Satisfaction

Employee satisfaction as a mediating variable was also regressed. Table 4.38 shows the regression model of employee satisfaction with the coefficient of determination $R^2 = .740$ and $R = .860$ at 0.05 significant level. The coefficient of determination results show that employee satisfaction as a mediating variable, can increase the probability of developing OCB among civil servants in the Kenyan ministries by 86%. The coefficient significant (appendix IV) of employee satisfaction of .117 is significantly greater than zero since the significance of the t statistics 0.00 is less than 0.05. The test of beta coefficients indicates that there is significant relationship between performance management and organizational citizenship behaviour among the civil service in Kenya.

This is an indication that some employees in the Kenyan ministries are satisfied with their job placements. These study findings are quite encouraging to entire Kenyan ministries and therefore an indication of good management practices among the civil service. According to Podsakoff *et al.* (2000) employee satisfaction is the important determinant of extra-role behaviours including organizational citizenship behaviour. Thus, employees who have satisfaction from their job tend to value their task and assignment responsibly and dedicatedly. In the linear probability model, the R^2 is 0.740 which is interpreted to mean that employee satisfaction as a moderating variable can predict 74% of the variations of OCB among the civil service in the Kenyan ministries.

Table 4.38: Model Summary - Employee Satisfaction

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.740	.732	.42039

a. Predictors: (Constant), employee satisfaction

4.7.3 Mediating Effect Test

Mediation is a hypothesized causal chain in which one variable affects a second variable that, in turn, affects a third variable. Based on Baron and Kenny (1986); Preacher and Hayes (2004) ;MacKinnon (2008) proposed a four step approach in which several regression analyses are conducted and significance of the coefficients is examined at each step. The study sought to test the effect of human resource management practices on organization behavior as mediated by employee satisfaction. The Baron & Kenny approach in testing for mediation was employed for the purposes of this study (MacKinnon, 2008). For mediation effect to be considered positive, four conditions should be fulfilled:

The independent variables are significantly related to the dependent variable in the absence of the mediating variable. The independent variables are significantly related to the mediator variable. The mediator variable is significantly related to the dependent variable. When controlling for the effects of the mediating variable on the dependent variable, the effect of the independent variables on the dependent variable is insignificant in the presence of the mediating variable; full mediation.

Significance of the Relationship between Employee Satisfaction and HRM

From section 4.7.2 and in line with the first assumption for the mediating effect, the study established that human resource management practices had significant linear relationship with organization citizenship behavior: Recruitment and Selection ($R = .502, p < .001$); reward and performance ($R = .352, p < .001$); and, training and development ($R = .545, p = .025$). The first mediation condition which states that the independent variable should be significantly related to the dependent variable in the absence of the mediating variable was thus satisfied.

The next step in assumption test for the mediating effect was determining whether employee satisfaction has a significant relationship with human resource management practices. The results were presented in Table 4.39. From the Table, the Model Summary illustrates that the strength of the relationship between employee satisfaction and the independent variables (HRM). From the determination coefficients, it can be noted that there is a strong relationship between dependent and independent variables given an R values of 0.720 and R-square values

of 0.519. This shows that the HRM indicators accounts for 51.9% of the variations in employee satisfaction. The Analysis of Variance (ANOVA) results produced an f-significance value of $p < .001$. This indicates that the model has a probability of less than 0.1% of giving false prediction. Therefore, this would point to the significance of the relationship between HRM and employee satisfaction. It, thus, satisfies the second condition which states that the independent variable should be significantly related to the mediator variable.

Table 4.39: Model Summary - Employee Satisfaction and HRM

R	R Square	Adjusted Square	R Std. Error of the Estimate
.720a	.519	.507	.46521

Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	28.735	3	9.578	44.259	.000b
Residual	26.619	123	.216		
Total	55.355	126			

Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.187	.203		.921	.359
Recruitment and Selection	.171	.078	.153	2.203	.029
Reward and Performance	.165	.108	.120	1.524	.130
Training and Development	.450	.054	.604	8.378	.000

Significance of the Relationship between Employee Satisfaction and OCB

As the third step in testing for the mediating effect of employee satisfaction on the relationship between OCB and HRM, regression analysis of the relationship between OCB and employee satisfaction was conducted. Table 4.40 illustrates a strong linear relationship between OCB and employee satisfaction given an R values of 0.860 and R-square values of 0.740. This shows that the employee satisfaction accounts for 74% of the variations in OCB. The Analysis of Variance (ANOVA) results produced an f-significance value of $p < .001$. This indicates that the model has a probability of less than 0.1% of giving false prediction, this point to significance of the relationship between OCB and employee satisfaction. This satisfied the third condition which states that the mediator variable should be significantly related to the dependent variable.

Table 4.40: Model Summary - Employee Satisfaction and OCB

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.860 ^a	.740	.732	.42039		
ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.594	1	5.594	13.601	.000b
Residual	51.407	125	.411		
Total	57.001	126			
Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.466	.191		7.671	.000
Employee Satisfaction	.860	.386	.713	8.688	.000

Mediating Effect of Employee Satisfaction on HRM and OCB

The fourth steps as presented in Table 4.41 were combined as per the instructions during the test. The step the influence of the independent variable (HRM) on the dependent variable (OCB) was insignificant in the presence of the mediating variable, employee satisfaction. The study established a strong linear relationship between OCB and HRM when mediated by employee satisfaction given an R values of 0.943 and R-square values of 0.889. This shows that the HRM and employee satisfaction accounts for 89% of the variations in OCB. The Analysis of Variance (ANOVA) results produced an f-significance value of $p < .001$. This indicates that the model has a probability of less than 0.1% of giving false prediction. Employee satisfaction and HRM positively affected OCB given a coefficient value of 0.184 and 0.261 respectively. However, the independent variable (HRM) significance decreased to 0.052 ($p > .05$). This satisfied the fourth condition which states that the effect of the independent variable on the dependent variable should be insignificant in the presence of the mediating variable.

The tests, thus, satisfied all the four conditions that should be met for a mediation relationship to be considered, and therefore it can be concluded that employee satisfaction mediates the influence of HRM on OCB. The hypothesis that the influence of HRM on OCB is mediated by employee satisfaction was therefore confirmed.

Table 4.41: Mediating effect of Employee Satisfaction on HRM and OCB

		Adjusted			
R	R Square	R Square	Std. Error of the Estimate		
.943a	.889	.803	.63690		
	Sum of				
	Squares	df	Mean Square	F	Sig.
Regression	6.701	2	3.351	8.260	.000b
Residual	50.300	124	.406		
Total	57.001	126			

	Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	1.153	.268		1.306	.104
HRM	.261	.158		.192	1.985
Employee Satisfaction	.184	.118		.181	4.558

4.8 Optimal Model

The multiple regression was also used to determine whether the independent variables (X1) recruitment and selection, (X2) reward management, (X3) performance management, and (X4) training and development, being moderated by (M₁) employee satisfaction. This part examines whether the multiple regression equation of all the independent and mediating variables combined can be used to explain the hypothesis of the items influencing organization citizenship behaviour development in the Kenyan ministries. The estimating equation is as follows: -

$$Y_s = \beta_0 + B_1X_1 + B_2X_2 + B_3X_3 + \epsilon$$

Where:

Y_s is the dependent variable representing Organizational Citizenship Behaviour

β₀ is the constant value (coefficient of intercept),

X₁ is variable of recruitment and selection (Independent variable)

X₂ is the performance and reward management (Independent variable)

X₃ is proxied by training and development (Independent variable)

B₁.....B₃ are the regression coefficient of variables, and

ε is the error term.

Table 4.42 presents the summary overall model of organizational citizenship development among the civil service in Kenya. The coefficient of determination $R^2 = .722$ and $R = .850$ at 0.05 significant level. The coefficient of determination indicates that 72.2% of the variation on organizational citizenship development among the civil service in Kenya can be explained by (X_1) recruitment and selection, (X_2) reward management, (X_3) performance management, and (X_4) training and development, being moderated by (M_1) employee satisfaction. The remaining percentage of the variation can be explained by factors other than the one used in this study. This study therefore, shows overwhelming results which is supported by Organ (1988) and his co-researchers who identified extra-role behaviour that contributed to organizational effectiveness by improving individual and work group performance and organizational morale as the “good soldier” syndrome (Organ, 1988; Smith, Organ & Near, 1983). On the other hand Sevi (2010) in a recent article indicates how the concept of OCB has been generally regarded as a positive factor associated with organizational effectiveness. Tentatively these findings support the view that both personal aspects and organizational factors strengthen OCB in the Kenyan ministries.

Table 4.42 Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850 ^a	.722	.673	.37074
Predictors: (Constant), recruitment and selection, performance and reward management, training and development, and employee satisfaction				

4.9 Revised Conceptual Framework

From the findings of the study, the variables used in analysis were found to be significant in the contribution towards organizational citizenship behaviour development among the Kenyan civil service. The independent constructs recruitment and selection, performance and reward management, training and development as well as mediating construct employee satisfaction were found to influence the organizational citizenship behaviour positively. The hypotheses of

this study was tested by conducting inferential analysis where it was discovered that the p -value of recruitment and selection was 0.000 meaning that we reject the null hypothesis that recruitment and selection does not influence OCB development among the civil servants in Kenya. The hypothesis that, performance and reward management doesn't significantly influence the development of organization citizenship behaviour among civil servants in Kenya was also rejected since the p – value was 0.000. Similarly, the p -value of predictor model under training and development was 0.025 meaning that we reject the null hypothesis that training and development doesn't significantly influence the development of organization citizenship behaviour among civil servants in Kenya as the error we make by doing so is less than 10%. Lastly, the p -value of employee satisfaction which was used as a mediating variable was tested and found to be equal to 0.003, implying that we reject the null hypothesis that employee satisfaction doesn't significantly mediate the influence of organization citizenship behaviour development among civil servants in Kenya. Therefore, from the inferential analysis used in this study to test the initial hypotheses statements of the study constructs and their relationships, the optimal hypothetical model is as illustrated in figure 4.3.

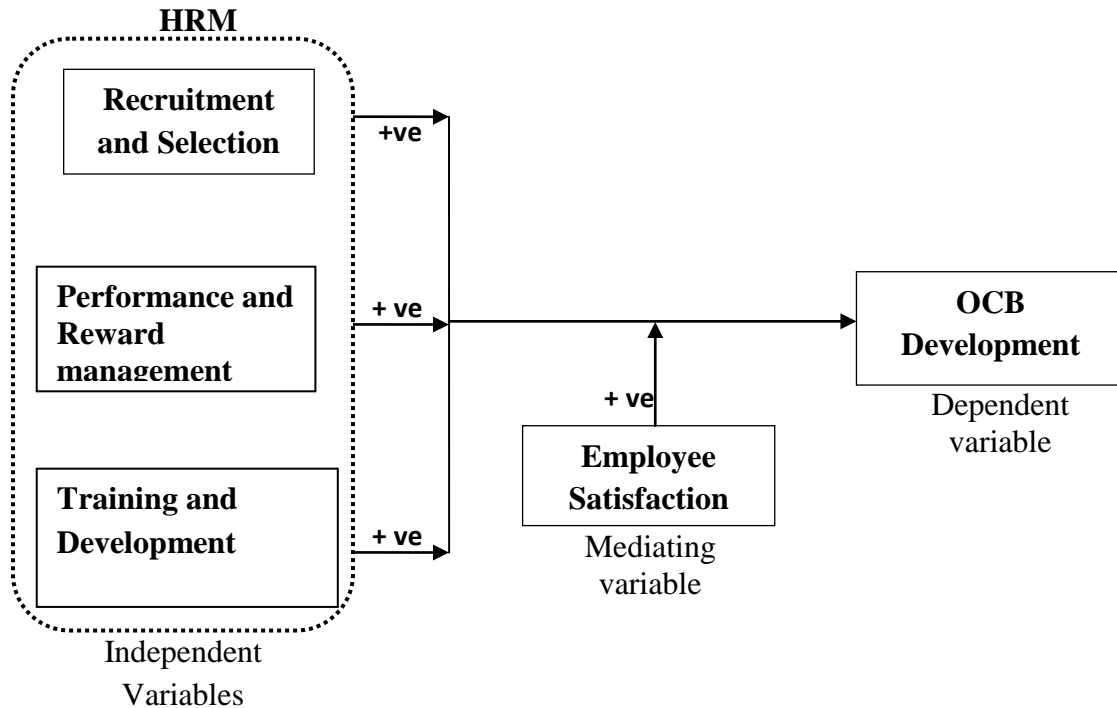


Figure 4.3: Revised Conceptual Framework

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the key findings presented by the study, conclusions and appropriate recommendations there-to. This was done based on research findings of the analyzed results on the factors used in the study to examine the role of HRM in development of organizational citizenship behaviour among the civil servants in Kenya. The suggestion for further research is also given in this chapter.

5.2 Summary of Findings

The study sought to examine the role of human resource Management in development of organizational citizenship behaviour among the civil servants in Kenya. The research questions mainly dwelt on the recruitment and selection, performance and reward management, and training and development as well as job satisfaction as a mediating variable. The specific summary breakdown is as follows.

5.2.1 Recruitment and Selection on the Development of Organization Citizenship Behaviour

Based on the findings of the study, recruitment and selection elements were found to develop organizational citizenship behaviour among the civil service in Kenya: use of selection procedures that are predictive of employee going beyond the work context, the organizations seeking out applicant pools comprised of individuals committed to causes other than themselves, and using situational interviews to identify which applicants are most willing to engage in citizenship behaviours. On the issue of the organization using validated tests to identify individuals with personality traits that predispose them to engage in citizenship behaviour this was found to be lacking as majority 57.5% disagreed with this statement. On the other hand OLS results (LPM model parameter estimates) show that recruitment and selection can cause an increase in the probability of OCB development among the civil service in Kenya.

These results therefore revealed that there is light at the end of a tunnel for Kenyan ministries if they practice on the issue of achieving and implementing proper recruitment and selection channels when enrolling their employees.

5.2.2 Performance and Reward Management on the Development of Organization Citizenship Behaviour

From the findings of performance and reward management, the study found out that various performance management factors in the ministries were found to develop OCB in the civil service. These include: employees in the ministries who exceed the performance system in the ministries being recognised fully in the ministries' performance systems; employees display behaviour of working beyond job description by focusing on the extent to which employees engage in such behaviour in addition to their prescribed job duties; the ministries have compensation systems linked to group organizational-level outcomes that encourage employee investing in extra role behaviour, the organization is careful to reward employees who engage in competitive or non-cooperative behaviours that are inconsistent with the notion of good citizenship and the organization that initiate flexible; and family-friendly workplace benefits that show appreciation for employees and make it easier for them to go beyond the call of duty.

Respondents gave divided opinions on the facts that the pay and the benefits they receive commensurate the work that they do, the pay and the benefits they receive meet their living standards, many civil servants yearn to work in the ministry, their ministry is not prone to industrial action, the rewards they receive from public service commission induces them to perform better and the better they perform the more the rewards they receive. The study indicated that reward and recognition programs are implemented to increase employee productivity and performance, generally over a short time period as a mechanism to evoke desirable employee behaviour. The incentive programs that deal with rewards aim at increasing specific behaviours. Therefore, pay-for-performance plans may not motivate or even demotivate employees if it imposes upon the employee's ability to meet daily living needs, and incentive pay is motivating to the extent that it is attached to achievement, recognition, or approval.

5.2.3 Training and Development on the Development of Organization Citizenship Behaviour

On training and development, the study found out that the ministries do give their employees sufficient opportunities to improve themselves through training and the work space that is not designed for training is comfortable but they as well agreed that they are willing to put a great deal of effort in training beyond what is normally expected in order to improve their performance and the organization as a whole, training gives them great self-confidence in their work, the organization provides them with job specific training, sufficient time and resources are allocated for product and solution training, they can apply the training they receive, in the organization, there are enough development opportunities for them in the organization, the organization conducts training programs that teach teamwork and cooperation or the importance of taking initiative and exceeding one's formally prescribed job duties and the organization implements training designed to improve relationships among co-workers or between supervisors and subordinates. Research also shows that training offers many benefits to employees and to the organization as a whole. Employees become more confident, open to change and supportive of each other. In addition, employees are more motivated to achieve improved performance as a result of training. The perceived benefits of training have been found to affect participation and commitment in training.

5.2.4 Employee Satisfaction Mediates the Influences of HRM on OCB Development

The findings of the mediation variable employee satisfaction shows that the employees in the Kenyan ministries are not happy on how their expert skills are used, the interpersonal relationships in the workplace, how their work is organized in the workplace, how hard the work is, the physical environment of the workplace and its facilities, the supervisors, how their office takes care of its employees, and their job security. This indicates that the employees in the Kenyan ministries are dissatisfied with their respective job opportunities. Therefore, calls for an urgent action to be put in place in order to create good working atmosphere for the Kenyan civil service as job satisfaction has a positive effect on OCB.

The attitude of employees' who voluntarily work beyond their duty and have the intention to stay within the organization leads to employees' satisfaction. Therefore, it is reasonable to expect the effect of OCB on job satisfaction. When employees participate in organizational citizenship, this participation leads employees to have positive feelings about their jobs. Kenyan civil servants can contribute their efforts and energy to their respective organizations beyond the officially required work criteria enjoy their work and can be proud of their affiliation with the organization. These feelings and contributions can lead to employees' job satisfaction.

5.4 Conclusion

Based on the findings of this study, it can be concluded that recruitment and selection influences human resource management on the development of organizational citizenship behaviour. The study found out that the indicators of recruitment and selection had a positive significant effect on the development of OCB among civil servants in Kenya. These were as follows: recruiting based on a Person to job fit, using selection procedures that are predictive of employee going beyond the work context, seeking out applicant pools comprised of individuals committed to causes other than themselves, using situational interviews to identify which applicants are most willing to engage in citizenship behaviours, using validated tests to identify individuals with personality traits that predispose them to engage in citizenship behaviour, as well as selecting and recruiting based on the helping behaviour of the candidate.

Kenyan civil service may be able to identify potential individuals during the selection process when they recruit graduates who have actively participated in the life of their academic institutions. That is, individuals who have shown high levels of involvement and have taken on extracurricular responsibilities in addition to their normal coursework might also be inclined to go outside of their normal roles as future employees. Along the same lines, organizations might look to see whether potential applicants are committed to causes beyond themselves as a possible indicator of their citizenship tendencies. Thus, participation in volunteer or service organizations may indicate that the individual is inclined to engage in citizenship behaviours. Indeed, some researchers have argued that individuals who demonstrate good citizenship in other domains of their lives tend to be good organizational citizens as well. The study established that performance and reward management had a positive influence of on the development of organization citizenship behaviour among civil servants in Kenya. The

determining factors were: employees' adequate compensation, satisfaction with the non-financial reward, having equitable, fair and competitive reward system, reward system that contributes to high employee turnover, management recognizing employees' performance, performance management system that promotes two-way communication between the employer and employee and performance management system being fair consistent and open.

The affirmative indicators of training and development were: viable training policies and practices, sufficient opportunities to improve employees through training, self-confidence in my work, training on job specification, application of training skills to organization, comfortable work space, enough development opportunities, conducting training programs that teach teamwork and cooperation as well as implementing training designed to improve relationships among coworkers or between supervisors and subordinates. Therefore, training and development had a positive relationship on development of OCB among the civil service in Kenya. Finally, the study concludes that the employees in the ministries have issues with how their expert skills are used, the interpersonal relationships in the workplace, how their work is organized in the workplace, how hard the work is, the physical environment of the workplace and its facilities, the supervisors, how their office takes care of its employees, and their job security in the ministries. Therefore, this calls for an urgent address of these issues to maintain good human resource management practices in the Kenyan ministries.

All variables used in this study were found to significantly develop OCB and therefore, all the null hypotheses were rejected. This study has contributed to the empirical literature reviewed and various theories used in the study. The psychological contract theory has featured in this study as the findings on reward and performance echoes a two way exchange process of perceived promises and obligations between employees and their employers. The findings of this variable further support social exchange theory which proposes that employees exhibit positive or negative behaviour as a response to the treatment they receive from their employers.

5.5 Recommendations

Based on the findings, the following recommendations can be drawn:

The ministries should recruit employees based on person to job fit to influence employee overall job satisfaction, and use tools that predict organizational citizenship behaviour in potential recruits. Since the study found that employees are not fully satisfied with the rewarding systems in their respective workplaces, the ministries should review the employees compensation system with a view to enhance employee citizenship behaviour and hence better service delivery. The government should be able to come up with proper mechanisms for recognizing good performance in the work place. They can as well review the current performance management system currently used to improve its fairness consistency and openness. The Kenyan ministries should also conduct and encourage employee training and development through training needs assessments.

5.6 Suggestion for Further studies

This study focused on major variables namely, recruitment and selection, reward management, performance management, and training and development. It is therefore recommended for further studies based on factors other than the one used in this study which can establish the influence on organizational citizenship behaviour development. The study was also confined to Kenyan civil service (government ministries), but there is need to find out the role of HRM in development of organizational citizenship behaviour among the employees in private and other sectors which play key role development of the country to help in finding further insight of the matter.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

INSTRUCTION: Please answer all the questions honestly and exhaustively by putting a tick (✓) or numbers in the appropriate box that closely matches your view or alternatively writing in the spaces provided where necessary.

NB: This information will be used strictly for academic purposes only and will be treated with utmost confidence.

SECTION A: BACKGROUND INFORMATION

1. Level of education

‘O’ Level/Diploma ☐

Degree ☐

Postgraduate ☐

2. What category of staff are you in your organization?

Management ☐

Non Management ☐

3. For how long have you worked in the organization?

Less than 2 years ☐

2-5 years ☐

5-10 years ☐

More than 10 years ☐

SECTION B: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR DEVELOPMENT

1. To what extent do you agree to the following statements towards employee's behaviour at the work place?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
They obey company rules and regulations even when no one is watching					
They are the most conscientious employees in this organization					
They attend functions that are not mandatory but help the organization's image					
They are mindful of how their behaviour affects other people's jobs					
They help others who have been absent					
They attend their duty exactly the beginning of official time and leave at the expiry of time					
They also perform part time work beside their normal duty					
They take fewer breaks at work and remain in the work station most of the time					

SECTION C: RECRUITMENT AND SELECTION

1. To what extent do you agree to the following statements regarding the recruitment and selection of new employees in your organization?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The organization recruits based on a Person to job fit to influence employee overall job satisfaction.					
The organization uses selection procedures that are predictive of employee going beyond the work context.					
The organization seeks out applicant pools comprised of individuals committed to causes other than themselves.					
The organization uses situational interviews to identify which applicants are most willing to engage in citizenship behaviours.					
The organization uses validated tests to identify individuals with personality traits that predispose them to engage in citizenship behaviour					
The organization selects and recruits based on the Helping behaviour of the candidate					
The organization selects and recruits based on the Loyalty behaviour of the candidate					
The organization selects and recruits based on the nature of interpersonal					

relationship of the candidate					
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2. Is it possible the recruitment and selection process be improved to enhance behaviours where employees work beyond job description in the public service?

Yes ☐

No ☐

Please explain

.....

SECTION D: PERFORMANCE AND REWARD MANAGEMENT

1. Do you think you are adequately compensated?

Yes ☐

No ☐

Explain your answer.

.....

2. Are you satisfied with the non-financial reward provided by the employer?

Yes ☐

No ☐

Explain your answer

.....

3. Do you think the reward system at your work place is equitable, fair and competitive?

Yes ☐

No ☐

4. To what extent do you agree that the reward system contributes to high employee turnover in your work place?

Strongly agree ☐

Agree ☐

Disagree ☐

Strongly disagree ☐

5. In your opinion how can you rate the current HRM reward policies and practices in promoting behaviours that are good to the organization?

Excellent ☐

good ☐

Satisfactory ☐

Fair ☐

Poor ☐

6. To what extent do you agree with the following statements regarding reward and recognition at your work place?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The pay and the benefits I receive commensurate the work that I do					
The pay and the benefits I receive meet my living standards currently					
Many civil servants yearn to work in this ministry					
Your ministry is not prone to industrial action					
The rewards I receive from public service commission induce me to perform better					
The better you perform the more the rewards you receive					
The more educated you are, the higher the rewards you receive from the public service commission.					

7. Does the management recognize good performance in your work place?

Yes ☐

No ☐

Please explain your answer in (i) above

.....

8. Does the performance management system recognize employees' who exceed set targets?

Yes ☐

No ☐

9. To what extent do you agree that performance management system promotes two-way communication between the employer and employee?

Strongly agree ☐

Agree ☐

Neutral ☐

Disagree ☐

Strongly disagree ☐

10. How would you rate the performance management system currently used in terms of fairness consistency and openness?

Excellent ☐

good ☐

Satisfactory ☐

Fair ☐

Poor ☐

11. To what extent do you agree with the following statements regarding the following performance statements in your organization?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The organization rewards employee who displays behaviour of working beyond job description by focusing on the extent to which employees engage in such behaviour in addition to their prescribed job duties.					
The organization remembers that compensation systems linked to group organizational-level outcomes tend to encourage employee investing in extra role behaviour.					
The organization is careful not to reward employees who engage in competitive or non-cooperative behaviours that are inconsistent with the notion of good citizenship.					
The organization initiates flexible and family-friendly workplace benefits that show appreciation for employees and make it easier for them to go beyond the call of duty					

12. In your opinion how can the performance management system be improved to enhance behaviours of employees that goes beyond call of duty

.....

SECTION E: TRAINING AND DEVELOPMENT

1. Does your ministry conduct training needs assessment?

Yes ☐

No ☐

2. Do the management encourage employee self development

Yes ☐

No ☐

3. In your opinion how can you rate the current ministry's training policies and practices in promoting employee knowledge and skills?

Excellent ☐

good ☐

Satisfactory ☐

Fair ☐

Poor ☐

4. Using the scale of 1 – 5 where 1-strongly agree and 5-strongly disagree, indicate your opinion about the effect of training on the employees

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The organization gives me sufficient opportunities to improve myself through training					
I am willing to put a great deal of effort in training, beyond what is normally expected, in order to improve my performance and the organization as a whole					
The work space that is designed for training is comfortable					
Training gives me great self-confidence in my work.					
This organization is providing me with job specific training					
Sufficient time and resources is allocated for product and solution training					
I can apply the training I receive, in this organization					
There are enough development opportunities for me in this organization					
The organization conduct training programs that teach teamwork and cooperation or the importance of taking initiative and exceeding one's formally prescribed job duties.					
The organization Implements training designed to improve relationships among coworkers or between supervisors and subordinates					

SECTION F: EMPLOYEE SATISFACTION

Using a four point response scale provided, indicate your satisfaction with the following aspect of your work by ticking (✓) against the appropriate response

	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied
How interesting your work is				
How your expert skills are used				
Interpersonal relationships in the workplace				
How work is organized in the workplace				
How hard the work is				
The physical environment of the workplace and its facilities				
Your supervisors				
How your office takes care of its employees				
Job security				
Your pay				
The prospects of promotion				
The prospects of a pay rise				

APPENDIX II

LETTER OF INTRODUCTION

AHMED GALGALO

JKUAT

NAIROBI KENYA

Dear Respondent

RE: DATA COLLECTION

I am a student at Jomo Kenyatta University of Agriculture and Technology pursuing the Degree of Doctor of Philosophy in Human Resource Management. I am currently conducting a research on the ***ROLE OF HUMAN RESOURCE MANAGEMENT IN THE DEVELOPMENT OF ORGANIZATION CITIZENSHIP BEHAVIOUR AMONG THE CIVIL SERVANTS IN KENYA.***

You have been selected to participate in this study and would highly appreciate if you assist me by responding to the questions completely, correctly and honestly as possible. Your response will be treated with utmost confidentiality and will be used only for research purposes of this study.

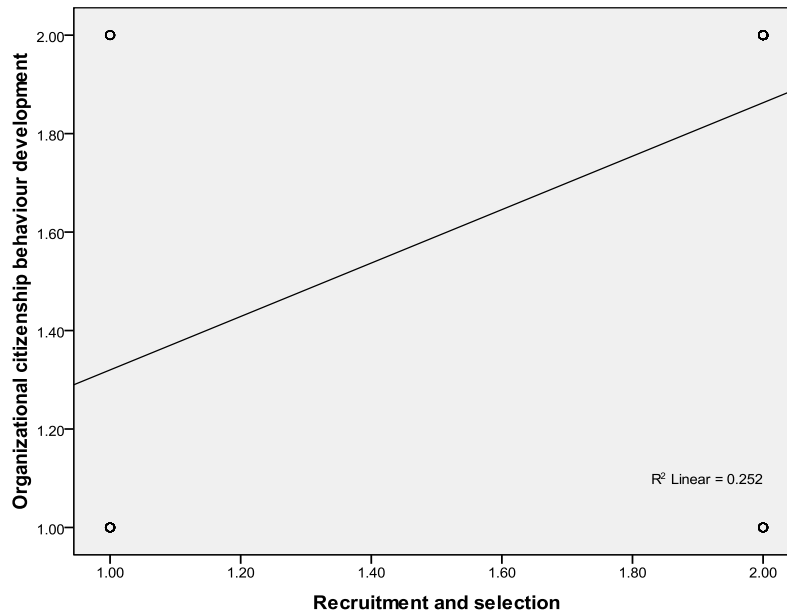
Thank you for your cooperation

Yours Faithfully

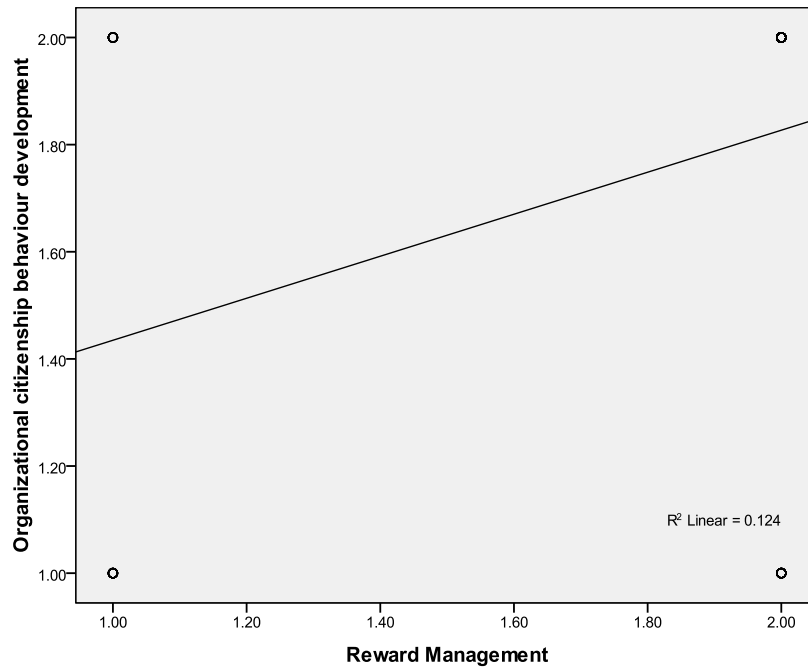
Ahmed Guyo Galgalo

APPENDIX III: SCATTER PLOTS

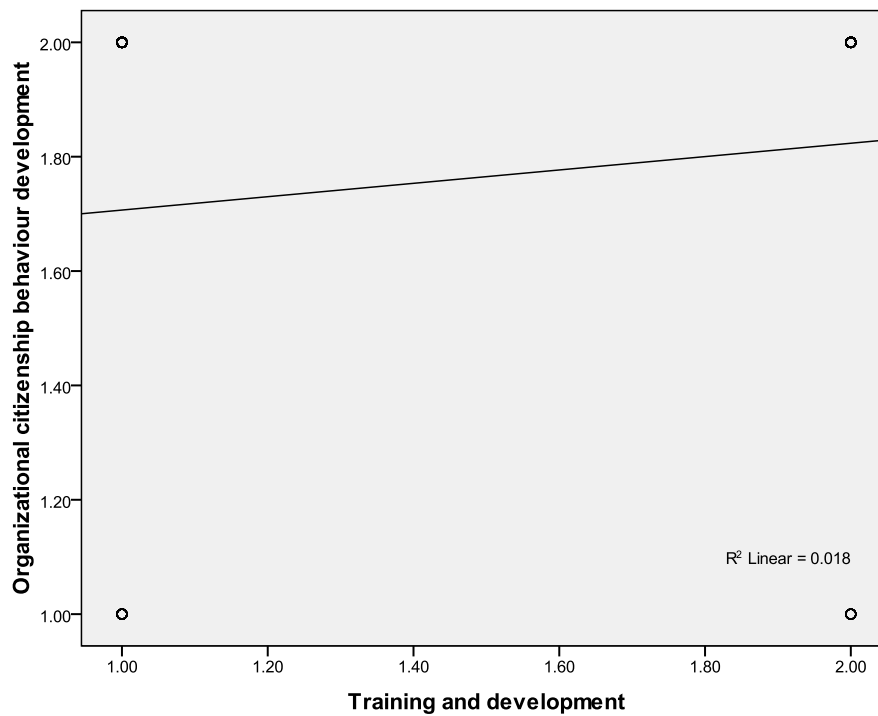
Scatter plot for significance of recruitment and selection



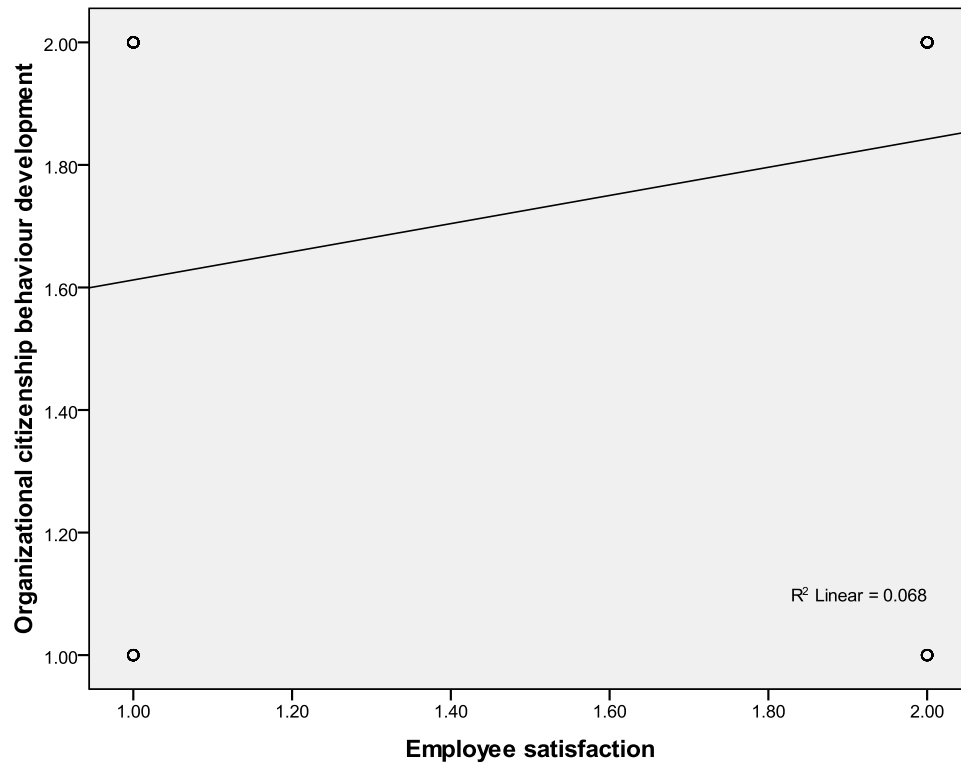
Scatter plot for significance of performance and reward management



Scatter plot for significance of training and development



Scatter plot for significance of employee satisfaction



APPENDIX IV: COEFFICIENTS

Recruitment and selection coefficients

Coefficients					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t Sig.
1	(Constant)	.777	.154		5.038 .000
	Recruitment and selection	.543	.084	.502	6.496 .000
Dependent Variable: organizational citizenship behaviour development					

Performance and reward management coefficients

Coefficients					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t Sig.
1	(Constant)	1.512	.218		6.0103 .000
	Reward and Performance	.415	.127	.386	4.119 .000
Dependent Variable: organizational citizenship behaviour development					

Training and Development coefficients

Coefficients						
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.590	.116		13.680	.000
	Training and development	.117	.078	.133	1.496	.137

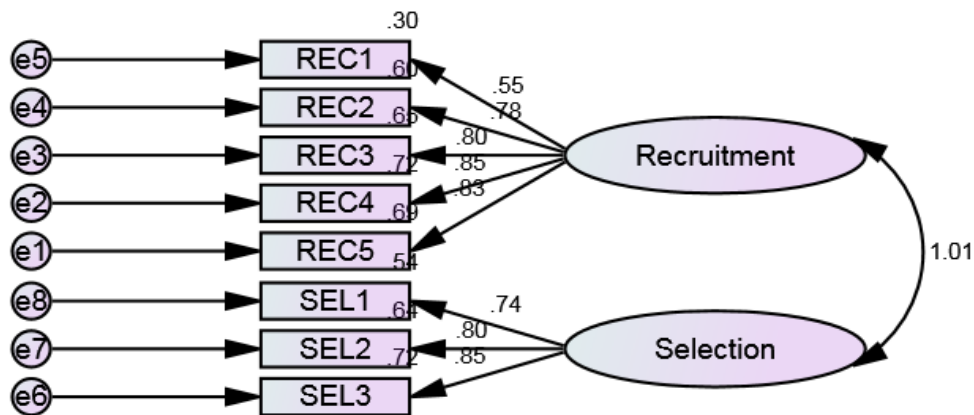
Dependent Variable: organizational citizenship behaviour development

Employee satisfaction

Coefficients						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.382	.129		10.680	.000
	Employee satisfaction	.230	.077	.260	2.984	.003

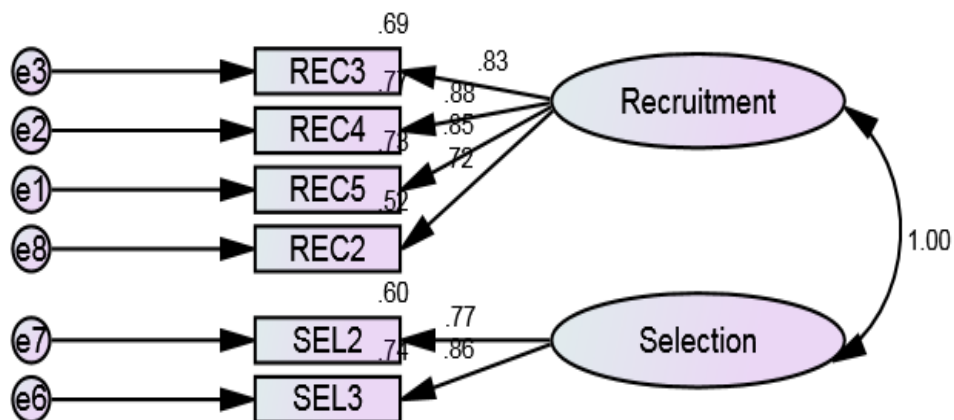
Dependent Variable: organizational citizenship behaviour development

APPENDIX V: CONFIRMATORY FACTOR ANALYSIS – RECRUITMENT AND SELECTION



Chi-square = 127.743, Degrees of freedom = 19, Probability level = .000

CMIN/DF = 6.723, GIF = .767, CFI = .856, RMSEA = .213, PCLOSE = .000



Result (Default model)

Chi-square = 41.012

Degrees of freedom = 8

Probability level = .000

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
REC5 <--- Recruitment	1.000				
REC4 <--- Recruitment	.968	.075	12.865	***	
REC3 <--- Recruitment	.889	.076	11.774	***	
SEL3 <--- Selection	1.000				
SEL2 <--- Selection	.864	.082	10.548	***	
REC2 <--- Recruitment	.839	.089	9.390	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
REC5 <--- Recruitment	.853
REC4 <--- Recruitment	.877
REC3 <--- Recruitment	.833
SEL3 <--- Selection	.861
SEL2 <--- Selection	.773
REC2 <--- Recruitment	.720

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Recruitment <--> Selection	.365	.054	6.716	***	

Correlations: (Group number 1 - Default model)

	Estimate
Recruitment <--> Selection	.999

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
--	----------	------	------	---	-------

	Estimate	S.E.	C.R.	P	Label
Recruitment	.359	.061	5.870	***	
Selection	.371	.064	5.807	***	
e1	.134	.021	6.328	***	
e2	.101	.017	5.912	***	
e3	.125	.019	6.581	***	
e6	.129	.025	5.094	***	
e7	.186	.028	6.755	***	
e8	.235	.032	7.304	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
REC2	.518
SEL2	.597
SEL3	.742
REC3	.694
REC4	.769
REC5	.728

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	13	41.012	8	.000	5.126
Saturated model	21	.000	0		
Independence model	6	576.935	15	.000	38.462

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.019	.902	.743	.344
Saturated model	.000	1.000		
Independence model	.265	.304	.026	.217

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.929	.867	.942	.890	.941
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.533	.495	.502
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	33.012	16.629	56.912
Saturated model	.000	.000	.000
Independence model	561.935	487.098	644.182

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.325	.262	.132	.452
Saturated model	.000	.000	.000	.000
Independence model	4.579	4.460	3.866	5.113

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.181	.128	.238	.000
Independence model	.545	.508	.584	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	67.012	68.541	103.986	116.986
Saturated model	42.000	44.471	101.728	122.728
Independence model	588.935	589.640	606.000	612.000

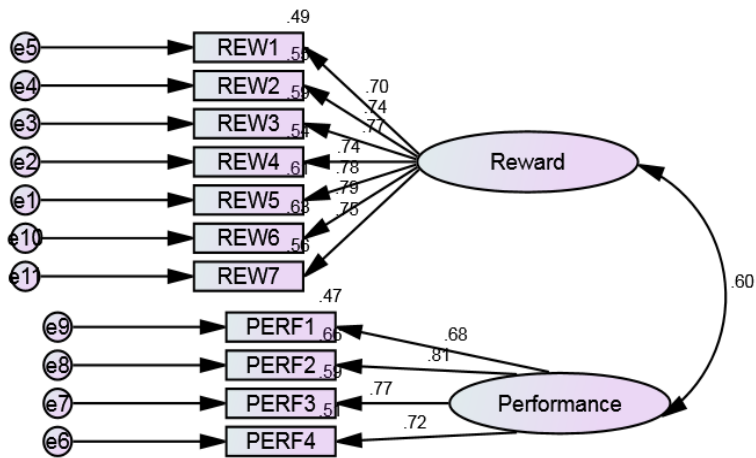
ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.532	.402	.722	.544
Saturated model	.333	.333	.333	.353
Independence model	4.674	4.080	5.327	4.680

HOELTER

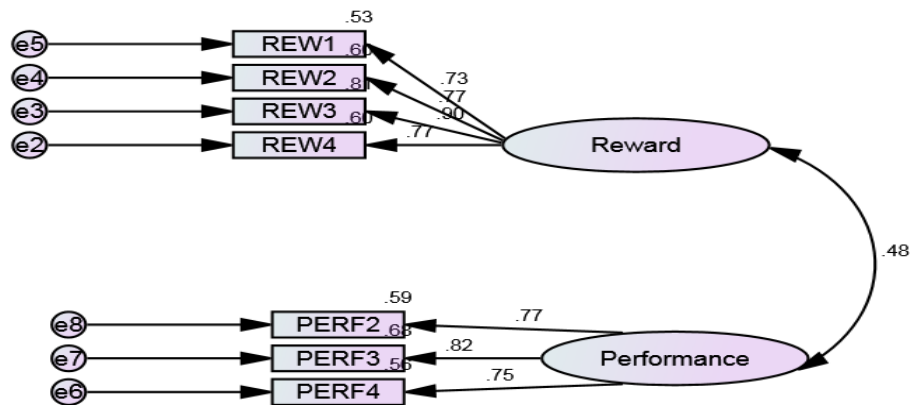
Model	HOELTER .05	HOELTER .01
Default model	48	62
Independence model	6	7

APPENDIX VI: CONFIRMATORY FACTOR ANALYSIS - REWARD AND PERFORMANCE



Chi-square = 223.484, Degrees of freedom = 43, Probability level = .000

CMIN/DF = 5.197, GIF = .744, CFI = .786, RMSEA = .183, PCLOSE = .000



Result (Default model)

Minimum was achieved

Chi-square = 32.188

Degrees of freedom = 13

Probability level = .002

Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
REW4 <--- Reward	1.000				
REW3 <--- Reward	1.051	.102	10.254	***	
REW2 <--- Reward	.829	.093	8.917	***	
REW1 <--- Reward	.931	.111	8.360	***	
PERF4 <--- Performance	1.000				
PERF3 <--- Performance	1.062	.134	7.909	***	
PERF2 <--- Performance	.900	.117	7.701	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
REW4 <--- Reward	.774
REW3 <--- Reward	.899
REW2 <--- Reward	.773
REW1 <--- Reward	.730
PERF4 <--- Performance	.746
PERF3 <--- Performance	.824
PERF2 <--- Performance	.768

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Reward <--> Performance	.139	.036	3.874	***	

Correlations: (Group number 1 - Default model)

	Estimate
Reward <--> Performance	.481

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Reward	.357	.072	4.945	***	
Performance	.234	.052	4.468	***	
e2	.239	.037	6.416	***	
e3	.094	.024	3.829	***	
e4	.166	.026	6.430	***	
e5	.271	.040	6.802	***	
e6	.187	.032	5.788	***	
e7	.125	.029	4.341	***	
e8	.132	.024	5.438	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
PERF2	.589
PERF3	.678
PERF4	.556
REW1	.533
REW2	.597
REW3	.808
REW4	.599

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	15	32.188	13	.002	2.476
Saturated model	28	.000	0		
Independence model	7	444.207	21	.000	21.153

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.023	.930	.850	.432
Saturated model	.000	1.000		
Independence model	.190	.426	.235	.319

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	.928	.883	.956	.927	.955
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.619	.574	.591
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	19.188	6.211	39.840
Saturated model	.000	.000	.000

Model	NCP	LO 90	HI 90
Independence model	423.207	358.366	495.474

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.255	.152	.049	.316
Saturated model	.000	.000	.000	.000
Independence model	3.525	3.359	2.844	3.932

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.108	.062	.156	.024
Independence model	.400	.368	.433	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	62.188	64.222	104.851	119.851
Saturated model	56.000	59.797	135.637	163.637
Independence model	458.207	459.156	478.116	485.116

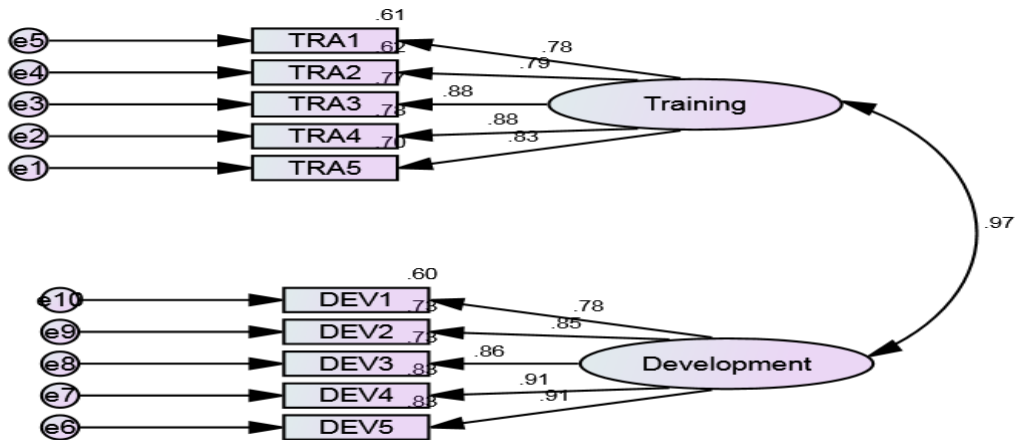
ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.494	.391	.657	.510
Saturated model	.444	.444	.444	.475
Independence model	3.637	3.122	4.210	3.644

HOELTER

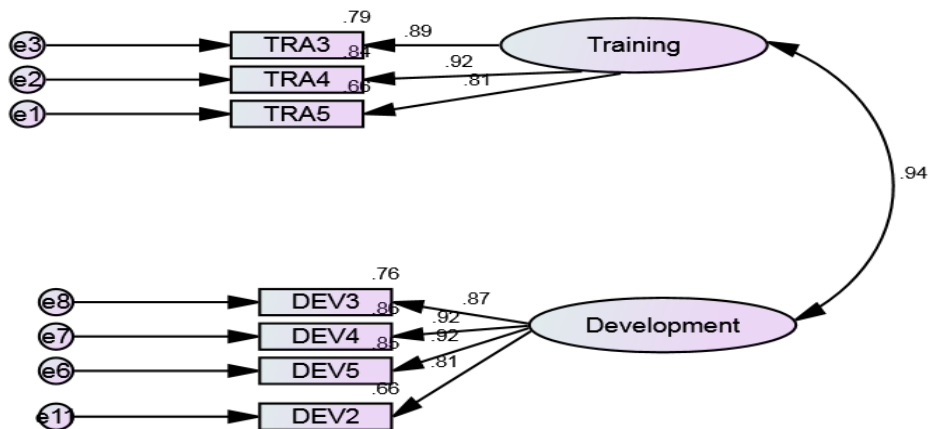
Model	HOELTER .05	HOELTER .01
Default model	88	109
Independence model	10	12

APPENDIX VII: CONFIRMATORY FACTOR ANALYSIS – TRAINING AND DEVELOPMENT



Chi-square = 168.194, Degrees of freedom = 34, Probability level = .000

CMIN/DF = 4.947, GIF = .767, CFI = .897, RMSEA = .177, PCLOSE = .000



Result (Default model)

Minimum was achieved

Chi-square = 20.988, Degrees of freedom = 13, Probability level = .073

Estimates (Group number 1 - Default model)**Regression Weights: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label
TRA5 <--- Training	1.000				
TRA4 <--- Training	1.102	.087	12.699	***	
TRA3 <--- Training	1.046	.086	12.181	***	
DEV5 <--- Development	1.000				
DEV4 <--- Development	1.056	.058	18.210	***	
DEV3 <--- Development	.871	.056	15.448	***	
DEV2 <--- Development	.856	.065	13.097	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
TRA5 <--- Training	.813
TRA4 <--- Training	.915
TRA3 <--- Training	.890
DEV5 <--- Development	.923
DEV4 <--- Development	.925
DEV3 <--- Development	.872
DEV2 <--- Development	.813

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Training <--> Development	.730	.111	6.606	***	

Correlations: (Group number 1 - Default model)

	Estimate
Training <--> Development	.943

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Training	.728	.133	5.466	***	
Development	.823	.122	6.762	***	
e1	.375	.054	6.956	***	
e2	.172	.033	5.224	***	
e3	.209	.035	5.955	***	
e6	.144	.025	5.699	***	
e7	.155	.028	5.630	***	
e8	.196	.029	6.715	***	
e11	.309	.043	7.195	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
DEV2	.661
DEV3	.761
DEV4	.855
DEV5	.851
TRA3	.792
TRA4	.838
TRA5	.660

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	15	20.988	13	.073	1.614
Saturated model	28	.000	0		
Independence model	7	894.204	21	.000	42.581

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.022	.957	.908	.444
Saturated model	.000	1.000		
Independence model	.646	.228	-.030	.171

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.977	.962	.991	.985	.991
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.619	.605	.613
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	7.988	.000	24.613
Saturated model	.000	.000	.000
Independence model	873.204	779.071	974.735

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.167	.063	.000	.195
Saturated model	.000	.000	.000	.000
Independence model	7.097	6.930	6.183	7.736

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.070	.000	.123	.249
Independence model	.574	.543	.607	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	50.988	53.022	93.650	108.650
Saturated model	56.000	59.797	135.637	163.637
Independence model	908.204	909.153	928.114	935.114

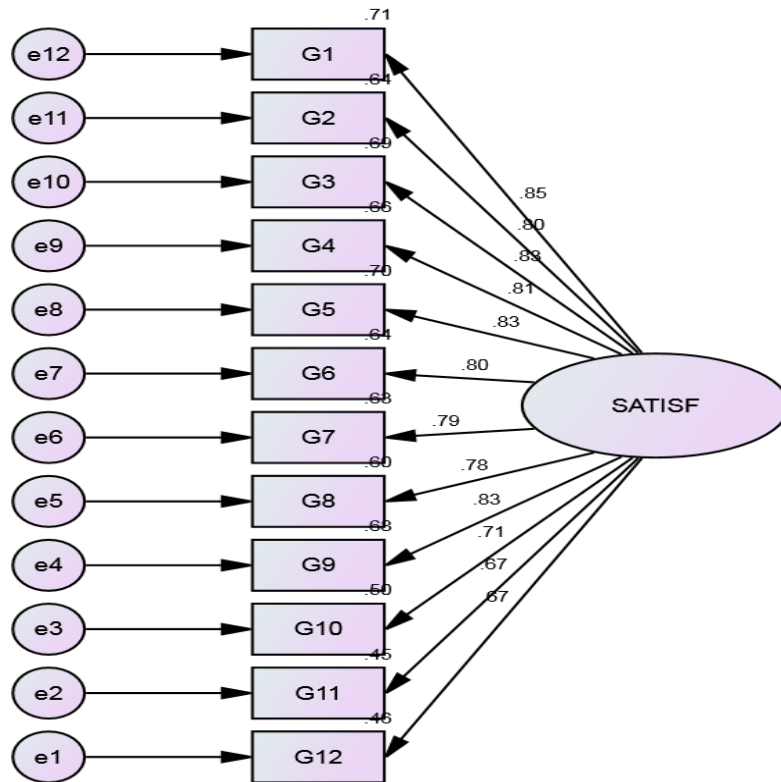
ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.405	.341	.537	.421
Saturated model	.444	.444	.444	.475
Independence model	7.208	6.461	8.014	7.216

HOELTER

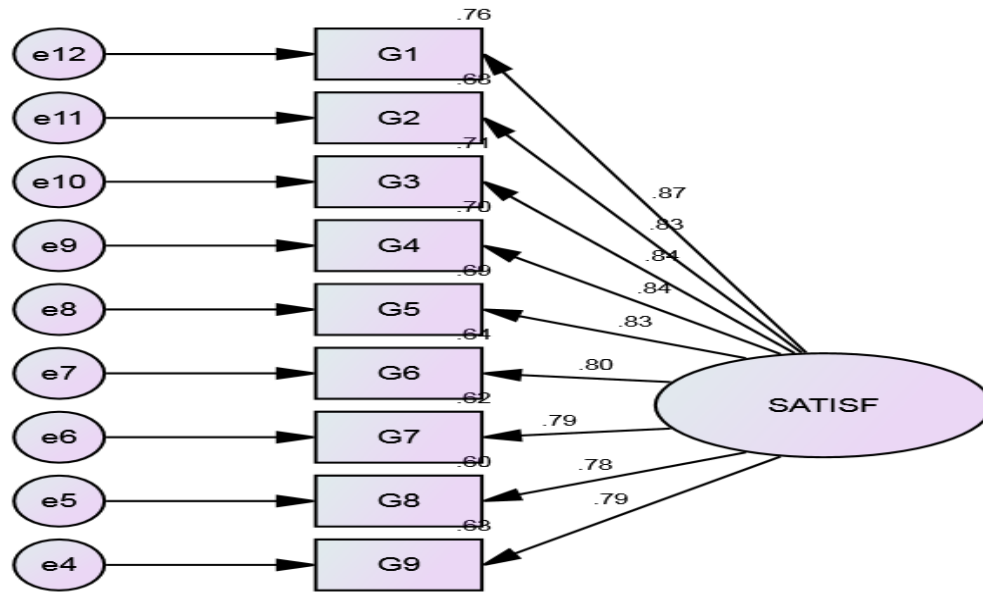
Model	HOELTER	HOELTER
	.05	.01
Default model	135	167
Independence model	5	6

APPENDIX VIII: CONFIRMATORY FACTOR ANALYSIS – EMPLOYEE SATISFACTION



Chi-square = 471.240, Degrees of freedom = 54, Probability level = .000

CMIN/DF = 8.727, GIF = .634, CFI = .720, RMSEA = .248, PCLOSE = .000



Chi-square = 84.677, Degrees of freedom = 27, Probability level = .000

CMIN/DF = 3.136, GIF = .870, CFI = .939, RMSEA = .130, PCLOSE = .000

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
G9 <--- SATISF	1.000				
G8 <--- SATISF	.894	.092	9.718	***	
G7 <--- SATISF	.978	.099	9.873	***	
G6 <--- SATISF	.953	.094	10.090	***	
G5 <--- SATISF	1.016	.096	10.624	***	
G4 <--- SATISF	1.035	.097	10.719	***	
G3 <--- SATISF	1.044	.097	10.789	***	
G2 <--- SATISF	1.011	.096	10.521	***	
G1 <--- SATISF	1.237	.109	11.388	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
G9 <--- SATISF	.791
G8 <--- SATISF	.777
G7 <--- SATISF	.787
G6 <--- SATISF	.800
G5 <--- SATISF	.831
G4 <--- SATISF	.837
G3 <--- SATISF	.841
G2 <--- SATISF	.825
G1 <--- SATISF	.874

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
SATISF	.398	.076	5.265	***	
e4	.239	.033	7.234	***	
e5	.208	.029	7.294	***	
e6	.235	.032	7.252	***	
e7	.204	.028	7.188	***	
e8	.184	.026	6.993	***	
e9	.183	.026	6.951	***	
e10	.180	.026	6.919	***	
e11	.191	.027	7.036	***	
e12	.188	.029	6.566	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
G1	.764

	Estimate
G2	.681
G3	.707
G4	.700
G5	.691
G6	.640
G7	.619
G8	.604
G9	.625

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	18	84.677	27	.000	3.136
Saturated model	45	.000	0		
Independence model	9	978.418	36	.000	27.178

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.025	.870	.783	.522
Saturated model	.000	1.000		
Independence model	.373	.217	.021	.174

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	.913	.885	.939	.918	.939
Saturated model	1.000		1.000		1.000

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.750	.685	.704
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	57.677	33.644	89.327
Saturated model	.000	.000	.000
Independence model	942.418	844.130	1048.108

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.672	.458	.267	.709
Saturated model	.000	.000	.000	.000
Independence model	7.765	7.480	6.699	8.318

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.130	.099	.162	.000
Independence model	.456	.431	.481	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	120.677	123.780	171.872	189.872
Saturated model	90.000	97.759	217.988	262.988

Model	AIC	BCC	BIC	CAIC
Independence model	996.418	997.970	1022.016	1031.016

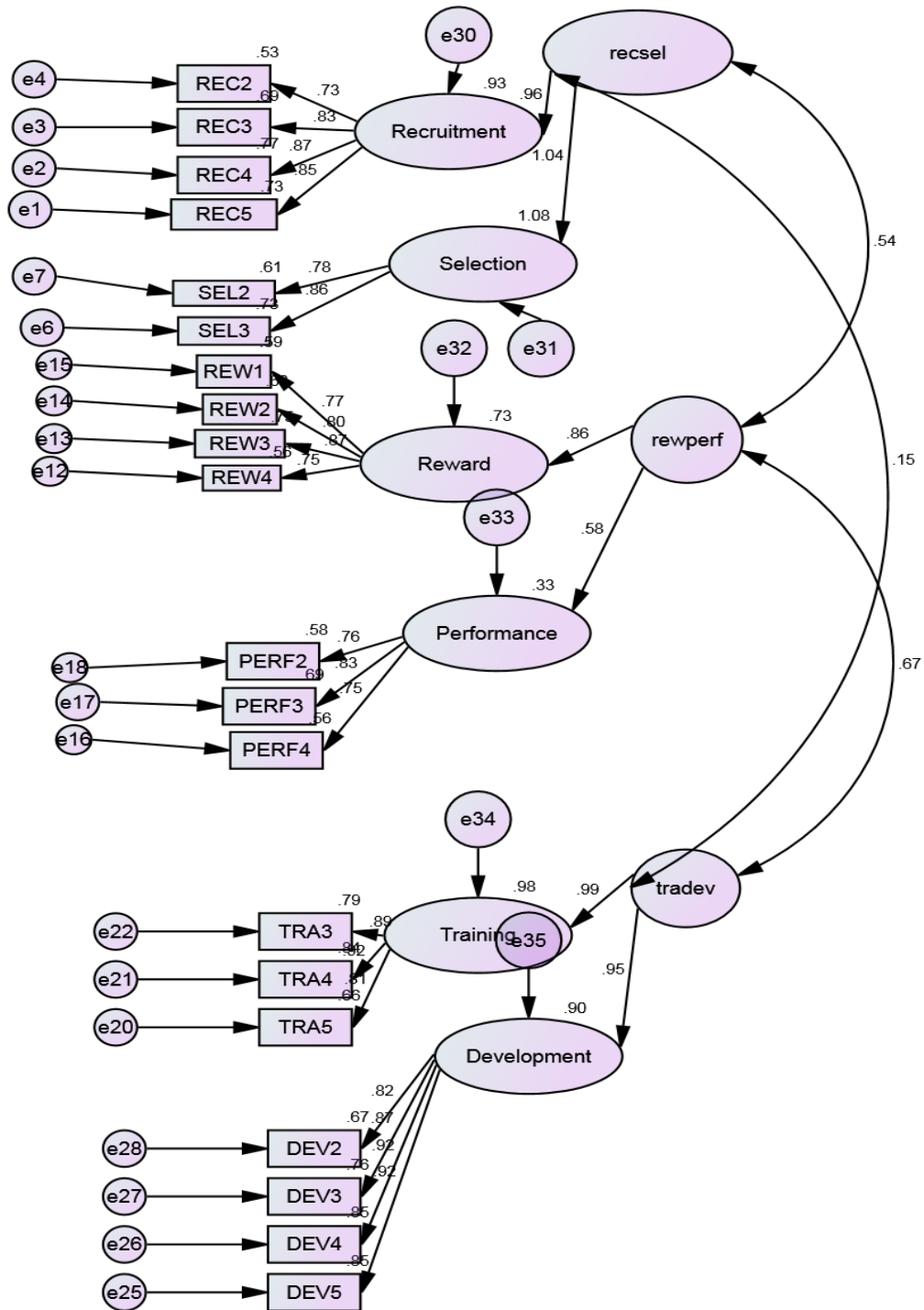
ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.958	.767	1.209	.982
Saturated model	.714	.714	.714	.776
Independence model	7.908	7.128	8.747	7.920

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	60	70
Independence model	7	8

APPENDIX IX: SECOND ORDER CFA ANALYSIS



Result (Default model)

Minimum was achieved

Chi-square = 32.188

Degrees of freedom = 13

Probability level = .002

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Recruitment	<---	recsel	1.000				
Selection	<---	recsel	1.090	.138	7.922	***	
Reward	<---	rewperf	1.000				
Performance	<---	rewperf	.564	.132	4.277	***	
Training	<---	tradev	1.000				
Development	<---	tradev	1.021	.111	9.192	***	
REC5	<---	Recruitment	1.000				
REC4	<---	Recruitment	.965	.075	12.839	***	
REC3	<---	Recruitment	.885	.076	11.719	***	
REC2	<---	Recruitment	.844	.089	9.500	***	
SEL3	<---	Selection	1.000				
SEL2	<---	Selection	.875	.082	10.642	***	
REW4	<---	Reward	1.000				
REW3	<---	Reward	1.047	.108	9.658	***	
REW2	<---	Reward	.880	.099	8.871	***	
REW1	<---	Reward	1.008	.118	8.538	***	
PERF4	<---	Performance	1.000				
PERF3	<---	Performance	1.068	.134	8.003	***	

			Estimate	S.E.	C.R.	P	Label
PERF2	<---	Performance	.894	.116	7.717	***	
TRA5	<---	Training	1.000				
TRA4	<---	Training	1.106	.087	12.673	***	
TRA3	<---	Training	1.050	.086	12.152	***	
DEV5	<---	Development	1.000				
DEV4	<---	Development	1.056	.058	18.064	***	
DEV3	<---	Development	.873	.056	15.452	***	
DEV2	<---	Development	.860	.065	13.172	***	

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Recruitment	<---	recsel	.964
Selection	<---	recsel	1.040
Reward	<---	rewperf	.855
Performance	<---	rewperf	.577
Training	<---	tradev	.992
Development	<---	tradev	.951
REC5	<---	Recruitment	.854
REC4	<---	Recruitment	.875
REC3	<---	Recruitment	.830
REC2	<---	Recruitment	.725
SEL3	<---	Selection	.856
SEL2	<---	Selection	.778
REW4	<---	Reward	.751
REW3	<---	Reward	.869
REW2	<---	Reward	.796
REW1	<---	Reward	.767

	Estimate
PERF4 <--- Performance	.746
PERF3 <--- Performance	.829
PERF2 <--- Performance	.763
TRA5 <--- Training	.810
TRA4 <--- Training	.916
TRA3 <--- Training	.891
DEV5 <--- Development	.922
DEV4 <--- Development	.923
DEV3 <--- Development	.873
DEV2 <--- Development	.816

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
recsel <--> rewperf	.155	.039	3.935	***	
rewperf <--> tradev	.279	.061	4.574	***	
recsel <--> tradev	.074	.048	1.553	.120	

Correlations: (Group number 1 - Default model)

	Estimate
recsel <--> rewperf	.540
rewperf <--> tradev	.666
recsel <--> tradev	.152

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
recsel	.334	.068	4.914	***	
rewperf	.246	.072	3.420	***	
tradev	.712	.141	5.048	***	
e30	.026	.035	.743	.457	

	Estimate	S.E.	C.R.	P	Label
e31	-.030	.042	-.719	.472	
e32	.090	.047	1.932	.053	
e33	.156	.039	4.052	***	
e34	.012	.052	.224	.823	
e35	.079	.055	1.422	.155	
e1	.134	.021	6.326	***	
e2	.103	.017	5.969	***	
e3	.128	.019	6.626	***	
e4	.231	.032	7.289	***	
e6	.134	.025	5.290	***	
e7	.183	.027	6.730	***	
e12	.260	.039	6.680	***	
e13	.120	.024	4.928	***	
e14	.151	.024	6.240	***	
e15	.238	.036	6.538	***	
e16	.187	.032	5.841	***	
e17	.122	.028	4.307	***	
e18	.135	.024	5.581	***	
e20	.379	.054	6.997	***	
e21	.169	.032	5.247	***	
e22	.208	.035	5.988	***	
e25	.146	.025	5.738	***	
e26	.158	.028	5.675	***	
e27	.195	.029	6.702	***	
e28	.305	.042	7.179	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Development	.904
Training	.984
Performance	.333
Reward	.731
Selection	1.083
Recruitment	.928
DEV2	.666
DEV3	.762
DEV4	.853
DEV5	.849
TRA3	.794
TRA4	.839
TRA5	.657
PERF2	.582
PERF3	.687
PERF4	.556
REW1	.589
REW2	.633
REW3	.755
REW4	.564
SEL2	.605
SEL3	.733
REC2	.526
REC3	.688
REC4	.766

	Estimate
REC5	.729

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	49	285.132	161	.000	1.771
Saturated model	210	.000	0		
Independence model	20	2174.778	190	.000	11.446

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.039	.827	.774	.634
Saturated model	.000	1.000		
Independence model	.295	.228	.147	.206

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	.869	.845	.938	.926	.937
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.847	.736	.794
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	124.132	80.954	175.163
Saturated model	.000	.000	.000
Independence model	1984.778	1838.397	2138.548

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	2.263	.985	.642	1.390
Saturated model	.000	.000	.000	.000
Independence model	17.260	15.752	14.590	16.973

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.078	.063	.093	.002
Independence model	.288	.277	.299	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	383.132	402.732	522.497	571.497
Saturated model	420.000	504.000	1017.279	1227.279
Independence model	2214.778	2222.778	2271.662	2291.662

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	3.041	2.698	3.446	3.196
Saturated model	3.333	3.333	3.333	4.000
Independence model	17.578	16.416	18.798	17.641

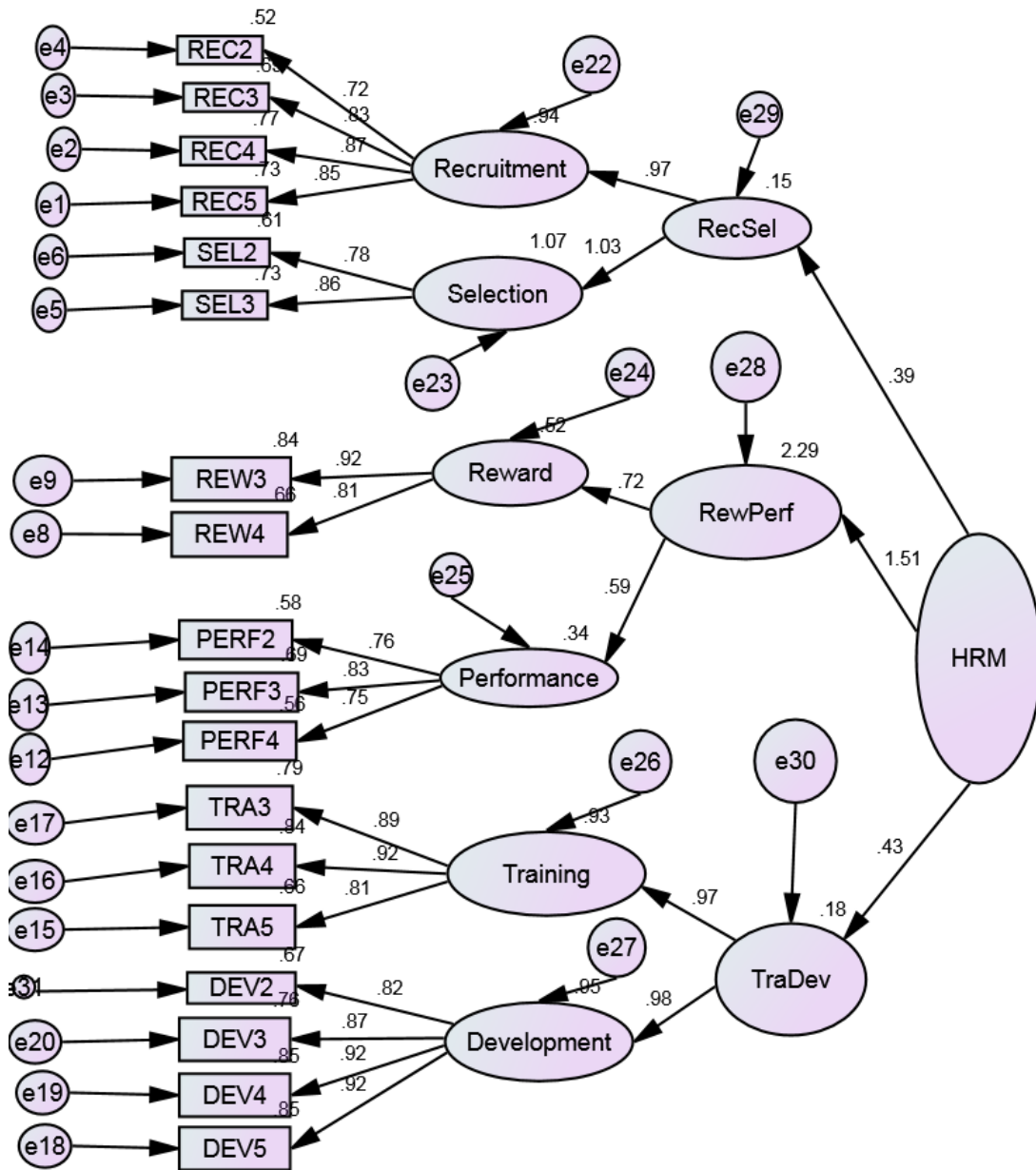
HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	85	91
Independence model	13	14

Execution time summary

Minimization: .012
Miscellaneous: 1.627
Bootstrap: .000
Total: 1.639

APPENDIX X: CFA PATH DIAGRAM –THIRD ORDER CFA



Squared Multiple Correlations

	Estimate
TraDev	.181
RewPerf	2.287
RecSel	.154
Development	.954
Training	.933
Performance	.344
Reward	.524
Selection	1.066
Recruitment	.943
DEV2	.667
DEV3	.764
DEV4	.852
DEV5	.848
TRA3	.793
TRA4	.839
TRA5	.658
PERF2	.576
PERF3	.689
PERF4	.560
REW3	.843
REW4	.655
SEL2	.605
SEL3	.732
REC2	.523

	Estimate
REC3	.688
REC4	.765
REC5	.731

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	45	204.739	126	.000	1.625
Saturated model	171	.000	0		
Independence model	18	1925.009	153	.000	12.582

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.031	.857	.805	.631
Saturated model	.000	1.000		
Independence model	.304	.249	.161	.223

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	.894	.871	.956	.946	.956
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.824	.736	.787
Saturated model	.000	.000	.000

Model	PRATIO	PNFI	PCFI
-------	--------	------	------

Independence model	1.000	.000	.000
--------------------	-------	------	------

NCP

Model	NCP	LO 90	HI 90
Default model	78.739	43.477	121.911
Saturated model	.000	.000	.000
Independence model	1772.009	1634.223	1917.192

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.625	.625	.345	.968
Saturated model	.000	.000	.000	.000
Independence model	15.278	14.064	12.970	15.216

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.070	.052	.088	.033
Independence model	.303	.291	.315	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	294.739	310.720	422.727	467.727
Saturated model	342.000	402.729	828.356	999.356
Independence model	1961.009	1967.402	2012.205	2030.205

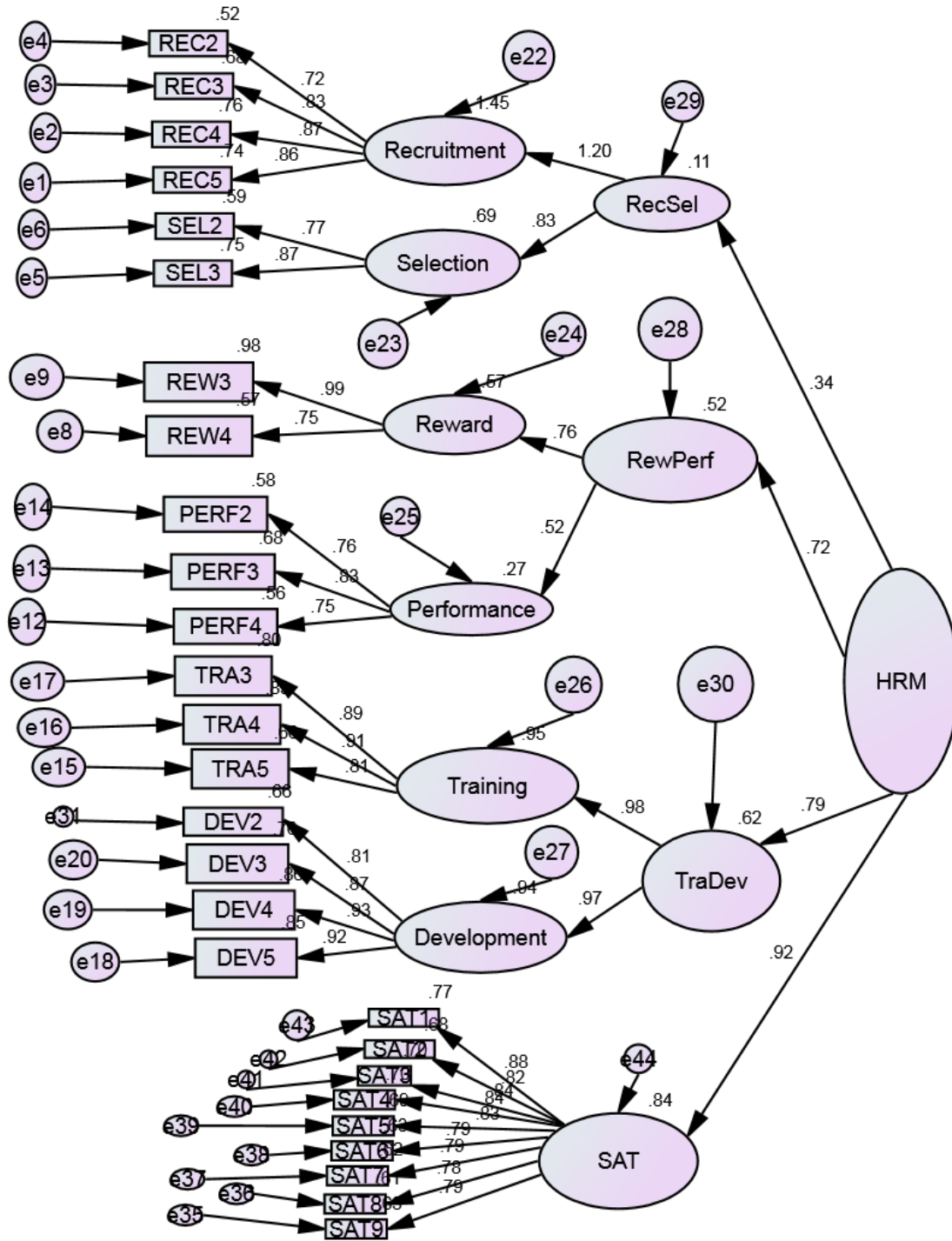
ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	2.339	2.059	2.682	2.466
Saturated model	2.714	2.714	2.714	3.196
Independence model	15.564	14.470	16.716	15.614

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	95	103
Independence model	12	13

APPENDIX XI: HIGHER ORDER CFA WITH MODERATING VARIABLE



Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
RecSel	<---	HRM	.246	.060	4.096	***	
RewPerf	<---	HRM	.316	.069	4.582	***	
TraDev	<---	HRM	.657	.087	7.520	***	
Recruitment	<---	RecSel	1.000				
Selection	<---	RecSel	.702	.151	4.639	***	
Reward	<---	RewPerf	1.000				
Performance	<---	RewPerf	.577	.185	3.120	.002	
Training	<---	TraDev	1.000				
Development	<---	TraDev	1.053	.100	10.527	***	
SAT	<---	HRM	.581	.068	8.594	***	
REC5	<---	Recruitment	1.000				
REC4	<---	Recruitment	.954	.074	12.970	***	
REC3	<---	Recruitment	.876	.074	11.811	***	
REC2	<---	Recruitment	.838	.088	9.572	***	
SEL3	<---	Selection	1.000				
SEL2	<---	Selection	.855	.081	10.583	***	
REW4	<---	Reward	1.000				
REW3	<---	Reward	1.188	.173	6.868	***	
PERF4	<---	Performance	1.000				
PERF3	<---	Performance	1.062	.135	7.896	***	
PERF2	<---	Performance	.894	.116	7.678	***	
TRA5	<---	Training	1.000				
TRA4	<---	Training	1.100	.087	12.645	***	
TRA3	<---	Training	1.052	.086	12.258	***	
DEV5	<---	Development	1.000				

			Estimate	S.E.	C.R.	P	Label
DEV4	<---	Development	1.059	.058	18.158	***	
DEV3	<---	Development	.873	.057	15.403	***	
DEV2	<---	Development	.859	.066	13.105	***	
SAT9	<---	SAT	1.000				
SAT8	<---	SAT	.898	.091	9.878	***	
SAT7	<---	SAT	.978	.098	9.966	***	
SAT6	<---	SAT	.944	.094	10.058	***	
SAT5	<---	SAT	1.011	.095	10.672	***	
SAT4	<---	SAT	1.033	.096	10.802	***	
SAT3	<---	SAT	1.037	.096	10.813	***	
SAT2	<---	SAT	1.006	.095	10.560	***	
SAT1	<---	SAT	1.235	.107	11.502	***	

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
RecSel	<---	HRM	.339
RewPerf	<---	HRM	.721
TraDev	<---	HRM	.789
Recruitment	<---	RecSel	1.203
Selection	<---	RecSel	.832
Reward	<---	RewPerf	.755
Performance	<---	RewPerf	.522
Training	<---	TraDev	.976
Development	<---	TraDev	.967
SAT	<---	HRM	.919
REC5	<---	Recruitment	.859
REC4	<---	Recruitment	.871

			Estimate
REC3	<---	Recruitment	.826
REC2	<---	Recruitment	.724
SEL3	<---	Selection	.866
SEL2	<---	Selection	.769
REW4	<---	Reward	.752
REW3	<---	Reward	.988
PERF4	<---	Performance	.747
PERF3	<---	Performance	.826
PERF2	<---	Performance	.764
TRA5	<---	Training	.812
TRA4	<---	Training	.912
TRA3	<---	Training	.894
DEV5	<---	Development	.921
DEV4	<---	Development	.925
DEV3	<---	Development	.873
DEV2	<---	Development	.814
SAT9	<---	SAT	.793
SAT8	<---	SAT	.784
SAT7	<---	SAT	.789
SAT6	<---	SAT	.794
SAT5	<---	SAT	.830
SAT4	<---	SAT	.837
SAT3	<---	SAT	.838
SAT2	<---	SAT	.823
SAT1	<---	SAT	.876

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
HRM	1.000				
e28	.092	.056	1.633	.102	
e29	.467	.128	3.657	***	
e30	.261	.072	3.623	***	
e22	-.163	.105	-1.555	.120	
e24	.145	.057	2.535	.011	
e25	.171	.043	4.017	***	
e26	.035	.036	.961	.337	
e27	.052	.039	1.346	.178	
e23	.115	.058	1.978	.048	
e44	.063	.040	1.570	.116	
e1	.129	.020	6.343	***	
e2	.105	.017	6.147	***	
e3	.130	.019	6.736	***	
e4	.232	.032	7.334	***	
e5	.125	.025	5.039	***	
e6	.189	.028	6.839	***	
e8	.259	.053	4.911	***	
e9	.012	.058	.200	.842	
e12	.186	.032	5.743	***	
e13	.124	.029	4.257	***	
e14	.134	.024	5.476	***	
e15	.376	.054	6.991	***	
e16	.177	.033	5.400	***	
e17	.203	.034	5.933	***	

	Estimate	S.E.	C.R.	P	Label
e18	.148	.025	5.810	***	
e19	.154	.027	5.652	***	
e20	.196	.029	6.734	***	
e31	.307	.043	7.202	***	
e35	.237	.033	7.270	***	
e36	.203	.028	7.311	***	
e37	.233	.032	7.289	***	
e38	.209	.029	7.264	***	
e39	.185	.026	7.065	***	
e40	.182	.026	7.013	***	
e42	.193	.027	7.106	***	
e41	.183	.026	7.008	***	
e43	.186	.028	6.639	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
TraDev	.623
RewPerf	.520
RecSel	.115
SAT	.844
Development	.936
Training	.952
Performance	.272
Reward	.570
Selection	.693
Recruitment	1.447
SAT1	.767
SAT2	.678

	Estimate
SAT3	.702
SAT4	.701
SAT5	.689
SAT6	.631
SAT7	.622
SAT8	.614
SAT9	.629
DEV2	.663
DEV3	.761
DEV4	.856
DEV5	.847
TRA3	.799
TRA4	.832
TRA5	.659
PERF2	.584
PERF3	.682
PERF4	.559
REW3	.976
REW4	.566
SEL2	.591
SEL3	.750
REC2	.524
REC3	.683
REC4	.759
REC5	.738

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	64	514.311	314	.000	1.638
Saturated model	378	.000	0		
Independence model	27	3209.510	351	.000	9.144

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.040	.782	.737	.649
Saturated model	.000	1.000		
Independence model	.301	.169	.105	.157

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	.840	.821	.931	.922	.930
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.895	.751	.832
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	200.311	142.044	266.482
Saturated model	.000	.000	.000
Independence model	2858.510	2680.926	3043.459

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	4.082	1.590	1.127	2.115
Saturated model	.000	.000	.000	.000
Independence model	25.472	22.687	21.277	24.154

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.071	.060	.082	.001
Independence model	.254	.246	.262	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	642.311	678.883	824.339	888.339
Saturated model	756.000	972.000	1831.103	2209.103
Independence model	3263.510	3278.939	3340.303	3367.303

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	5.098	4.635	5.623	5.388
Saturated model	6.000	6.000	6.000	7.714

Model	ECVI	LO 90	HI 90	MECVI
Independence model	25.901	24.491	27.369	26.023

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	88	92
Independence model	16	17

Minimization: .022

Miscellaneous: 1.515

Bootstrap: .000

Total: 1.537

APPENDIX XII: GOVERNMENT MINISTRIES

1. Ministry of Interior and Coordination of National Government.
2. Ministry of Devolution and Planning.
3. Defence
4. Foreign Affairs
5. Education which will have the Department of Education and Department of Science and Technology
6. The National Treasury
7. Health
8. Transport and Infrastructure which will have the Department of Transport Services and the Department of Infrastructure
9. Environment, Water and Natural Resource
10. Land, Housing and Urban Development
11. Information, Communication and Technology (ICT)
12. Sports, Culture and the Arts
13. Labour, Social Security and Services
14. Energy and Petroleum
15. Agriculture, Livestock and Fisheries under which are the Department of Agriculture, Department of Livestock and Department of Fisheries
16. Industrialization and Enterprise Development
17. Commerce and Tourism which has the Department of Commerce and Department of Tourism
18. Mining