



Effect of Employee Commitment on Performance of County Government Organisations in Kenya

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Abstract

Employee commitment has increasingly been recognised as a fundamental determinant of organisational performance, including public sector institutions. This study examined the effect of employee commitment on the performance of county government organisations in Kenya. The study adopted pragmatic philosophy and a mixed research design with a target population comprising 1,190 County Executive Committee Members and County Chief Officers across 34 counties, from which a sample of 299 respondents was selected using multistage sampling (stratified random and purposive sampling). Data were collected through a structured questionnaire and interview guide and analysed using SPSS to obtain both descriptive and inferential statistics. Results show a significant and positive relationship between employee commitment and organisational performance ($R = 0.514$). This shows that committed employees ensure effectiveness in service delivery, efficiency in resource utilisation, and meeting the needs of those they serve. Results thus demonstrate that timely feedback, transparent communication, opportunities for career growth, employee engagement in decision-making, and recognition of contributions are necessary practises that strengthen commitment. These practises could be argued to cultivate a sense of belonging and motivation among employees, which in turn enhances service delivery, efficiency, and accountability at the county level. Thus, fostering employee commitment through inclusive leadership, transparent communication, recognition, and capacity building is essential for enhancing the performance of county governments and strengthening the success of Kenya's devolved governance framework.

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Introduction

Employee commitment has emerged as a cornerstone of organisational performance across diverse sectors, including the public sector, where service delivery directly affects the well-being of the populace. County governments in Kenya were established under the 2010 Constitution to operationalise devolution and to deliver essential services such as health, water, agriculture, and local infrastructure at the grassroots level. The realisation of these mandates, however, depends not only on strategic leadership and adequate institutional frameworks, but also on the presence of a dedicated and committed workforce. As Jude (2022) emphasises, employee commitment is a decisive factor influencing organisational outcomes, making it indispensable for effective public service delivery in devolved units. The commitment plays a multifaceted role in enhancing organisational competencies by instilling dedication and resilience and aligning individual employees with institutional goals (Hendri, 2019). According to Abdullahi et al. (2021), human resource management practises such as



fair compensation, professional development, recognition, and participatory decision-making foster stronger employee loyalty and engagement. It could be argued that employee commitment transcends a mere attitudinal construct; it represents a strategic resource that directly shapes organisational performance and sustainability.

The conceptual foundation of employee commitment is captured in Meyer and Allen's (2021) three-component model, which identifies affective, continuance, and normative commitment as distinct but interrelated dimensions. Affective commitment, which reflects emotional attachment and identification with the organisation, is associated with enhanced performance outcomes. Continuance commitment, on the other hand, is driven by perceived costs of leaving that could translate into productivity gains. Normative commitment is grounded in a moral obligation to remain with the organisation, while promoting retention and, eventually, the organisation's performance. Singh and Sharma (2019) and Kumar and Mishra (2018) separately demonstrate that affective and normative commitment foster productivity, efficiency, and improved service delivery in public institutions.

The recognition of the importance of employee commitment, notwithstanding, contextual challenges complicate its role in Kenya's county governments. Since their establishment, counties have faced issues including corruption, resource mismanagement, political interference, weak accountability systems, and inadequate human resource practices (Abdirahman et al., 2021). These challenges may be argued to undermine employee morale, resulting in low levels of commitment, absenteeism, high turnover, and ultimately inefficiencies in service delivery. Otieno (2022) argues that counties where employees exhibit higher levels of commitment demonstrate improved institutional performance, greater responsiveness to citizen needs, and enhanced public trust. Effective service delivery is central to consolidating the gains of devolution, reducing regional inequalities, and promoting socio-economic development (World Bank, 2019; Mwamuye & Nyamu, 2020).

County governments, as the primary interface between the state and citizens, must therefore prioritise strategies to strengthen employee commitment (Chege & Ngugi, 2021). This involves not only addressing material incentives such as salaries and promotions but also fostering intrinsic motivation through participatory governance, transparent communication, and recognition of employee contributions (Zerfass et al., 2020; Abasilim et al., 2019). These perspectives highlight that employee commitment is not simply an individual-level phenomenon but a systemic driver of institutional performance in the public sector (Muthoni, 2022; Ndegwa & Mutua, 2021). For Kenya's county governments, cultivating employee commitment is pivotal to bridging the gap between policy promises and service delivery realities (Otieno, 2022). By aligning human capital strategies with organisational objectives, counties can transform employee dedication into a catalyst for improved accountability, efficiency, and sustainable development at the grassroots level (Kihara & Wainaina, 2023; Ngure, 2023).

The existing body of empirical research highlights employee commitment as a critical determinant of organisational performance across sectors. Baird et al. (2019), in a study of hospitals in Brussels, established that resource availability indirectly enhanced employee commitment, which in turn improved operational efficiency and patient care. Similarly, Sigler and Pearson (2020) argue that employee commitment embodies dedication to organisational goals, especially in challenging environments where resilience and shared responsibility are vital for performance outcomes. Ridwan et al. (2020) opine that organisational support and commitment significantly improved employee performance, reinforcing the notion that commitment operates alongside supportive work environments to drive efficiency. In the private sector, Qureshi et al. (2018) confirmed a strong positive correlation between worker commitment, performance, and reduced turnover in cement firms. Manafa's (2023) study demonstrates that normative and continuance commitment improve



organisational outcomes, suggesting that commitment reduces turnover and enhances consistency in service delivery.

Udo-Anyanwu and Amadi (2018) also reported that job satisfaction and commitment were strongly correlated among librarians in Nigeria, while Omokorede (2017) reported that employee recognition and appreciation significantly influenced organisational performance in Ghanaian manufacturing firms. Importantly, financial incentives alone were not sufficient, as commitment was also shaped by intrinsic motivators such as recognition, communication, and a sense of accomplishment. In the Kenyan context, Twalib and Kariuki (2020) revealed that motivation and commitment positively influenced employee performance at Telkom Kenya Limited. The study emphasised that regular promotion, fair treatment, and recognition enhanced commitment, which directly improved productivity. The findings are instructive for county governments where employee morale and loyalty are crucial for effective service delivery. Weak commitment, often arising from poor promotion structures, inadequate compensation, or lack of recognition, risks undermining public trust and institutional legitimacy.

Feedback and communication are considered central to strengthening employee commitment and, by extension, organisational performance, as opined by Musheke and Phiri (2021), drawing on systems theory. They demonstrated that regular, actionable feedback significantly improved employee performance by clarifying expectations and fostering continuous learning. Hee et al. (2019) highlight that feedback focused on tasks and processes yielded better outcomes than feedback limited to results, underscoring the importance of developmental communication. According to Kihama and Wainaina (2019), transparent appraisal feedback improved employee trust and engagement in the Kiambu County water and sewage companies. Their findings confirm that open communication enhances employee inclusion in decision-making, which increases both commitment and productivity. In county governments, where employees often act as the interface between citizens and the state, feedback and communication not only enhance internal performance but also strengthen public trust. Job satisfaction has consistently been identified as a strong predictor of employee commitment and organisational outcomes. Judge et al. (2016), through a meta-analysis, found that satisfied employees demonstrated higher productivity and improved performance. Similarly, Robbins and Judge (2021) linked job satisfaction to reduced turnover and stronger organisational loyalty, both of which enhance stability and service delivery. Wright and Cropanzano (2022) emphasised that organisational culture and leadership styles moderate the relationship between job satisfaction and performance, suggesting that institutions must align HR practises with cultural and contextual realities. Harter et al. (2021) show that job satisfaction fosters engagement, which in turn improves performance outcomes. In Kenya, these findings resonate strongly with the realities of county governments, where low job satisfaction caused by delayed salaries, limited promotions, and political interference often erodes employee commitment. Conversely, counties that invest in supportive work environments, career growth, and fair treatment are better positioned to achieve sustainable service delivery.

Although prior studies have explored aspects of organisational performance within the public and private sectors (Waikenda, 2019; Odera, 2018), they have mostly focused on corporate governance, institutional policies, or non-governmental organisations. There is limited inferential research grounded in the Kenyan devolution context that empirically links strategic leadership constructs, including employee commitment, strategic communication, institutional culture, and public participation, with measurable county government performance outcomes. The inadequacy of empirical studies grounded in inferential statistics. This study, therefore, sought to fill this gap by investigating how strategic leadership influences the performance of county governments in Kenya. This article is an extract from a larger study that aimed to establish the influence of strategic leadership on the performance of county governments in Kenya. The specific objective that guided this was to



examine the influence of employee commitment on the performance of county government organisations in Kenya.

Theoretical Review

The study was anchored on two theories, namely Strategic Leadership Theory (SLT) and Stakeholder Theory.

Strategic Leadership Theory

Strategic Leadership Theory, advanced by Hambrick and Mason (1984) through the Upper Echelons perspective, emphasises how leaders influence organisational outcomes through vision, decision-making, and strategic direction. Later expansions highlight the role of leaders in shaping organisational culture, building capabilities, and fostering employee commitment (Finkelstein & Hambrick, 2019; Boal & Hooijberg, 2020). For county governments in Kenya, SLT is particularly relevant because leaders operate in uncertain environments marked by resource constraints, citizen demands, and accountability pressures. According to Oponng (2019), effective leaders anticipate challenges, mobilise resources, and inspire commitment by aligning employee goals with institutional objectives. Leaders who practise strategic communication and uphold ethical values enhance employee trust and dedication, thereby improving service delivery (Macey & Schneider, 2018).

In this context, employee commitment is not accidental but cultivated through leadership that clarifies vision, embeds values, and empowers staff. County executives and managers who embrace strategic leadership principles can strengthen employees' affective and normative commitment, which translates into reduced absenteeism, greater accountability, and improved performance outcomes. Thus, SLT provides a strong basis for understanding how leadership practises shape employee attitudes and, ultimately, county government performance.

Stakeholder Theory

Introduced by Freeman in 1984, the theory argues that organisational success depends on addressing the interests of multiple stakeholders, not just shareholders. In the public sector, stakeholders include employees, citizens, community organisations, suppliers, and regulatory bodies (Hillman & Daniel, 2021). For county governments in Kenya, the theory is highly relevant because employees are primary stakeholders whose commitment directly impacts service delivery. Engaging employees through transparent communication, fair treatment, and recognition fosters a sense of inclusion and strengthens commitment (Ontita & Kinyua, 2020). Moreover, public participation, another key aspect of Stakeholder Theory, ensures that citizens' needs shape county priorities, aligning organisational objectives with community expectations (Karimi et al., 2020). From this perspective, employee commitment extends beyond individual loyalty to becoming a systemic enabler of stakeholder satisfaction. When employees are motivated and engaged, they provide better services, build stronger community trust, and enhance county governments' legitimacy.

Abang'a et al. (2022) further highlight that cultivating an institutional culture of transparency, accountability, and learning fosters commitment and improves organisational performance. SLT and Stakeholder Theory provide a comprehensive framework for understanding the effect of employee commitment on county government performance. SLT emphasises the role of leadership in cultivating commitment, while Stakeholder Theory underscores the systemic importance of satisfying both internal (employees) and external (citizens) stakeholders. By integrating these theories, this study situates employee commitment as a strategic and systemic driver of performance, accountability, and sustainable service delivery in county governments.



Empirical Review

Baird et al. (2019) assessed employee organisational commitment and hospital performance in Brussels." The study used a poll of hospital management to examine correlations among EOC, hospital performance, and the availability of sufficient facilities. By indirectly favourably influencing EOC, the results validate the theoretical model, showing that the availability of staff resources and support facilities is positively correlated with both operational effectiveness and patient care. The results emphasise the crucial need for hospitals to have sufficient space and an emergency room (EOC), and they advise CEOs and general managers to work to increase the availability of these resources to encourage EOC at their institutions. According to a study by Sigler and Pearson (2020), employee commitment is essential for achieving high performance within a company. It encompasses dedication to the team, a sense of responsibility for shared goals, and a commitment to addressing the group's needs. This dedication becomes particularly significant in challenging situations, when team members' commitment is most evident. The true measure of workers' dedication often surfaces during difficult times. Strong commitment is typically rooted in human and moral values and arises from voluntary engagement rather than coercion, as enforced compliance tends to undermine genuine commitment.

Ridwan et al. (2020) conducted a study on improving employee performance through perceived organisational support, organisational commitment and organisational citizenship behaviour in Sweden by employing quantitative survey methodology that begins with path analysis and proceeds to determination analysis (R-Square), partial hypothesis testing (t-test), simultaneous testing (F test), and alpha 5 per cent (0.05). The findings demonstrated that at SPMI Private University in West Sumatra, employee performance was positively and significantly affected by perceived organisational support, organisational commitment, and organisational citizenship behaviour, all of which occurred in part and simultaneously. Qureshi et al. (2018) looked at the effect of worker commitment on company performance in cement firms in Pakistan. In this study, descriptive and informative research approaches were applied. The findings indicate that: employee commitment among cement company staff is extremely strong; employee commitment and business performance are comparatively more significantly correlated; employee commitment and employee turnover are also highly correlated. Among the recommendations are the following: management must select employees with the greatest potential to become part of the business; it must create work and organisational forecasts that are realistic and comprehensible.

In the study of employee commitment and organisational performance in selected Access Bank branches in Nigeria, Manafa (2023) employed a survey research design and selected 1,836 workers in the Nigerian state of Anambra. The study found that organisational performance at Access Bank branches in the Nigerian state of Anambra is significantly improved by normative and continuous commitment and concluded that, in a few branches, employee commitment significantly improves organisational performance. Based on the study's findings that normative commitment has a major impact on employees' organisational performance, the researcher suggests that banks should monitor staff productivity and encourage maintenance to reduce employee turnover. Udo-Anyanwu and Amadi (2018) studied employee commitment and job satisfaction among librarians in academic libraries in Imo State, Nigeria, to examine how work satisfaction and employee commitment relate to library personnel in Imo State's higher education institutions, using a correlational study design. The study's findings demonstrated that the vast majority of library employees expressed a high level of devotion to their work. Among library employees, job satisfaction and employee commitment are positively correlated.

Omokorede (2017) conducted a study on employee commitment and organisational performance in selected manufacturing companies in Accra, Ghana, using a survey research design targeting staff



members from the technical and production departments of three manufacturing companies. The findings indicated significant positive relationships between a sense of accomplishment and employee task performance, and between recognition and appreciation and organisational performance. However, salary and wages did not significantly impact organisational performance, whereas fringe benefits positively affected employee performance. The study concluded that employee commitment variables positively influence organisational performance and recommended that organisations provide effective motivation, compensation, and remuneration to enhance employee commitment and task performance.

Method

Study Design and Site

The study adopted a pragmatic philosophy because it emphasises empiricism and objectivity, which enabled the testing of hypotheses and the analysis of associations between employee commitment and the performance of county governments in Kenya. In terms of research design, the study adopted a sequential mixed-methods design that combined quantitative and qualitative data within a single study framework. The design was selected because it enabled the integration of qualitative insights into a primarily quantitative framework, allowing numeric results to be interpreted with contextual depth. Given the nature of the information sought and the target population, as explained below, the study site was the respective county headquarters.

Study Population

The target population consisted of 1,190 County Executive Committee Members (CECs) and County Chief Officers (CCOs) from thirty-four counties that had complied with the requirements of preparing and submitting the requisite documents including County Integrated Development Plans (CIDPs), Annual Development Plans (ADPs), and performance contracts as of the end of 2024 based on the information available at Council of Governors (CoG) and the County Assembles Forum (CAF). The unit of observation was selected for their strategic administrative roles and in-depth knowledge and involvement in the development and implementation of County Integrated Development Plans, Annual Development Plans, and performance contracts, which are central to the study's intent. By law, counties are expected to employ 10 CECs and 25 CCOs, and at the time of the research, it was found that all selected counties had filled these positions.

*Table 1: Sample Size Distribution*

County	Position	Number of Officer
Nairobi	CEC & CCO	35
Kiambu	CEC & CCO	35
Mombasa	CEC & CCO	35
Kisumu	CEC & CCO	35
Nakuru	CEC & CCO	35
Kakamega	CEC & CCO	35
Kisii	CEC & CCO	35
Bungoma	CEC & CCO	35
Bomet	CEC & CCO	35
Baringo	CEC & CCO	35
Narok	CEC & CCO	35
Meru	CEC & CCO	35
Marsabit	CEC & CCO	35
Kericho	CEC & CCO	35
Turkana	CEC & CCO	35
Mandera	CEC & CCO	35
Isiolo	CEC & CCO	35
Wajir	CEC & CCO	35
Garisaa	CEC & CCO	35
Kilifi	CEC & CCO	35
Machakos	CEC & CCO	35
Taita Taveta	CEC & CCO	35
Tana River	CEC & CCO	35
Lamu	CEC & CCO	35
Makueni	CEC & CCO	35
Kitui	CEC & CCO	35
Laikipia	CEC & CCO	35
Tharaka Nithi	CEC & CCO	35
Embu	CEC & CCO	35
Elgeyo Marakwet	CEC & CCO	35
Uasin Gishu	CEC & CCO	35
Homa bay	CEC & CCO	35
Siaya	CEC & CCO	35
Migori	CEC & CCO	35
Total		1,190

Sampling and Sample size

This research study used multistage sampling (purposive and stratified random) to account for the various officers in the population. Yamane's (1967) sample size formula was used to determine the sample size, yielding 229 respondents. Thereafter, a proportionate allocation procedure was employed in the sample size to select the sample elements in each stratum.



Data Collection

Both quantitative and qualitative data were collected using structured questionnaires and an interview guide to obtain rich, detailed information, given the objective at hand. The study used structured questionnaires to collect primary data from the identified respondents, including the CEC and the COO. The questionnaire consisted of closed-ended questions that utilised nominal and Likert scales. Nominal scales captured demographic information, such as age, gender, and job title, providing context for interpreting the findings. A five-point Likert scale was used to measure both the independent and dependent variables, enabling quantitative analysis.

Data Analysis

The Statistical Package for the Social Sciences (SPSS, version 28) was used to analyse quantitative data, while NVIVO was used to analyse qualitative data. Descriptive statistics included percentages, mean, and standard deviation, while inferential statistics included statistical tests and ordinary least squares (OLS) regression. OLS regression was used, given the nature of the dependent and independent variables. Specifically, this was used to assess the effect of employee commitment on organisational performance. Qualitative data, on the other hand, was analysed thematically using NVIVO. Prior to model estimation, various diagnostic tests were conducted to ensure robustness and validity, including tests for normality, linearity, and heteroscedasticity.

Ethical Considerations

The instruments were pilot tested on members of the target population who were not, however, included in the sample using trained research assistants and the researcher. A pilot test was necessary to determine the reliability and validity of the instruments. The results indicated that Cronbach's alpha coefficients for both the independent and dependent variables exceeded 0.70, confirming acceptable internal consistency reliability. Ethical approval was obtained from the institutional ethical review committee at USIU-A (USIU-A/US403-2024), and a research permit from the National Commission for Science, Technology and Innovation was applied for and approved (NACOSTI/P/25/415810).

Results

General Information

As part of the general information, the results show that county leadership is male-dominated (76%), with women underrepresented at 24%. Most respondents were between 31 and 50 years old (54.7%), indicating a relatively youthful-to-mid-career leadership base. The majority were highly educated, with over half holding Master's degrees (54.7%) and about a third PhDs (34.9%), suggesting strong academic competence among leaders. County Chief Officers formed the largest group (69%), while County Executive Committee Members accounted for 31%. In terms of tenure, most had served for 3–6 years (71.9%), indicating moderate experience but relatively limited long-term continuity. Importantly, nearly all respondents (98%) reported being actively involved in decision-making, confirming their central role in county governance.

Mean Values and Standard Deviation

In terms of descriptive statistics, the results show high levels of agreement among respondents on various indicators that influence commitment and, by extension, organisational performance, as summarised in Table 2 by mean scores and standard deviations. Timely feedback had the highest mean score (4.55) and standard deviation (0.743), indicating strong agreement among respondents on the county government's provision of timely feedback to employees, which enhances their commitment to organisational goals. Similarly, respondents agreed that the county government ensures employees are fully involved in decision-making, with a mean score of 4.45 and a standard deviation of 0.700. Results also show that the county government organisations provide



opportunities for career growth, contributing to higher job satisfaction and commitment, with a mean score of 4.38 and a standard deviation of 0.721. Similarly, the table shows that the county government encourages employees to share their feedback, with a mean of 4.38 and a standard deviation of 0.741.

Additionally, findings show that communication between management and employees is open and transparent, with a mean of 4.36, whereas employees who feel that their input is valued and acted upon report a mean of 4.31 and a standard deviation of 0.699. It could be argued that communication and acknowledgement between stakeholders in organisations enhance employee commitment. Findings also reveal that job satisfaction levels among employees directly influence their dedication to improving the county governments’ performance. With a mean score of 3.90 and lower variability as reflected in the standard deviation of 0.799. Overall, the findings suggest that employee commitment is closely linked to feedback, involvement, recognition, and career development, which are all critical to the performance of county government organisations. High mean scores across suggest that when employees feel heard, valued, and supported, their sense of commitment significantly increases. This, in turn, could lead to improved motivation, higher productivity, and better service delivery.

Table 2: Mean and Standard Deviation for Employee Commitment

Statements	Mean	Std. Dev
The county government provides timely feedback to employees, which enhances their commitment to organisational goals.	4.55	0.743
Communication between management and employees is open and transparent, leading to higher commitment levels.	4.36	0.681
The county government encourages employees to share their feedback, which improves their sense of belonging and commitment.	4.38	0.741
Employees input is valued and acted upon, strengthening their commitment to the organisation.	4.31	0.699
Employees are feel engaged in their roles contributing to the overall performance of the county government organisation	4.03	0.678
The organisation ensures that employees are fully involved in the decision-making processes, fostering stronger commitment.	4.45	0.700
The organisation recognises and rewards highly engaged employees, boosting their commitment.	4.23	0.805
Employees are satisfied with their current roles which positively impacts their commitment to the county government	3.90	0.799
The county government provides opportunities for career growth, contributing to higher job satisfaction and commitment.	4.38	0.721
Aggregate Values	4.29	0.659

Organisational Performance

Results in Table 3 show that county governments in Kenya are generally perceived to perform well in service delivery and resource management, with service delivery reporting a mean score of 4.54 and a standard deviation of 0.865. Effective utilisation of human resources recorded a mean of 4.38 and a standard deviation of 0.738, while organisational efficiency recorded a mean of 4.25 and a standard deviation of 0.734. Meeting citizen needs recorded a mean score of 3.92, while financial resource utilisation recorded a mean score of 3.95 and a standard deviation of 0.679. Overall, the findings highlight strong organisational capacity but emphasise the need for county governments to better align services with citizen priorities and enhance financial management practises.



Table 3: Organisational Performance

Items	Mean	Std. Dev
Delivery of quality services	4.54	0.865
Meeting citizen needs	3.92	0.738
Effective use of human resources	4.38	0.747
Financial resource utilisation	3.95	0.679
Human Resource Use	4.21	0.852
Organisation efficiency	4.25	0.734
Aggregate Values	4.21	0.769

Various diagnostic tests were conducted, including tests for linearity, heteroscedasticity, normality, and correlation. In terms of linearity, the results show a positive linear trend, with points clustering around a rising trend line, indicating a prevailing pattern of association with few outliers or variability that might interfere with the linear trend. This confirmed that greater worker engagement, loyalty, and commitment are directly associated with better service and operational efficiency in county governments. Two tests, namely the Kolmogorov-Smirnov test and the Shapiro-Wilk test, were conducted to assess the normality of the employee commitment. The Kolmogorov-Smirnov test in Table 4 yields a statistic of 0.178 and a p-value of 0.000, and the Shapiro-Wilk test yields a statistic of 0.944 and a p-value of 0.000.

Table 4: Test of Normality for the Employee Commitment

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Employee Commitment	.178	192	.000	.944	192	.000

a. Lilliefors Significance Correction

A visual analysis using a Q-Q plot, alongside formal statistical tests, was conducted, and the results were summarised as shown in Figure 1. The Q-Q plot indicates that the data points are closely aligned along the diagonal reference line, suggesting an approximately linear pattern. This supported the data's suitability for further statistical analysis. The assessment of multicollinearity included checking Tolerance and Variance Inflation Factor (VIF) values. The Tolerance value was 1.000, and the VIF was 1.000. The Tolerance and VIF values indicate no multicollinearity, as they fall within established thresholds (Tolerance > 0.1 and VIF < 10). The statistical independence and lack of high correlations of the employee commitment variable with the other predictor variables in the model were thus confirmed. The foregoing paved the way for inferential analysis.



Figure 1: Test of Normality for the Employee Commitment

Regression Analysis

The results in Table 5 show an R-value of 0.514, indicating a positive relationship between employee commitment and the performance of county government organisations. The R-Square value of 0.264 suggests that employee commitment accounts for 26.4% of the variation in organisational performance. The Standard Error of the Estimate (0.40740) indicates the average deviation of the observed values from the regression line, providing a measure of the model’s prediction accuracy.

Table 5: Employee Commitment and Organisational Performance

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.514 ^a	.264	.260	.40740

a. Predictors: (Constant), Employee Commitment

ANOVA results are statistically significant ($F = 68.166, p < 0.001$), indicating that employee commitment, through various constructs including the provision of feedback and communication, consideration for professional development, among others, has a positive and significant influence on organisational performance at the county level. The regression sums of squares show that a meaningful portion of the variance in organisational performance is explained by employee commitment. With a p-value well below the 0.05 threshold, the findings confirm that the relationship is not due to chance.

Table 6: ANOVA for Employee Commitment and Organisational Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.314	1	11.314	68.166	.000 ^b
	Residual	31.535	190	.166		
	Total	42.849	191			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Employee Commitment

Regression coefficient results in Table 7 support the ANOVA results in Table 6 that employee commitment has a positive and statistically significant influence on organisational performance of county governments in Kenya ($B = 0.591, t = 8.256, p < 0.001$). This is supported by the standardised



coefficient (Beta = 0.514) which is also significant. This demonstrates that employee commitment significantly influences organisation performance.

Table 7: Regression Coefficients

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.598	.309		5.174	.000
	Employee Commitment	.591	.072	.514	8.256	.000

a. Dependent Variable: Organisational Performance

Discussion

The study revealed that employee commitment significantly affects the performance of county government organisations in Kenya, demonstrating that committed employees contribute meaningfully to organisational efficiency, resource utilisation, and effectiveness in service delivery. Qualitative results support this finding, with respondents emphasising the significance of leadership support, employee recognition, and an inclusive organisational culture in fostering employee commitment. Many participants opined that when leaders demonstrate genuine concern for staff welfare, provide regular feedback, and communicate expectations openly, employees feel valued and eventually become committed to their work. This result aligns with Meyer and Allen's (2021) Three-Component Model of Commitment, which emphasises the importance of affective and normative commitment in fostering organisational loyalty and performance. The findings resonate with Ridwan et al. (2020), Twalib and Kariuki (2020) and Musheke and Phiri (2021), who separately observed that actionable feedback and effective communication are vital in reinforcing commitment and, by extension, performance, elements that were echoed in this study's qualitative data. Similarly, Qureshi et al. (2018) and Manafa (2023) reported that employee commitment has a statistically significant effect on organisational performance, further validating the current findings. Wright and Cropanzano (2022) also contended that the relationship between commitment and performance is heavily influenced by organisational culture, leadership style, and job characteristics, suggesting a more complex interaction.

Qualitative results underscore the role of transformational leadership in enhancing employee commitment, with participants indicating that inspirational motivation and participatory decision-making by county leaders boost morale and engagement. This observation supports Bass and Avolio's (2004), who, in the transformational leadership theory, noted that emotional investment and trust between leaders and employees foster stronger commitment and performance. Furthermore, perceptions of organisational justice, particularly regarding fairness in promotions and disciplinary actions, were found to influence commitment levels, confirming Colquitt et al.'s (2021) assertion that fairness increases trust and discretionary effort. Additionally, respondents stressed support towards access to career growth opportunities, such as training and promotions, not only motivates staff but also instils a long-term sense of loyalty. They also noted that governance practises such as involving employees in decision-making and promoting teamwork reinforce a sense of belonging and shared purpose within the organisation.

The study further established that employee commitment is a critical determinant of organisational performance within Kenya's county governments, largely influenced by key organisational practices, such as timely feedback, employee involvement in decision-making, career growth opportunities, and transparent communication structures. It may be argued that when employees feel engaged, valued, and heard, their dedication to organisational objectives strengthens significantly, thereby fostering service delivery excellence and institutional efficiency. Respondents also articulated how employee commitment directly impacts organisational performance, with many citing increased productivity,



innovation, and initiative among dedicated staff. According to the respondents, employees are more proactive, customer-focused, and aligned with organisational goals, which contributes to overall performance. However, the analysis also uncovered challenges in sustaining commitment, including limited resources, lack of promotion opportunities, and poor work-life balance. Some participants expressed concerns over inconsistent policies and perceived favouritism, which could undermine morale. Despite these issues, respondents agreed that responsive leadership and transparent communication could mitigate such barriers and reinforce long-term commitment.

The study further revealed that county governments in Kenya increasingly acknowledge the value of participatory decision-making, in which employees are actively involved in shaping work processes and providing feedback. Encouraging a culture of shared responsibility and inclusiveness has not only improved motivation but also deepened accountability and job satisfaction across departments. These findings align with those of Meyer and Allen (2021), who found that affective commitment, built on emotional attachment and trust, is significantly reinforced when employees participate in decision-making. Additionally, the study found that open and transparent communication plays a pivotal role in reinforcing employee commitment. Respondents were of the opinion that when employees are informed, made to understand their roles, and feel their contributions are recognised, this leads to internal cohesion and a culture of respect and trust. These insights are consistent with the findings of Eisenberger et al. (2022), which demonstrated that clear communication and perceived organisational support are essential in cultivating high levels of organisational citizenship behaviour and employee retention. Moreover, the findings showed that career growth opportunities and a strong emphasis on employee input significantly enhance employees' sense of belonging in county governments. The presence of these growth pathways translates into higher morale, improved innovation, and overall productivity gains. This observation mirrors the conclusions drawn by Otieno and Omwenga (2019), who established that in Kenyan public institutions, personal development and skill-building opportunities were directly linked to better service outcomes and institutional commitment.

Conversely, the study identified dissatisfaction with current roles as an area requiring further intervention. While most indicators of commitment were positive, relatively low satisfaction with job roles suggests that structural job enrichment and redefinition may be necessary to meet evolving employee expectations. This sentiment is reinforced by the findings of Kinicki and Kreitner (2019), who emphasised that without meaningful job content and opportunities for enrichment, employee enthusiasm may decline, regardless of existing support systems. The study affirms that fostering employee commitment through inclusive leadership, feedback mechanisms, transparent communication, and structured career development enhances the overall performance of county government organisations. These findings agree with prior empirical studies, such as those of Johnson and Smith (2019), who demonstrated that employee-centric organisational practises in public agencies lead to higher operational efficiency and improved citizen satisfaction. For sustained performance, county governments must address areas of dissatisfaction and continue to institutionalise practises that reinforce employee engagement and motivation.

Additionally, the study found that organisational justice, particularly procedural and distributive fairness, was essential in shaping employees' assessments of their commitment to the county governments. Employees were more likely to remain loyal and engaged when they perceived reward systems, promotion criteria, and disciplinary actions were impartial and consistently applied. In contrast, environments marked by favouritism, opacity, or inequitable treatment weakened the psychological contract and increased the risk of disengagement. These findings echo the work by Colquitt et al. (2021), who emphasised that perceptions of fairness directly influence trust in management and employees' willingness to exert extra effort. For county governments aiming to



enhance performance, institutionalising fair human resources practises and fostering a culture of equity is key to consolidating the gains made in employee commitment and service delivery.

Conclusion

This study concludes that employee commitment plays a pivotal role in enhancing the performance of county government organisations. Committed employees drive productivity, improve service delivery, and strengthen overall operational efficiency within counties. According to the study, timely feedback, participatory decision-making, transparent communication, and career development opportunities are critical factors that build and sustain employee commitment by fostering motivation, loyalty, and a stronger sense of belonging, which in turn translate into improved organisational outcomes. Addressing these through recognition, inclusivity, and structured professional growth initiatives plays an important role in sustaining employee commitment and ensuring that counties consistently meet citizens' expectations. Ultimately, fostering a culture of engagement and commitment among employees is not only vital for organisational performance but also for consolidating the gains of devolution and advancing socio-economic development at the grassroots level.

Based on the study findings, it is recommended that county government organisations adopt deliberate strategies to strengthen employee commitment as a driver of organisational performance. County governments could consider institutionalising regular, timely feedback mechanisms to ensure employees are continuously informed, guided, and recognised for their contributions. County governments should promote participatory decision-making, where employees are actively involved in shaping policies, programmes, and work processes. Such inclusivity enhances accountability but also deepens employees' sense of belonging. In addition, open and transparent communication must be prioritised at all organisational levels to build trust and reduce workplace misunderstandings. Equally important is implementing structured recognition and reward programmes that acknowledge individual and team achievements, thereby boosting morale and loyalty. By embedding these strategies within their human resource management practises, county governments can significantly enhance employee commitment, which in turn will improve their performance.

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