

**INFLUENCE OF ORGANIZATIONAL COMMITMENT ON TURNOVER
INTENTION AMONG HEALTH PROFESSIONALS IN PUBLIC
NATIONAL REFERRAL HOSPITALS IN KENYA**

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DECLARATION

This thesis is my original work and has not been presented for a degree award in any other University.

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DEDICATION

This thesis is dedicated to my wife Francisca, my caring mother Benedetta and my children Maximillian and Christine.

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGMENT	iv
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xv
LIST OF ACRONYMS/ ABBREVIATIONS.....	xvi
DEFINITION OF TERMS.....	xviii
ABSTRACT	xxi
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Public National Referral Hospitals in Kenya	10
1.2 Statement of the Problem.....	13
1.3 Objectives of the Study	15
1.3.1 General Objective	15
1.3.2 Specific Objectives	15
1.4 Hypotheses of the Study	16
1.5 Significance of the Study.....	16
1.6 Scope of the Study	18
1.7 Limitations of the Study.....	18
CHAPTER TWO	20
LITERATURE REVIEW	20
2.1 Introduction.....	20
2.2 Theoretical Framework.....	20
2.2.1 Theory of Social Exchange	20
2.2.2 Psychological Ownership Theory.....	22
2.2.3 Equity Theory	23
2.2.4 Self-Categorization Theory	24
2.2.5 Organizational Support Theory.....	25

2.2.6 Theory Z.....	26
2.3 Conceptual Framework.....	28
2.4 Review of Literature on Study Variables	31
2.4.1 Affective Commitment and Turnover Intentions	31
2.4.2 Active Continuance Commitment and Turnover Intention	33
2.4.3 Passive Continuance Commitment and Turnover Intentions.....	33
2.4.4 Normative Commitment and Turnover Intention.....	35
2.4.5 Value Commitment and Turnover Intention.....	36
2.4.6 Organizational Culture Moderation of Organizational Commitment and Turnover Intention	37
2.4.7 Turnover Intention.....	42
2.5 Critique of Relevant Existing Literature	44
2.6 Research Gaps	45
2.7 Summary.....	46
CHAPTER THREE.....	47
RESEARCH METHODOLOGY	47
3.1 Introduction.....	47
3.2 Research Design	47
3.2.1 Research Philosophy	48
3.3 Target Population.....	49
3.4 Sampling Frame	50
3.5 Sampling Technique and Sample Size	50
3.5.1 Sampling Technique.....	50
3.5.2 Sample Size	51
3.6 Data Collection Instrument.....	55
3.7 Data Collection Procedures	56
3.8 Pilot Study	57
3.8.1 Reliability of the Questionnaire	57
3.8.2 Validity of the Questionnaire.....	58
3.9 Data Analysis and Presentation.....	59
3.10 Hypotheses Testing.....	62
3.11 Ethical Values of the Research.....	65
CHAPTER FOUR.....	66

RESEARCH FINDINGS ANALYSIS AND DISCUSSION.....	66
4.1 Introduction.....	66
4.2 Response Rate	66
4.3 Pilot Testing Results.....	66
4.3.1 Reliability of the Research Instrument Results	66
4.3.2 Validity of the Research Instrument Results.....	68
4.4 Diagnostic Tests.....	69
4.4.1 Linearity Results.....	69
4.4.2 Homoscedasticity Results	70
4.4.3 Multicollinearity Results	71
4.4.4 Shapiro- Wilk Results.....	72
4.5 Demographic Results	75
4.6 The Descriptive Results.....	78
4.6.1 Health Professionals Perception on Affective Commitment.....	78
4.6.2 Perceptions on Active Continuance Commitment	80
4.6.3 Health Professionals Perceptions on Passive Continuance Commitment.....	82
4.6.4 Health Professionals Perception on Normative Commitment.....	83
4.6.5 Health Professionals Perception on Value Commitment	84
4.6.6 Health Professionals Perception on Organizational Culture	86
4.6.7 Health Professionals Perceived Turnover Intention.....	88
4.7 Results on Factor Analysis.....	90
4.7.1 Factor Analysis on Value Commitment	90
4.7.2 Factor Analysis on Normative Commitment.....	91
4.7.3 Factor Analysis on Affective Commitment.....	92
4.7.4 Factor Analysis on Active Continuance Commitment	93
4.7.5 Factor Analysis on Passive Continuance Commitment.....	94
4.7.6 Factor Analysis on Organizational culture.....	95
4.7.7 Factor Analysis on Turnover Intention	97
4.8 The Relationship of the Study Variables	98
4.8.1 Relationship of Organizational Commitment and Turnover Intention.....	98
4.8.2 Relationship of Organizational Commitment and Organization Culture.....	102

4.8.3 Relationship of Organizational Culture and Turnover Intention	105
4.9 Regression Results.....	105
4.9.1 Regression of Organizational Commitment on Turnover Intention.....	106
4.9.2 Regression of Organizational Commitment on Organizational Culture	110
4.9.3 Regression of Organizational Culture on Turnover Intention	113
4.10 Organizational Culture Moderation of Organizational Commitment effect on Turnover Intention	115
4.10.1 Organization Culture Moderation of Affective Commitment Effect on Turnover Intention	116
4.10.2 Organization Culture Moderation of Active Continuance Commitment Effect on Turnover Intention.....	120
4.10.3 Organization Culture Moderation of Passive Continuance Commitment Effect on Turnover Intention.....	125
4.10.4 Organization Culture Moderation of Normative Commitment Effect on Turnover Intention	131
4.10.5 Organization Culture Moderation of Value Commitment Effect on Turnover Intention.....	135
4.10.6 Organization Culture Moderation of Organization Commitment Effect on Turnover Intentions: Overall Model	140
4.11 Hypothesis Results.....	146
4.12 Discussion of the Findings.....	149
CHAPTER FIVE.....	156
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	156
5.1 Introduction.....	156
5.2 Summary of the Key Findings.....	156
5.2.1 Affective Commitment and Turnover Intention.....	156
5.2.2 Active Continuance Commitment on Turnover Intention	157
5.2.3 Passive Continuance Commitment and Turnover Intention	158
5.2.4 Normative Commitment and Turnover Intention.....	158
5.2.5 Value Commitment and Turnover Intention	159
5.2.6 Organizational Culture, Organization Commitment and Turnover Intention.....	159
5.3 Conclusions	160

5.3.1 Affective Commitment and Turnover Intention.....	160
5.3.2 Active Continuance Commitment and Turnover Intention.....	161
5.3.3 Passive Continuance Commitment and Turnover Intention	162
5.3.4 Normative Commitment and Turnover Intention.....	163
5.3.5 Value Commitment and Turnover Intention.....	163
5.3.6 Organizational Culture Moderation of Organizational Commitment and Turnover Intention.	164
5.4 Recommendations.....	165
5.4.1 Policy Recommendations.....	165
5.4.2 Managerial Recommendations	167
5.5 Areas for Further Research	168
REFERENCES	170
APPENDICES	184
Appendix I: Letter of Introduction.....	184
Appendix II: Research Questionnaire.....	185
Appendix III: Health Professionals and their Regulatory Agencies in Kenya	191
Appendix IV: Public National Referral Hospitals	192
Appendix V: Number of Health Workers at Kenyatta National Hospital.....	193
Appendix VI: Workers at Moi Teaching and Referral Hospital	194
Appendix VII: Workers at Mathari National Teaching and Referral Hospital	195
Appendix VIII: Questionnaire for Organizational Commitment	196
Appendix IX: Turnover Intention Scale	197
Appendix X: Kenyatta National Hospital Participant Information and Consent Form Sample.....	198
Appendix XI: TUM ERC Report.....	202
Appendix XII: NACOSTI Research License.....	203
Appendix XIII: KNH-UON ERC Report.....	204
Appendix XIV: MTRH/MU-IREC Report.....	206
Appendix XV: Moi Teaching Referral Hospital Permission.....	207
Appendix XVI: Mathari National Teaching & Referral Hospital Permission....	208

LIST OF TABLES

Table 3.1 Population Size	49
Table 3.2 Sample Size.....	52
Table 3.3 Sample Distribution per Hospital	54
Table 3.4 Reliability Sub Scales	58
Table 3.5 Summary of Null Hypotheses Testing.....	64
Table 4.1 Reliability of Variables Results.....	67
Table 4.2 Validity of Instrument Results	69
Table 4.3 Linearity Results	70
Table 4.4 Multicollinearity Results.....	72
Table 4.5 Shapiro- Wilk Results	73
Table 4.6 Demographic Characteristics of Respondents.....	76
Table 4.7 Affective Commitment Perception Results.....	79
Table 4.8 Active Continuance Commitment Results	81
Table 4.9 Passive Continuance Commitment Results.....	82
Table 4.10 Normative Commitment Results	84
Table 4.11 Value Commitment Results.....	85
Table 4.12 Organizational Culture Influence of Turnover Intention Results.....	87
Table 4.13 Turnover Intention Results.....	89
Table 4.14 KMO and Bartlett's Test for Value Commitment Results	90
Table 4.15 Total Variance Explained for Value Commitment Factor Results	90
Table 4.16 KMO and Bartlett's Test for Normative Commitment.....	91
Table 4.17 Total Variance Explained for Normative Commitment Factor Results....	91
Table 4.18 KMO and Bartlett's Test for Affective Commitment Results.....	92

Table 4.19 Total Variance Explained for Affective Commitment Factor Results.....	93
Table 4.20 KMO and Bartlett’s Test for Active Continuance Commitment Results ..	93
Table 4.21 Total Variance Explained for Active Continuance Commitment Factor Results	94
Table 4.22 KMO and Bartlett’s Test for Passive Continuance Commitment Results	94
Table 4.23 Total Variance Explained for Passive Continuance Commitment Factor Results	95
Table 4.24 KMO and Bartlett’s Test for organizational culture Results	96
Table 4.25 Total Variance Explained for Organizational Culture Results	96
Table 4.26 KMO and Bartlett’s Test for Turnover Intention Results	97
Table 4.27 Total Variance Explained for Turnover Intention Results	97
Table 4.28 Organizational Commitment and Turnover Intention Relationship Results	99
Table 4.29 Organizational Commitment and Organization Culture Relationship Results	103
Table 4.30 Organizational Culture and Turnover Intention Relationship Results ..	105
Table 4.31 Model Summary of Turnover Intention using Organizational Commitment.....	107
Table 4.32 ANOVA of Organizational Commitment on Turnover Intention	108
Table 4.33 Coefficients Results of Organizational Commitment and Turnover Intention.....	109
Table 4.34 Model Summary of Organizational Commitment on Organization Culture	111
Table 4.35 ANOVA of Organizational Commitment and Organizational Culture .	112
Table 4.36 Coefficients Results of Organizational Commitment on Organizational Culture	112
Table 4.37 Model Summary of Organizational Culture on Turnover Intention	114

Table 4.38 ANOVA of Organizational Culture on Turnover Intention	114
Table 4.39 Coefficients Results of Organizational Culture on Turnover Intention .	115
Table 4.40. Organization Culture Moderation on Affective Commitment and Turnover Intention: Model Summary	117
Table 4.41. Organization Culture Moderation effects of Affective Commitment on Turnover Intention: Validity	118
Table 4.42 Organization Culture Moderation of Affective Commitment Effect on Turnover Intention: Regression Coefficient	119
Table 4.43 Moderating effects of Organization Culture on Active Continuance Commitment: Model Summary	121
Table 4.44. Moderating effects of Active Continuance Commitment on Turnover Intention: Validity.....	123
Table 4.45 Organization Culture Moderation Effect of Active Continuance Commitment on Turnover Intention: Regression Coefficient	124
Table 4.46 Moderating effects of Organization Culture on Passive Continuance Commitment: Model Summary	126
Table 4.47. Moderating effects of Passive Continuance Commitment on Turnover Intention: Validity.....	128
Table 4.48 Organization Culture Moderating Effect of Passive Continuance Commitment and Turnover intention: Regression Coefficient	129
Table 4.49 Moderating effects of Organization Culture on Normative Commitment: Model Summary	132
Table 4.50 Organization Culture Moderation of Normative Commitment Effect on Turnover Intention: Validity	133
Table 4.51 Organizational Culture Moderation of Normative Commitment and Turnover Intention: Regression Coefficients.....	134
Table 4.52 Moderating Effects of Organization Culture on Value Commitment: Model Summary.....	136

Table 4.53. Organizational Culture Moderation of Value Commitment and Turnover Intention: Validity.....	137
Table 4.54 Organizational culture Moderation of Value Commitment and Turnover Intention: Regression Coefficients	138
Table 4.55 Organization Culture Moderation of Organization commitment Effect on Value Commitment: Model Summary	140
Table 4.56. Organizational Culture Moderation of Organization Culture on Turnover Intention: Validity.....	142
Table 4.57 Organizational Culture Moderation of Organization Commitment on Turnover Intention: Regression Coefficient	144
Table 4.58 Summary of Hypotheses Results	148

LIST OF FIGURES

Figure 2.1 Conceptual Framework.....	29
Figure 4.1 Regression Standardized Predicted Value.....	71
Figure 4.2 Hygiene Scores of Turnover Intentions.....	74
Figure 4.3 Histogram of the Standardized Residual plot	75

LIST OF ACRONYMS/ ABBREVIATIONS

AC	Affective Commitment
ACC	Active Continuance Commitment
ANOVA	Analysis of Variance
CEM	County Executive Member
CFA	Component Factor Analysis
COC	Clinical Officers Council
COVID 19	Corona Virus Disease 2019
ERC	Ethical research committee
GOK	Government of Kenya
HR	Human Resource
ICT	Information Communication Technology
ILO	International Labor Organization
IREC	Institution Research Ethical Committee
ISCO	International Standard Classification of Occupations
KMLTB	Kenya Medical Laboratory Technicians Board
KMPPDU	Kenya Medical Practitioners, Pharmacists and Dentists Union
KNBS	Kenya National Bureau of Statistics
KNDI	Kenya Nutritionists and Dieticians Institute
KNH	Kenyatta National Hospital
KNH-UON	Kenyatta National Hospital- University of Nairobi
ERC	Ethical Research Committee
KUTRH	Kenyatta University Teaching and Referral Hospital
MKTRH	Mwai Kibaki Teaching and Referral Hospital
MMR	Moderation Multiple Regression
MNTRH	Mathari National Teaching and Referral Hospital
MOH	Ministry of Health
MTRH	Moi Teaching and Referral Hospital
MTRH/MU-	Moi Teaching and Referral Hospital- Moi University- Institutional
IREC	Research and Ethics Committee

MPDB	Medical Practitioners and Dentist Board
NACOSTI	National Commission for Science, Technology and Innovation
NC	Normative Commitment
NCK	Nursing Council of Kenya
NSIRH	National Spinal Injury Referral Hospital
OC	Organizational Commitment
OCAI	Organizational Culture Assessment Instrument
OCUL	Organizational Culture
OCQ	Organizational Commitment Questionnaire
PCC	Passive Continuance Commitment
PHOTC	Public Health Officers and Technicians Council
PNRH	Public National Referral Hospital
PPB	Pharmacy and Poisons Board
RPB	Radiation Protection Board
ROK	Republic of Kenya
SAGA	Semi-Autonomous Government Agencies
SAQ	Self-Administered Questionnaire
SPSS	Statistical Package for Social Sciences
TI	Turnover Intention
TIS	Turnover Intention Scale
TUM	Technical University of Mombasa
TUM ERC	Technical University of Mombasa- Ethical Research Committee
UON	University of Nairobi
VIF	Variance Inflation Factor

DEFINITION OF TERMS

Adhocracy culture	Organizational culture typology that is innovation driven, calls employees to create value and flexibility in the organization, which is characterized by variety, growth and creativity (Owino & Kibera, 2019)
Affective commitment	Employees feeling of the sense of attachment and belonging to an organization that is generated by organizational structure, family responsibility and experience. It is characterized by employee's involvement and identification with an organization (Bonds, 2017).
Continuance commitment	It is the employees awareness of negative results of leaving an organization, resulting from foreseen lack of employment alternatives after leaving a particular job (Demeke, 2020)
Clan culture	An organizational culture typology that deals with mentoring and doing things together in teams and groups (Owino & Kibera, 2019). It is demonstrated through employee welfare, internal cohesiveness, employee commitment to the organization and loyalty.
Health workers	The workforce whose key responsibility is to provide healthcare services irrespective of their organization (Koon, 2021).
Health professionals	Health workers with special skills and qualifications according to International Labor Organization (ILO, 2008), World Health Organization (Obiebi <i>et al.</i> , 2020). Kenya's health professionals are health workers with special skills and qualifications providing quality services to patients under self-governance of government regulatory agencies (Government of Kenya [GOK], 2019).

Hierarchical culture	A culture typology that breeds leader member exchange directed by positions and organization structure that does not easily allow change or adopt to the external environment. This culture limits performance and does not allow flexibility in meeting deadlines (Owino & Kibera, 2019)
Market Culture	A culture typology that concentrates on productivity, performance and goal attainment that is geared towards profit making (Owino & Kibera, 2019).
Normative commitment	Workers feeling of being obliged to remain as part of the organization, which is enabled by advance payment, sponsorship and other empowerment methods applied by the organization (Mahetso <i>et al.</i> , 2023).
Organizational commitment	It is individual's feeling of psychological attachment to an organization that involves identification, involvement and acceptance of organizational values, effort and organization's goals (Opolot <i>et al.</i> , 2023).
Public National Referral hospitals (PNRHs)	They are level 6 hospitals providing services to all patients that act as referral centers for other hospitals. (GOK, 2019).
Turnover intention	The process whereby employees reflect, think, evaluate and consider to leave or remain in an organization after evaluating internal and external factors (Opolot <i>et al.</i> , 2023)
Value commitment	Employees' feeling to be of value in an organization or the willingness to exert considerable effort on behalf of the organization (Wong, 2014)

ABSTRACT

The aim of this study was to establish the influence of organizational commitment on turnover intention among health professionals of public national referral hospitals in Kenya. The objectives of the study were: to assess the influence of affective commitment, to determine the influence of active continuance commitment, to find out the influence of passive continuance commitment, to establish the influence of normative commitment, to determine the influence of value commitment on turnover intentions among health professionals of public national referral hospitals in Kenya and to examine whether organizational culture moderates organizational commitment effect on turnover intentions among health professionals in public national referral hospitals in Kenya. The theories supporting this study include, theory of social exchange, the psychological ownership theory, the theory of equity, the self-categorization theory, the organizational support theory and theory Z. Quantitative research paradigm was adopted with descriptive and correlational research designs guided by positivistic research philosophy. The target population was 3,641 health professionals and a sample of 360 respondents'. The study used multi-stage sampling technique that incorporated proportionate stratified sampling. Data was collected using structured questionnaire. Data analysis used statistical computed means, correlation and regression analysis. Measurement of variables was adopted from established scales used in literature. Tables were used to present the data. The findings indicated that affective commitment, active continuance commitment, passive continuance commitment, normative commitment and value commitment had strong and positive statistically significant relationship with turnover intention. The effect of active continuance commitment, passive continuance commitment and value commitment on turnover intention were positive and significant. Affective commitment effect on turnover intention was negative and insignificant. Normative commitment effect on turnover intention was negative and significant. Organization culture moderated affective commitment, active continuance commitment, passive continuance commitment, normative and value commitments effect on turnover intention. Organization culture moderated organization commitment effect on turnover intention. The study recommends that human resource practitioners and board of directors could develop human resource policies and guidelines, code of conduct, training programs and service charters of their organizations based on the five dimensions of organizational commitment. It also recommends that Ministry of Health leadership in the country can use the findings to enhance universal health coverage goals in Kenya's healthcare sector. The study was of great importance to legislators because it could help them pass legislation on the five dimensions of organizational commitment that can help improve service delivery. The information could be used by Public Service Commission and health regulatory agencies to develop appropriate training and development programs on organizational commitment.