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**ENHANCING DIVERSITY REWARD ON EMPLOYEE
COMMITMENT THROUGH PERCEIVED ORGANIZATIONAL
SUPPORT IN COMMERCIAL BANKS IN KENYA**

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ABSTRACT

The influence of organizational support on employee commitment has been acknowledged widely. However, there is scanty empirical investigation on the moderating influence of organizational support on the relationship between diversity reward and employee commitment. Therefore, this study sought to investigate the moderating influence of organizational support on the relationship between diversity reward and employee commitment in commercial banks in Kenya. A target sample of 384 respondents drawn from a sampling comprising top, supervisory, and lower cadre employees was obtained using stratified and simple random sampling techniques. From each stratum, a proportionate allocation was used to select a representative sample and the data collected by use of questionnaires. Data was analysed using descriptive, correlation and linear, hierarchical and step wise regression statistics. Findings of the study indicated that both diversity reward and organization support have a positive and significant influence on employee commitment. Furthermore, the findings also revealed that organizational support has a positive and significant moderating influence on the relationship between diversity reward and employee commitment. These findings suggest and recommend that more emphasis should focus on the need for organizations to help their employees accomplish their tasks as they get to grow professionally and become more committed to the organization.

Key words: *Organizational support, diversity rewards and employee commitment*

1. Introduction

Meeting the individuals socio economical needs and the determination of the readiness of an organization to reward heightened work effort, requires that employees develop a global belief concerning the extent to which the organization values the contribution of its workforce by caring about their wellbeing (Wikham & Hall, 2014). This is so because the human resource is the greatest valuable asset of any organization (Ahmed, Nawaz, Ali & Islam, 2015; Asya, 2011) and investing in them through providing them with support may seem most important. From the social exchange and organizational support theories there is a belief that providing organizational support to individual employees acts as a catalyst for any positive HR outcomes such as commitment or performance (Ahmed *et al.*, 2015; Neves & Eisenberger, 2014). In an examination of the implications of Perceived Organization Support, social exchange theory and the reciprocity norms (e.g. McBey, Karakowsky, Ng, 2017; Eisenberger, Shoss, Karagonlar, Gonzalez-Morales, Wickham & Buffardi, 2013; Shoss, Eisenberger, Restubog, & Zagenczyk, 2013; Eisenberger & Stinglhamber, 2011), it was found that a supportive environment helps employees to develop feelings of obligation that would enable them to repay the organization by giving attention to their socio-emotional needs.

Accordingly, workers who get valued resources from the organization (e.g. opportunities for advancement, salary raises) tend to develop their perceptions of organizational support and so, feel obligated as based on the reciprocity norm to pay back by helping the organization to reach its objectives (McBey *et al.*, 2017; Ding & Shen, 2017; Neves & Eisenberger, 2014; Eisenberger *et al.*, 2013). According to McBey *et al.* (2017) many research findings have posited that there is a positive relationship between organization support as perceived by the employees and employee commitment in the profit-making sector (e.g. Ding & Shen, 2017; Aube, Rousseau & Morin, 2007). Nonetheless, evidence also shows that this relationship does not exist in some of the non-voluntary organizations (McBey *et al.*, 2017) such as commercial banks. However, as a moderator, organizational support is concerned with the way employees perceive that their work and contributions are valued and that the organization cares for their wellbeing (Wikham & Hall, 2014). Hence, Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades (2001) suggested that organization support is positively and directly associated with affective employee commitment. In spite of the existence of a strong empirical literature to suggest that successful HR diversity management and employee commitment are correlated (e.g. Davis, Frolova, & Callahan, 2016; D'Netto, Shen, Chelliah, & Monga, 2014; Ashikali & Groeneveld, 2013; Madera, 2013; Celik, Ashikali, & Groeneveld, 2011), there is also, some consistent literature to suggest that the relationship between HR diversity management practices such as diversity reward, and employee commitment can be moderated by organizational support (e.g. Aladwan, Bhanugopan, & D'Netto, 2015). However, more research studies need to be conducted to fully understand the moderating influence of organization support on this relationship.

2. Statement of the Problem

Commercial banks in Kenya have great disparities in the manner in which they remunerate their own workforce (Central Bank of Kenya, 2015). Accordingly, there exists great differences about the salary scales of employees working in the same job levels within different commercial banks in Kenya. The Failure to manage diversity in terms of pay, gender, level of education, profession, ethnic affiliation and religious affiliation often leads to differences in promotions, pay, training, turnover, mutual acceptance, job satisfaction and other forms of inequality (Reskin, 2003) which in turn leads to the decline in employee commitment (Ashikali & Groeneveld, 2015). For example, only 29.0 per cent of jobs in banks in Kenya are held by women and less than 10 percent are held by other minority groups (Ngigi, 2016). Similarly, with pronounced wage differentials commercial banks have male employees earning larger premiums than their female counter parts, with many of them excluded from decision making processes (Salaries and Remuneration Commission report, 2017; Mwaura, 2010). This also indicates that employees may not be receiving sufficient support from the organizations' management. Many studies have been carried out on HR diversity with a great focus on its

dimensions such as age, ethnicity, religion (Odhiambo, Gachoka & Rambo, 2018; Moguche, 2018; Rumana & Mutuku, 2017; Kyalo & Gachunga, 2015; Kinyanjui, 2013; Muchuri & Maina, 2013) rather than focusing on diversity management practices such as diversity reward and its influence on employee commitment. Therefore, the gap between diversity reward and employee commitment and the moderating influence of organization support on this relationship in commercial banks in Kenya, has not been adequately addressed.

3. Objectives of the Study

This study sought to investigate the moderating influence of organizational support on the relationship between diversity reward and employee commitment in the banking sector in Kenya.

4. Literature Review

In a study to examine the effects of HRM practices on organizational commitment in the Middle East, Aladwan *et al.* (2015) found out that the relationship between normative and affective commitments and HR diversity practices was affected by the perception and moderation of organizational support. Further, he suggested that supported HR Management practices can help provide the stimulus for desired behavioural change and enhanced employee commitment. To find out whether perceived organization support has a moderating relationship with emotional labour strategies together with job satisfaction (Won-Moo, Su-Jin, Jeong-Ju, & Yae Won, 2015) it was observed that this was positive and significant. Consistently, Duke *et al.* (2009) had earlier on found out that perceived organization support moderates the relationship between emotional labour and job satisfaction leading to a heightened employee commitment. Similarly, organizational support theory suggests that enhanced perceived organization support makes employees feel obligated to care about the welfare of the organization, and tend to help the organization reach its objectives (Eisenberger *et al.*, 2013). Similarly, perceived organization support increases employees' effort outcome expectancy, which makes them to believe that their efforts will certainly be rewarded (Eisenberger *et al.*, 2013; Marique, Stinglhamber, Desmitte, Caesens, & Dezanet, 2012). In a study to examine the relationship between perceived organization support and turnover intention (Tuzun & Kalemci, 2012) it was established that employees can maintain their membership with the organization because of enhanced Perceived organization support.

Furthermore, other studies have also indicated that Perceived Organization Support is significantly related to turnover intentions (Allen, Shore, & Griffeth, 2003) and employee commitment (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). In other words, employees with high perceived organization support tend to avoid high levels of turnover because of increased commitment (Jauhari & Singh, 2013; Eder & Eisenberger, 2008). According to Mukanzi, Gachunga, Ngungi, and Kihoro (2014) perceived supervisor support can help mitigate the adverse effects that could lead to employees' intention to leave. Further, this support can help expand the pool of resources available as well as reinforce other limited resources such as emotional resources. The relationship between contingency pay and types of perceived organization support survey (Asya, 2011) established two types of organization support; person focused (OS-P) and task focused (OS-T) support. The study found out that there is no significant interaction between pay contingency with OS-T in affecting commitment. This was in contrast with OS-P's influence on employee commitment.

On the other hand, Rewards are a vital instrument in employee commitment (Irshad, 2016; Safiullah, 2014) which can either be extrinsically or intrinsically offered to all employees within the organization (Kilimo, Namusonge, Makokha & Nyagechi, 2016; Ali, Odhuno & Ondabu, 2015; Safiullah, 2014; Nujjo & Meyer, 2012). Thus, diversity rewards are both extrinsic and intrinsic type of rewards offered to a diverse set of employees as articulated on a set of beliefs of fairness and equity, and the guiding principles that are consistent with the values of the organization (Nazir, Shafi, Qun, Nazir, & Tran, 2016; Armstrong, 2012; Groeneveld, 2011). According to the social exchange theory, employees can exhibit a greater obligation in a relationship which has 'favours' that create future obligations (Madera, Dawson & Guchait, 2016; Kundu, 2016). Therefore, any reward system can play a very crucial role in employee attraction, employee

performance and maintenance of employee commitment (Prouska, Psychogios, & Rexhepi, 2016). Accordingly, many researches have found a direct relationship between diversity reward and employee commitment (e.g. Eshiteti, Mukanzi & Senaji, 2017; Nazir *et al.*, 2016; D'Netto *et al.*, 2014; Miao, Newman, Sun, & Xu, 2013; Nujjo & Meyer, 2012). In fact, Chew (2008) argued that perceived fair pay and wages could be the main reason as to why employees and their employers agree on many issues. Strangely, Commercial banks in Kenya have great disparities in the manner in which they remunerate their own workforce (Central Bank of Kenya, 2012). Accordingly, there exists great differences about the salary scales of employees working in the same job levels within different commercial banks. This Failure to manage diversity in terms of race, gender, level of education, profession, ethnic affiliation and religious affiliation often leads to differences in promotions, pay, training, turnover, mutual acceptance, job satisfaction and other forms of inequality (Reskin, 2003). Based on the above, this study sought investigate whether there is sufficient empirical evidence to underscores the fact that organizational support has a moderating influence on the relationship between diversity reward and employee commitment in the banking sector in Kenya.

Employee commitment has been defined as a psychological state that binds the individual to the organization (Allen & Meyer, 1990), characterizing one's relationship with the organization and his or her decision to continue or discontinue the membership with the same organization (Mukanzi *et al.*, 2014). Consistently, Wekesa, Namusonge and Iravo (2013) posited that commitment is of great significance to the organization since it is about the employee's desire and willingness to maintain the membership with the organization. As multi-dimensional construct employee commitment has been operationalized in to affective, continuance and normative constructs by Meyer and Allen in 1991 (Chang, Nguyen, Cheng, Kuo & Lee, 2016; Jackson, Meyer & Wang, 2013; Aladwan, Bhanugopan & Fish, 2013; Jønsson & Jeppesen, 2012). In a research by Nazir *et al.* (2016) entitled, 'Influence of Organizational Rewards on Organizational Commitment and Turnover Intention', it was found that both extrinsic and intrinsic rewards are significantly related to both affective and normative commitment. Accordingly, satisfaction with extrinsic and intrinsic rewards (salary, promotion benefits, autonomy, training and participation in decision making) has a substantial influence on affective and normative commitment. Nonetheless, some researches have suggested that extrinsic rewards have a superior influence on employee commitment than intrinsic rewards (Nujoo & Meyer, 201). The social exchange theory suggest that employees exhibit greater affective commitment to the organization when they perceive that such organization meets their individual needs (Cropanzone *et al.*, 2017; Mitchell, Cropanzano, & Quisenberry, 2012). Hence, the reciprocal obligation philosophy demands that a person who receives a benefit will be under a strong normative obligation to repay that benefit and hence, his commitment to the organization. This relationship can be presented as shown:

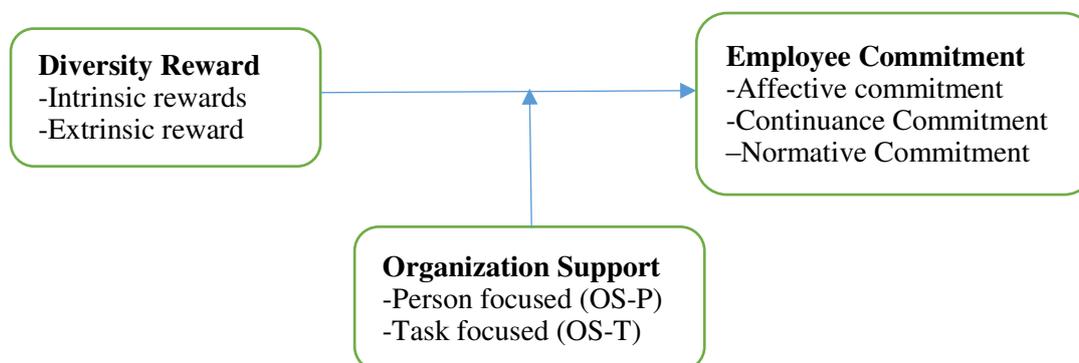


Figure 1: Conceptual Framework

5. Research Methodology

This research study used a descriptive survey research design which involved the administration of questionnaires to 384 respondents sampled from a target population of 36, 212 employees of commercial banks in Kenya. Surveys are data collection methods and techniques which involve asking individual questions to produce statistics about the characteristics of the population (Fraenkel & Wallen, 2006). Survey research is very prominent as a methodology which has been used extensively to study organizational problems in a structured manner (Malhotra & Grover, 1998). Stratified simple random sampling was used with a proportionate allocation of the sample size, followed by a simple random sampling technique used to obtain specific samples from each stratum. Diversity reward was measured in terms of intrinsic and extrinsic dimensions with a question items adapted from D'Netto *et al.* (2014); Chew, (2008). Organizational support was also measured in terms of person focused and task focused organizational support as adapted from Asya, 2011; Kumar & Kumar, (2012). Further, employee commitment was measured in terms of affective, continuance and normative commitments as adapted from (Meyer & Allen, 1991).

This study used descriptive statistics (frequencies and percentages) to summarize the demographic profiles of respondents while correlations and linear regression analyses were used to test whether diversity reward had a significant influence on employee commitment. Further, hierarchical and step wise regression analysis were used to test for the moderating influence of organizational support on the relationship between diversity reward and employee commitment. The dependent variable (employee commitment) was kept in raw form while the independent variable (diversity reward) and the moderator (organization support) were mean centered. Mean centering helps to reduce the risk of multi-collinearity (Chauhan, Ghosh, Rai & Kapoor, 2017). Two regression models were used in this investigation where the first one tested the direct relationship between diversity reward and employee commitment while the second was used to investigate whether organizational support had a moderating influence on the relationship between diversity reward and employee commitment. The two models used are shown in equations I and II.

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

By multiplying the moderator through equation (I), equation (II) was obtained as shown:

$$Y = \alpha + X_1\beta_1 + X_1 X_2 \beta_2 + \mu \dots\dots\dots (II)$$

Where Y is Employee commitment;

X₁ is diversity reward

X₂ is organizational support

β₁ – β₂ are regression coefficients

μ is the error term

α is a constant or the y- intercept

6. Results and Discussions

Diversity Reward

To determine the extent to which commercial banks in Kenya undertake diversity reward, the predictor variable (diversity reward) was divided into intrinsic and extrinsic reward constructs with a total of 10 questionnaire items measured on a five point likert scale from 1= strongly disagree to 5= strongly agree. The results obtained were presented in table 1:

Table 1: Diversity Reward

Diversity Reward Practices	SD %	D %	N %	A %	SA %
Fair salary to all	2.0	10.6	12.6	40.9	33.9
Adequate bonuses to performance	4.7	14.2	6.7	50.4	24.0
Assurance for job security to all	6.3	8.7	16.5	30.7	37.8
Compensation structure on individual differences	3.1	19.3	31.1	28.0	18.5
Better working conditions to all	1.2	6.3	7.9	36.6	48.0
Champions of diversity recognized	3.9	11.0	13.8	29.9	41.4
Opportunities for promotion to all	3.9	8.3	13.4	44.9	29.5
All employees work autonomously	3.1	7.9	9.8	35.0	44.1
Opportunities for advancement to all	2.0	4.0	6.8	46.0	41.2
Recognition for exemplary performance	1.6	6.3	9.9	25.5	56.7

Key; SD=Strongly agree, A= Agree, N= Neither agree nor disagree, A= Agree; SA= Strongly agree

The results obtained from table 1 showed that a majority (74.8 per cent) of respondents had a feeling that the salaries received were fair for the kind of tasks that they do (Agree = 40.9 per cent, Strongly Agree = 33.9 per cent) against 12.6 per cent who believed that the salaries they received were not fair. Similarly, a majority (74.4 per cent) of respondents believed that they received adequate bonuses based on their performance, against 18.9 per cent who were of the view that what they received in terms of bonuses was not sufficient. Similarly, 68.5 per cent of respondents indicated that their organizations provided them with job security against 15.0 per cent who disagreed with the statement. Accordingly, 46.5 per cent per cent of respondents agreed with the statement that their organizations have got compensation structures that were based on individual differences in performance, while 22.4 per cent were of the view that their compensation structures did not take in to consideration the individual differences.

The results in table 1 also suggested that 84.6 per cent of respondents strongly agreed that their organizations offered them better working conditions irrespective of one's background as compared to only 7.5 per cent who were of the contrary opinion. At the same time, 77.4 per cent also agreed that promotion opportunities were provided to all employees without discrimination as compared to a paltry 12.2 per cent who disagreed with the statement. Similarly, table 1 results also indicated that a majority (79.1 per cent) of respondents were of the view that commercial banks had allowed their employees, particularly those who held positions of responsibility, to work autonomously. This was against 11.0 per cent who literally disagreed with this view. In addition, 87.2 per cent of respondents either agreed or strongly agreed that their organizations provide all employees with opportunities for professional advancements against 6.0 per cent who either disagreed or strongly disagreed.

Organizational Support

This study also sought to find out the extent to which commercial banks in Kenya engage in organizational support to help the diverse workforce become committed at work. Organizational support practices were operationalized in terms of person focused support and task focused (Eisenberger *et al.*, 2013) and espoused by Asya (2011). A 10 questionnaire item was used to measure the variable on a five point likert scale from 1= Never (N) to 5= Always (A). The results obtained were presented in table 2:

Table 2: Organizational support practices

O rganizational Support practices	N	S	O	F	A
	%	%	%	%	%
My organization cares about my well being	2.4	14.6	18.1	35.0	29.9
My organization strongly considers my goals and values	2.4	15.7	22.8	36.2	22.8
My organization helps me when I have a personal problem	2.8	25.2	17.3	33.5	21.3
My organization cares about my opinion on personal matters	6.3	26.4	26.0	24.0	17.3
My organization is willing to extend itself to help me perform my job to the best of my ability	2.4	4.3	19.7	39.0	34.7
My organization appreciates any extra effort from me	2.4	12.2	15.7	45.7	24.0
My organization shows concern about my work success	1.6	6.3	16.5	42.1	33.5
My organization fairly compensates me in exchange for effort put	4.3	8.7	17.3	42.9	26.8
My organization strongly considers my goals and values in work related matters	1.6	17.7	13.0	48.4	19.3
My organization provides practical assistance when I have a problem in doing my work	3.9	7.5	20.1	45.3	23.2

Where, N=Never, S= Seldom, O = Occasionally, F=Frequently, A= Always

The findings in table 2 showed that most respondents agreed that their organizations frequently care about their wellbeing (35.0 per cent), while 29.9 per cent were of the view that this is done always. In addition, 18.1 per cent suggested that this care is occasionally shown to employees while 14.6 per cent also suggested that their organizations seldom care about their wellbeing. However, 2.4 per cent said this is never carried out. Nonetheless, the findings in table 2 suggested that 22.8 per cent of respondents posited that their organizations always consider their goals and values, while 36.2 per cent suggested that this consideration is very frequent. This was against 15.7 per cent and 2.4 per cent of respondents who agreed that the consideration is occasional and seldom respectively. Similarly, results from table 2 also indicated that commercial banks frequently (33.5 per cent) help them with personal problems, while 21.3 per cent were of the view that this help happens always. A total of 28.0 per cent said that the help from these firms is seldom (25.2 per cent) and never (2.8 per cent). On personal matters, 26.4 per cent of respondents suggested that their organizations seldom (26.4 per cent) cares about their personal opinions, while 26.0 per cent suggested that their organizations occasionally care about these opinions. Similarly, 24.0 per cent of respondents thought that their organizations frequently care about their opinions on personal matters. This was against 17.3 per cent who suggested that organizations always do care and 6.3 per cent who suggested that they do not care.

The findings from table 2 also showed that commercial banks frequently (39.0 per cent) or always (34.7 per cent) extend to assist employees perform on their job to the best of their abilities. In addition, 19.7 per cent and 4.3 per cent of respondents suggested that this assistance of the employer only happens occasionally and seldom respectively against 2.4 per cent who said that their organizations had never assisted anybody to perform better on the job. Consistently, 45.7 per cent and 24.0 per cent of respondents suggested that their organizations appreciate any extra effort either frequently or always respectively. This was against a 15.7 per cent and 12.2 per cent who suggested that banks occasionally or seldom appreciate any extra effort. It was also against 2.4 per cent of respondents who suggested that commercial banks (employer) never appreciate any extra effort. On the contrary, 42.1 per cent of respondents indicated that banks frequently show concern about one's work success while 33.5 per cent of them said that this is done always. However, 1.6 per cent said

that banks do not show any concern at all against 6.3 per cent and 16.5 per cent who suggested that it is seldom and occasionally done respectively.

As a concern for work success, 26.8 per cent of respondents said that commercial banks (their employer) in Kenya always compensate them for the extra effort, while 42.9 per cent agreed but suggested that the compensation was more frequent. On the other hand, 4.3 per cent said that they are never compensated for extra effort against 8.7 per cent for seldom and 17.3 per cent for occasional compensation. Results from table 2 also showed that Individual goals and values are frequently (48.4 per cent), always (19.3 per cent), occasionally (13.0 per cent) and seldom (17.1 per cent) against 1.6 per cent of never considered strongly by commercial banks. Consistently, the results in table 4.8 also indicated that there is frequent (45.3 per cent), always (23.2 per cent), occasional (20.1 per cent), seldom (7.5 per cent) and no (3.9 per cent) provision of practical assistance on problems experienced at work place. Generally, these findings are supported by the fact that organization support tends to initiate a social exchange process in which employees tend to feel obligated to assist the organization to achieve its goals and objectives but expect that the increased efforts on the firm's behalf may lead to greater rewards (Kurtessis, Eisenberger & Buffardi, 2015). Therefore, organization support can be said to fulfill social-emotional needs which results in greater identification and more commitment to one's organization. It leads to an increased desire to assist the organization succeed in the process of creating a greater psychological wellbeing.

Employee Commitment

The study went further to determine the extent to which employees within commercial banks were committed to their organizations. Employee commitment was operationalized by the affective, continuance and normative commitment constructs (Mukanzi *et al.*, 2014; Asya 2011; Meyer & Allen, 1991). Similarly, all the 17 question items used a five point likert scale as from 1= strongly disagree (SD) to 5=strongly agree (SA) and results shown in table 3:

Table 3: Employee Commitment

Employee commitment Practices	SD	D	N	A	SA
	%	%	%	%	%
Happy to spend rest of my career here	3.5	9.5	23.6	38.6	24.4
I feel emotionally attached	1.2	10.2	18.5	39.0	31.1
Organization has a great meaning for me	3.1	11.0	19.7	36.6	29.5
I feel like part of family here	4.3	14.6	7.5	41.7	31.9
I feel strong sense of belonging	4.7	12.2	14.6	39.0	29.5
My organizations problems are mine	7.5	12.6	16.9	30.3	32.7
It is hard to leave even if I wanted to	16.1	21.7	19.3	32.7	10.2
I continue to work for overall benefits	9.1	7.1	18.1	31.9	33.9
My life would be disrupted if I leave	16.1	26.4	22.0	19.7	15.8
I stay with my firm as a necessity	8.7	22.0	20.9	31.1	17.3
I few options to leave	11.0	34.3	20.5	18.9	15.4
I feel sense of moral obligation energy)	9.4	19.7	20.9	30.3	19.7
My organization needs my loyalty	7.5	6.3	15.0	48.4	22.8
Will feel guilty if I were to leave	24.8	20.5	20.9	25.6	8.3
If I had not put so much I would leave	20.9	21.3	18.9	29.9	9.1
My organization is a nice place to work	7.9	3.9	12.2	52.0	24.0
I would not leave even for a better job	29.1	22.0	16.1	20.5	12.2

The findings presented in table 3 revealed that a majority (38.9 per cent) of respondents simply agreed that they were happy to spend the rest of their careers at their present organizations while 24.4 per cent of them strongly agreed with the same statement. However, this was against 3.5 per cent who strongly disagreed with the statement and 9.5 per cent who simply disagreed. A further 23.6 per cent neither agreed nor disagreed with the same statement. Consistently, 39.0 per cent of respondents agreed that they felt emotionally attached to their organization while 31.1 per cent of them strongly felt emotionally attached to their present organizations, against 10.2 per cent who disagreed and a further 1.2 per cent of respondents who strongly felt that they did not feel emotionally attached to their own organizations. In addition, 36.6 per cent of respondents agreed that they held the feeling that their organizations had a lot of meaning to them. Also, 29.5 per cent of them strongly agreed with the statement while 3.1 per cent (strongly disagreed) and 11.0 per cent (disagreed) of respondents felt that their organizations did not have a lot of personal meaning to them.

Furthermore, 41.7 per cent (agreed) and 31.9 per cent (strongly agreed) of respondents all felt like part of the family membership in their respective banks. Nonetheless, 4.3 per cent (Strongly disagreed) and 14.6 per cent (disagreed) of respondents did not feel the same way. Similarly, results from table 3 indicated that 29.5 per cent (strongly agreed) and 39.0 per cent (agreed) of respondents felt a strong sense of belonging to their respective banks, unlike 4.7 per cent (strongly disagreed) and 12.2 per cent (disagreed) who did not feel the same way. Equally, 32.7 per cent (strongly agreed) and 30.3 per cent (agreed) of respondents felt as if their organization's problems were their own problems, against 7.5 per cent (strongly disagreed) and 12.6 per cent (disagreed) who did not feel as if the problems of their organizations were theirs. Therefore, from these results, the study can conclude that most employees in the commercial banks in Kenya are committed in the affective to their respective organizations. This finding was consistent with those of Ashikali & Groeneveld (2013) who asserted that diversity management practices have a significant effect on employee commitment in the Australian manufacturing firms.

Table 3 also presents findings which show that a majority of respondents at 32.7 per cent (agreed) and 10.2 per cent (strongly agreed) had the belief that it would be very hard for them to leave their current commercial banks even if they had wanted to. This was against 16.1 per cent (strongly disagreed) and 21.7 per cent (disagreed) who felt like it would be easier for them to leave. Also, 33.9 per cent (strongly agreed) and 31.9 per cent (agreed) of respondents revealed that they continue to work in their current banks because of the overall benefits available to them. This was against 9.1 per cent (strongly disagree) and 7.1 per cent (disagree) who did not feel the same way. Similarly, table 3 indicated that 16.1 per cent (strongly disagreed) and 26.4 per cent (disagreed) did not feel like leaving their organizations would disrupt too much of their lives. However, 19.7 per cent (agreed) and 15.8 per cent (strongly agreed) of respondents were of the feeling that leaving their current organizations would be very disruptive to their lives. This meant that a majority of the respondents (42.5 per cent) would still leave the organization to work elsewhere without a major problem (possibly the young) as compared to 35.5 per cent who seemed uncomfortable with the movements.

In addition, the findings in table 3 revealed that 31.1 per cent (agreed) and 17.3 per cent (strongly agreed) of respondents suggested that they would stay with their organizations as a matter of necessity rather than a desire. This was against 8.7 per cent (strongly disagreed) and 22.0 per cent (disagreed) of respondents who did not feel the same way. At the same time, 11.0 per cent (strongly disagreed) and 34.3 per cent (disagreed) of respondents felt like they still have got many options to consider leaving their current organizations, unlike 18.9 per cent (agree) and 15.4 per cent (strongly agree) who felt like there are no options to consider as an alternative to their organizations. These findings could also mean that these employees were satisfied with their current organizations and therefore did not feel like taking up other jobs elsewhere. From table 3, the findings indicated that there is continuance commitment among employees in the banking sector in Kenya, although this type of commitment does not seem to be as strong as the affective commitment.

On the normative commitment, results in table 3 revealed that most respondents, 30.3 per cent (agreed) and 19.7 per cent (strongly agreed) felt a sense of moral obligation to remain with their current organizations. This was against 9.4 per cent (strongly disagreed) and 19.7 per cent (disagreed) who felt that this was not the case for their continued stay in their current organizations. Thus, most of the respondents, at 50.0 per cent were obliged to stay. Consistently, 48.4 per cent (agreed) and 22.8 per cent (strongly agreed) of respondents felt like their banks deserved more of their loyalty, against 7.5 per cent (strongly disagreed) and 6.3 per cent (disagreed) who did not feel the same way. On the contrary, the findings from table 3 revealed that a majority (24.8 per cent for strongly disagree and 20.5 per cent for disagree) of respondents would not feel guilty leaving the organization, against 8.3 per cent (strongly agreed) and 25.6 per cent (agreed) who did not feel the same way.

Consequently, 20.9 per cent (strongly disagreed) and 21.3 per cent (disagreed) were negative to the statement that they would consider working elsewhere had they not put much of their effort in their current organizations. However, 29.9 per cent (agreed) and 9.1 per cent (strongly agreed) responded in the affirmative. Nonetheless, a majority 52.0 per cent (agreed) and 24.0 per cent (strongly agreed) felt that their respective organizations were nice places to work. This was contrary to the 7.9 per cent (strongly disagreed) and 3.9 per cent (disagreed) who felt the opposite. Inconsistently, 20.5 per cent (agreed) and 12.2 per cent (strongly disagreed) of the respondents suggested that they would not feel it right to leave their current organizations for a better offer elsewhere. This was against 22.0 per cent (disagreed) and 29.1 per cent (strongly disagreed) who would feel it right to leave for a better offer. This finding was consistent with those of the continuance commitment where most respondents did not feel like it would be disruptive on their lives if they left their organizations for other opportunities elsewhere, making a case for young employees. These results indicated that commercial banks also experience normative type of commitment from their own employees, although like continuance commitment, normative commitment was not found to be as strong as the affective type of commitment.

Inferential Analysis

To establish the direction and magnitude of the relationship between diversity rewards and employee commitment, correlation analysis was conducted and the matrix table presented in table 4.

Table 4: Correlation Matrix
Correlations

		Diversity reward	Organizational support	Employee Commitment
Diversity reward	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	254		
Organizational support	Pearson Correlation	.470**	1	
	Sig. (2-tailed)	.000		
	N	254	254	
Employee Commitment	Pearson Correlation	.456**	.599**	1
	Sig. (2-tailed)	.000	.000	
	N	254	254	254

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

The findings from table 4 indicated that diversity reward was positively and significantly associated with employee commitment ($r=0.456^{**}$, $p < 0.001$). These findings were supported by Aladwan *et al.* (2015) who noted that favourable reward perceptions are positively linked to employee's affective and employee commitment in general. Consistently, Meena and Vanka, (2013) said that diversity reward is meant to ensure pay equity and enhanced employee commitment. Accordingly, a good diversity reward system can boost

employee commitment in the organization (Miao *et al.*, 2013; Meena & Vanka, 2013). In addition, an organization can boost its employees' commitment by offering organizational rewards (Nazir *et al.*, 2016; Miao *et al.*, 2013). Similarly, Ghosh *et al.* (2016) found out that diversity reward is significantly correlated to the normative commitment. Furthermore, they opined that satisfaction with extrinsic benefits, autonomy, and participation in decision making can have a substantial impact on employee's affective and normative commitment. In a survey research to establish whether a selected number of organizations practice HR diversity management in the Islamic approach, Hashim (2010) found out that the Islamic approach in Human Resource Management such as diversity reward was highly and significantly correlated to organizational commitment. Furthermore, Fenwick, Costa, Sohal and D'Netto, (2011) suggested that rewards that are based on performance can help reduce wage disparities and enhance employee commitment. However, some studies also found out that diversity rewards are not significantly related to employee commitment (D'Netto *et al.*, 2014; Robyn & Preez, 2013; Chew, 2003).

The results obtained from the correlation matrix table 4 also revealed that organizational support had a positive and significant influence on employee commitment ($r=0.599^{**}$, $p<0.001$). These results are in support of previous study findings on the relationship between organizational support and employee commitment (e.g. Caesens, Stinglhamber & Ohana, 2016; Jauhari & Singh, 2013; Arnold & Dupre', 2012; Eder & Eisenberger, 2008). According to Jauhari and Singh, (2013), employees who experience high levels of perceived organizational support tend to avoid increased turnover because of the increment in their own commitment. In line with the same, Dawley, Andrew and Backlew (2008) in a study to examine what matters most between organizational support, mentoring and supervisor support, revealed that organizational support had a stronger prediction of employee commitment than mentoring and supervisor support.

Regression Analysis

To test for the influence of diversity reward on employee commitment, a linear regression analysis was also conducted. The results obtained are presented in table 5 and interpreted thereof.

Table 5: Diversity Reward on Employee Commitment

Model Summary						
R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
				R Square Change	F Change	Sig. F Change
.528 ^a	.279	.278	.66546	.279	68.110	.000

a. Predictors: (Constant), diversity reward

The results obtained in table 5 indicate the amount of variation on the predicted variable (employee commitment) as explained by the independent variable (diversity reward). The regression analysis yielded the coefficient R value of 0.528 and the R^2 of 0.279, which meant that 27.9 per cent of the corresponding variation in employee commitment can be explained by diversity reward. In addition, the adjusted R square (.278) also attempts to give a more honest value that tends to estimate the R square for the entire population at 27.8 per cent. Further, the rest could be explained by other variables not included in the model. Furthermore, the ANOVA test gave the F value of (68.110, $p < 0.001$) which was large enough to support the goodness of fit of the model in explaining the variation in the dependent variable (employee commitment). Therefore, this validates the view that diversity reward can be a useful predictor of employee commitment. Similarly, the regression analysis results further revealed that there is a positive and significant relationship between diversity reward and employee commitment ($\beta= 0.528$, $p < 0.01$). It further implies that employees who experience high levels of diversity rewards, can also exhibit high levels of employee commitment.

Previous research findings have also supported these research results (e.g. Korir & Kipkebut, 2016; D'Netto *et al.*, 2014; Nujjo & Meyer, 2012; D'Netto & Sohal, 1999). For instance, in a study to establish the effect of HR diversity practice on commitment in the Australian manufacturing industry, D'Nett and Sohal (1999) observed that rewarding a diverse set of workforce improves the commitment of employee. Further, the reward system will ensure that a direct relationship exists between employee effort and the reward itself. Similarly, Haider, Aamir, Hamid and Hashim (2016) noted that the impact of both financial and non-financial rewards can be very instrumental in enhancing employee commitment.

In addition, a survey research by Korir and Kipkebut (2016) to examine the effect of reward management practices on employee commitment in public universities in Nakuru County, found out that financial rewards have a significant effect on employee commitment. Further, Nujjo and Meyer (2012) observed that diversity reward practices are critical strategies that an organization can use to create a committed workforce. Equally, they established that there is a positive and significant relationship between all types of rewards and employee commitment. In line with the same, Aladwan *et al.* (2015) noted that favourable reward perceptions are positively linked to employee's affective commitment and the overall employee commitment. Coefficients of the fitted model using the "unstandardized coefficients" was given in table 6:

Table 6: Regression Coefficients for Diversity Reward Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.539	.280		15.096	.000
Diversity reward	.519	.062	.528	9.131	.000

a. Dependent Variable: Employee Commitment

Results in table 6 show the unstandardized regression coefficients β value of the computed (composite index) scores of diversity reward as 0.519 with a t-test value of 9.131 and at a significance level of $p < 0.01$. This implied that for every 1 per cent increase in diversity reward there was a predicted increase in the percentage of employee commitment of zero. Having achieved the objective, the study rejected the null hypothesis that; **H₀₁: Diversity reward has no significant influence on employee commitment in the banking sector in Kenya.**

Moderation results

This study sought to investigate the moderating influence of organizational support on the relationship between diversity reward and employee commitment. A hierarchical regression analysis was conducted to establish the incremental contribution of organization support on the relationship. However, before the hierarchical regression was conducted, the independent variable (diversity reward) and the moderator (organization support) were mean centered. Mean centering of predictor variables and the moderator reduces the risk of multi-collinearity (Chauhan *et al.*, 2017). Further, the mean centered predictor variable and the moderator (organization support) were multiplied to create the interaction terms. In addition, a series of regression analysis was carried out by use of the mean centered predictor and moderator values. Hierarchical regression first sought to determine the influence of control variables (job category, age, education level and length of service) on the employee commitment as shown in table 7 and then followed by a series of steps.

In the first step, four standardized individual demographic variables of age, length of service, education level and job category were determined as control variables (Model 1). It was important to control for these variables since they had earlier on been found to influence the level of employee commitment (Magosh & Chang, 2009). For instance, Wambua and Karanja (2016) assert that when employees grow older, they tend to

stay in their current firms much longer, get promoted to higher positions and end up being rewarded better as they become more committed. Similarly, education level may also influence employee commitment (Magosh & Chang, 2009). That is, highly educated employees may show higher commitment since jobs with more autonomy are given to those that are highly educated. In the second step, the independent variable (diversity reward) was added to give model 2. In the third step, the moderating variable (mean centered scores of organizational support) was added to obtain model 3, and finally, the interaction term (product of mean centered predictor and moderating variables), was added to obtain model 4. The model summary was presented in table 7:

Table 7: Hierarchical Regression

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.142 ^a	.020	.005	.74449	.020	1.288	.275
2	.513 ^b	.263	.249	.64685	.243	81.853	.000
3	.681 ^c	.464	.451	.55292	.201	92.410	.000
4	.710 ^d	.505	.491	.53257	.041	20.242	.000

a. Predictors: (Constant), Length of Service, Education Level, Age, Job Category

b. Predictors: (Constant), Length of Service, Education Level, Age, Job Category, Diversity Reward

c. Predictors: (Constant), Length of Service, Education Level, Age, Job Category, Diversity Reward, Organization Support

d. Predictors: (Constant), Length of Service, Education Level, Age, Job Category, Diversity Reward, Organization Support, Diversity Reward *Organization Support

The findings in Model 1 of table 7 show that cumulatively, all the demographic variables were found to be positive but insignificantly associated with employee commitment ($r = .142$, $p > 0.05$). This indicated that the control variables (length of service, education level, age and job category) were weakly but positively correlated with employee commitment ($r = .142$). Nonetheless, the model was found to be insignificant ($p > 0.05$) and could only explain 2% of variance in employee commitment. Therefore, this model was neither fit nor applicable. In addition, when the standardized z scores of diversity reward was added to model 1, model 2 was obtained as shown in table 7. Similarly, diversity reward was found to be positive and significantly related to employee commitment ($r = 0.513$, $p < 0.01$). The R^2 value increased by .243 to .263, implying that the new model could explain 26.3 per cent of variance in employee commitment at $p < .01$. These findings supported the hypothesis that diversity reward practices had a positive and significant influence on employee commitment. Therefore, this model was found to be statistically significant and applicable. The findings in table 7 also showed that when organizational support was added as a moderator, the results (model 3) obtained indicated that both the independent variable (diversity reward) and the moderator (organization support) were significantly and jointly related to employee commitment ($r = 0.681$, $p < 0.01$). That is, when all the demographic variables were controlled, the relationship between diversity reward practices (on addition of organizational support) and employee commitment was positive and statistically significant. This changed the R^2 by .201 to .464, implying that model 3 could explain 46.4 per cent of variance in employee commitment.

Finally, to investigate how organization support moderates the relationship between diversity reward and employee commitment in the banking sector in Kenya, the interaction term of the mean centered diversity reward and the mean centered moderator (organization support) were entered in the regression model to obtain model 4. The findings in table 7 indicated that organizational support has a positive moderating influence on the relationship between diversity reward and employee commitment ($r = 0.710$, $R^2 = 0.505$, $p < 0.01$).

Accordingly, the R^2 value showed that diversity reward could now explain 50.5 per cent of variance in employee commitment and that the model was significant and applicable ($p < .01$). Thus, the hierarchical regression results revealed that with the addition of interaction term, the influence of diversity reward on employee commitment was enhanced by organizational support as a moderator. Furthermore, this influence was found to be strong and positive ($r = .710$, $p < .01$).

These results were supported by Patrick and Kumar (2012) who asserted that the relationship between diversity management practices and employee commitment can be sought in moderation. According to Mukanzi *et al.* (2014), perceived managerial support defines the extent to which the organization management is sensitive to employees' work responsibilities. Further, it moderates the relationship between experienced burnout and stress arising from poor HR diversity management. In addition, employees' perceived sufficient support from their management could enable them to continue working in various banks. Nonetheless, hierarchical regression analysis can enable one to see if a variable of interest (organizational support) can explain a statistically significant amount of variance in employee commitment (Dependent Variable), after accounting for all other variables (Cohen, Cohen, West & Aiken, 2003). This can be observed in the unstandardized coefficient table 8:

**Table 8: Unstandardized Coefficients (Hierarchical Regression)
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
Step 1: Control Variables					
	(Constant)	4.562	.465	9.807	.000
	Job Category	-.125	.084	-.124	.135
1	Age	.036	.082	.035	.658
	Education Level	-.115	.091	-.090	.206
	Length of Service	.005	.049	.008	.926
R=0.142, R² = 0.020, ΔR²=0.020, FΔ (4, 249) =1.2888, P = 0.275					
Step 2: Independent Variable					
2	(Constant)	3.849	.412	9.347	.000
	Diversity Reward	.389	.043	.521	9.047
R=0.513, R² = 0.263, ΔR²=0.243, FΔ (1, 245) =81.853, P = 0.000					
Step 3: Moderating Variable					
3	(Constant)	3.863	.352	10.975	.000
	Organization Support	.391	.041	.525	9.613
R=0.681, R² = 0.464, ΔR²=0.201, FΔ (1, 244) =92.410, P = 0.000					
Step 4: Interaction Term					
4	(Constant)	4.136	.344	12.008	.000
	Diversity Reward	-.133	.030	-.209	4.499
	*Organization Support				.000
R=0.710, R² = 0.505, ΔR²=0.041, FΔ (1, 240) =20.242, P = 0.000					

a. Dependent Variable: Employee Commitment

The findings from table 8 showed the results output of the unstandardized coefficients of a hierarchical regression analysis. Model 1 in table 8 indicated that the relationship between all the control variables and employee commitment was not significant (age, job category, education level and length of service). However, a change among the control variables' influence on employee commitment occurred when the predictor

variable (diversity reward) was added to obtain model 2. The non-significant results between all the control variables and employee commitment was altered once diversity reward (a predictor) was added and controlled, highlighting the importance of diversity reward on employee commitment. The addition of mean centred scores of organization support in model 3 brought a significant change in the R^2 . It showed that the model could explain a 46.4 per cent of change in employee commitment when organization support was added as a moderator from 26.3 per cent with a $p < 0.01$. Similarly, model 4 in table 8 showed that when controlled, the coefficient values of the computed (composite index) standardized scores of diversity reward was significant, when the interaction term of diversity reward*organization support was added. The R^2 value increased from 46.4 per cent to 50.5 per cent change in employee commitment.

However, to further interpret how Organizational Support moderates the relationship between diversity reward and employee commitment, regression equations were calculated for each level relationship at high and low levels of organizational support. The regressions were run on centred terms by use of the process model 1 method as advanced by Andrew F. Hayes (Dawson, 2014). The resulting values obtained which showed the interaction effects between the predictor variable (diversity reward) and the moderating variable (organization support) were plotted on an interaction plot excel file to help interpret the interaction. As a rule of the thumb, non-parallel lines indicated an interaction, such that the more non-parallel the lines are, the greater the interaction. The results of this equation was plotted graphically and presented in figures 2.

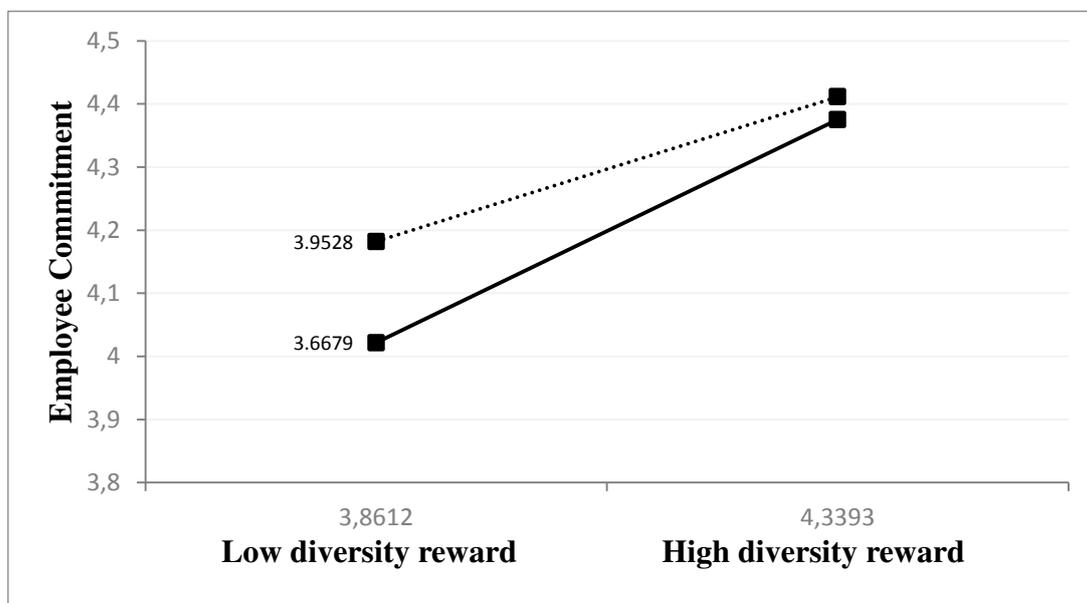


Figure 2: Diversity Reward and Organization Support Interaction

The results as presented in figure 2 disclosed that when organizational support is high, the relationship between diversity reward and employee commitment was also high. However, when organizational support was low, then diversity reward was found to have a positive influence on employee commitment. Therefore, organizational support has a moderating influence on the relationship between diversity reward and employee commitment in the banking sector in Kenya. Consistently, perceived organization support tends to increase employees' effort outcome expectancy, making them to believe that their efforts can be rewarded (Eisenberger *et al.*, 2013; Marique *et al.*, 2012). Consistently, Tuzun and Kalemci's (2012) suggested that employees can maintain their membership with the organization because of enhanced perceived organizational support.

Step-wise Regression Analysis

Similarly, in another analysis, organizational support was again treated as a moderator and the step-wise regression analysis performed to find out its incremental contribution on the relationship between diversity reward and employee commitment. Furthermore, the analysis was conducted to establish whether between the predictor variable (diversity reward) and the control variables (length of service, education level, job category and age) there was any that may have had the weakest contribution on the variance in employee commitment. Such a variable would automatically be removed from the model. The results obtained was presented in table 9:

Table 9: Diversity reward on Employee commitment (step wise regression)

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.456 ^a	.208	.205	.66546	.208	66.110	.000
2	.631 ^b	.398	.393	.58128	.190	79.271	.000
3	.660 ^c	.435	.429	.56402	.037	16.596	.000

a. Predictors: (Constant), diversity reward

b. Predictors: (Constant), diversity reward, organizational support

c. Predictors: (Constant), diversity reward, organizational support, diversity reward*Organization Support

The standard elements of a step-wise regression output are shown in table 9 with 3 models. In model 1, the control variables were removed since it was found that they only contributed 2 % of variance in employee commitment as seen in table 8 (weakest). This first model consists of the constant and the predictor variable, diversity reward. Statistics in table 8 indicated that the R^2 for model 1 was 0.208, suggesting that at this point, diversity reward could explain 20.8 per cent of variance in employee commitment. With a $p < 0.01$, this model was found to be significant at 99 per cent confidence level. In addition, the ANOVA statistic also indicated that the model was significant at F significance level of 0.000, which is less than 0.01, hence indicating that this model was fit and applicable.

Further, model 2 added organizational support variable to model 1. This increased the influence on employee commitment to 39.8 per cent, an increase of 19.0 per cent in variance to the predicted variable. The p value was also established at 0.000 which was less than 0.01. Thus, model 2 was found to be significant and applicable since the ANOVA statistic obtained was also significant ($p < 0.01$). Similarly, model 3 was obtained by adding the product of diversity reward and organizational support (interaction term diversity reward * organization support) on to model 2 variables. This operation increased the R^2 value with 0.037 units (3.7 per cent) to 0.453. This implied that jointly, model 3 variables could predict 43.5 per cent of variance in the dependent variable (employee commitment) when the control variables are removed. Likewise, this model was significant at p value < 0.01 while the ANOVA statistic indicated that the model was fit and applicable.

Nevertheless, step-wise regression does multiple regressions severally and at each time removing the weakest correlated variable (Saunders, Lewis & Thormhill, 2014). Therefore, from the output in table 9, all the control variables (age, length of service, job category and education level) were removed. Consequently, the four variables were dropped and the step-wise analysis repeated. Consistently, the results achieved were similar to those that were obtained earlier in table 9. All the same, on the overall, organizational support was found to have a significant moderating influence on the relationship between diversity reward and employee commitment in banks in Kenya. This was also presented in the unstandardized coefficient table 10:

Table 10: Unstandardized Coefficients for Step wise Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.539	.180		14.096	.000
	Diversity reward	.419	.052	.456	8.131	.000
2	(Constant)	1.624	.188		8.639	.000
	Diversity reward	.206	.051	.224	4.036	.000
	Organizational support	.441	.050	.494	8.903	.000
3	(Constant)	-.544	.562		-.967	.335
	Diversity reward	.879	.173	.957	5.095	.000
	Organizational support	1.048	.156	1.172	6.698	.000
	Diversity Reward *Organizational Support	-.184	.045	-1.226	-4.074	.000

a. Dependent Variable: Employee Commitment

The Unstandardized regression coefficients β values of the computed (composite index) scores of diversity reward and employee commitment, when moderated with organizational support as presented in model 3 were 0.879 (diversity reward), 1.048 (organizational support), and -0.184 (diversity reward *organizational support), with a t-test values of 5.095 (diversity reward), 6.698 (organizational support), and -4.074 (diversity reward * organizational support). All the t-values were above +1.96 and below -1.96 and the p values for all the variables in table 10 were less than 0.01. Hence, all variables in model 3 indicated a significant relationship at 99 per cent confidence level. Thus, model 3 in table 10 showed that organizational support had a significant moderating influence on the relationship between diversity reward and employee commitment. Having achieved the objective, the study rejected the null hypothesis that: H_0 : *Organizational support has no moderating significant positive influence on the relationship between Diversity reward and Employee commitment in the banking sector in Kenya.*

From the same results in table 10, the revised model based on the step-wise regression analysis when organizational support was used as a moderator between diversity reward (predictor variable) and employee commitment (predicted variable) was obtained. It was revealed from the findings thereof, that organization support had a moderating influence on the relationship between diversity reward and employee commitment. The regression model obtained from the step-wise regression coefficients in table 10 can be stated as shown:

$$Y = -0.544 + 0.874X_1 + 1.048X_2 - 0.184X_1 * X_2$$

or

$$\text{Employee Commitment (predicted)} = -0.544 + 0.874\text{diversity reward} + 1.048 \text{Organizational support} - 0.184\text{Diversity reward} * \text{Organizational support}$$

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