

**INFLUENCE OF JOB RESOURCES ON ORGANIZATIONAL
COMMITTMENT AMONG EMPLOYEES OF FAST FOOD RESTAURANTS
IN MOMBASA CENTRAL BUSINESS DISTRICT, KENYA**

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DECLARATION

Declaration by the Candidate

This thesis is my original work and has not been presented for award of a degree or for any similar purpose in any other institution.

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Declaration by the Supervisor

This work has been submitted with my approval as a University supervisor:

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DEDICATION

This work is dedicated to my family for their moral and financial support.

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ABBREVIATIONS AND ACRONYMS

CBD: Central Business District

SPSS: Statistical Package for Social Sciences

OPERATIONAL DEFINITIONS OF TERMS

The following key terms are defined as follows:

Job resources: refers to the physical, psychological, social or organizations perspectives of the job that assist towards achieving work goals, and/or decrease job demands, and/or act as a catalyst towards personal growth and learning.

Financial rewards: refers to salary and remuneration of the compensation for work done

Support from colleague: refers to assistance one get from his or her colleagues at the work place. The feeling of belonging into a team.

Participation in decision making: refers to the involvement in the decision making with regard to one's job.

Organizational commitment: refers to affective, normative and continuance engagement with the organization of work.

ABSTRACT

Organizations value committed employees. This is because it is typically assumed to lower the rates of withdrawal behaviour among employees such as absenteeism and turnover. Most employers sometimes find themselves in confusion when their highly rated employees under-perform and other leave the organization. Therefore, the purpose of this study is to examine the influence of job resources on organizational commitment among employees of fast food restaurants in Mombasa Central Business District, Kenya. A descriptive cross-sectional study of 102 employees working in the fast food restaurants through self-administered questionnaires was conducted. The target population for the study was fast-food restaurants whereas the respondents were employees working in the restaurants. In addition, the study used convenience sampling techniques to select the required number of the respondents. All variables are measured using adapted and modified constructs from previous researches. Self-administered questionnaires were used to collect data. Content validity was used to assess the validity of the questionnaire. Reliability of the constructs was examined using Cronbach's Alpha coefficient technique. Descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential statistics (correlation analysis) were used to analyse quantitative data. Correlation analysis was used to test the study hypotheses in line with the study objectives. The study results show that financial rewards have a strong positive significant relationship with job commitment of employees working in fast food restaurants in Mombasa CBD. Also, the relationship between financial rewards and job commitment is stronger than that of support from colleagues and participation in decision making authority. Further, support from colleagues has a weak positive significant relationship with job commitment. And, participation in decision making has a moderate positive significant relationship with job commitment. Recommendations are made to the management of fast food restaurants in Mombasa CBD with regard to job commitment of employees.

Keywords: Job Resources, Financial Rewards, Organizational Commitment, Participation in Decision Making, Support from Colleagues

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Committed employees are valued by organizations. This is for the reason that it is normally expected to lower the rates of withdrawal behaviour among employees such as absenteeism and turnover. Organizational commitment has serious implications on the overall performance of an organization. The study on organizational commitment is valuable. Lo (2009) noted lower likelihoods of leaving an organization and willingness to provide the best performance in employees who are committed to their work. In his study, less committed employees were found to direct their efforts to things that are not essential to an organization and their counterparts were easily satisfied.

In the current global competition, organizations have recognized the importance played by employees towards their success (Zheng, 2010). Thus, it is imperative that all stakeholders and specifically the owners and managers of organizations realize how to get the best out of their employees. Ali (2010) argue that organizational commitment is one of the determinant of employees performing to their very best. Thus, organizations need to know the aspects of work that largely make employees committed to their job. Researchers have found management style (Lo, 2009), managerial equality (Ponnu & Chuah, 2010) among others as determinants of employee commitment to an organization. However, most of the past research studies are not related to Kenyan business environment. As such, it is important to assess the determinants of organization commitment in the context of fast food restaurants operating in Mombasa central business district (CBD).

1.2 Statement of Research Problem

Most employers sometimes find themselves in confusion as a result of underperforming employees and especially so when employees resign from the job (Zhang, 2010). It is also a puzzle to the managements of different organizations the reasons that make employees non-committed to their works (Zhang, 2010). In Mombasa Central Business District (CBD), management of fast food restaurants have to deal with increased employee withdrawal and turnover. It can be pricey if workers are not dedicated in their different roles as this can bring the organization down.

1.3 Purpose of the Study

The purpose of the study is to establish the effect of job resources on organizational commitment of employees working in fast food restaurants.

1.4 Objective of the Study

1.4.1 General Objective

The main aim is to establish the influence of job resources on organizational commitment of employees working in fast food restaurants in Mombasa CBD.

1.4.2 Specific Objectives

The following specific objectives were addressed:

- (i) To establish the influence of financial rewards on organizational commitment of employees.
- (ii) To assess the influence of support from colleagues on organizational commitment of employees.
- (iii) To investigate the influence of participation in decision making on organizational commitment of employees.

1.5 Study Hypotheses

To achieve the specific objectives, the following hypotheses were tested:

- (i) H₀₁: There is no significant relationship between financial rewards and organizational commitment of employees.
- (ii) H₀₂: There is no significant relationship between support from colleagues and organizational commitment of employees.
- (iii) H₀₃: There is no significant relationship between participation in decision making and organizational commitment of employees.

1.6 Significance of the Study

The findings of the study may be valuable to the administration of fast food restaurants operating in Mombasa City especially in areas of enhancing employee commitment. For example, the management of the said establishments will be able to understand how job resources (financial rewards, support from colleagues, and participation in decision making) influences employees affective, normative and continuance commitment. Moreover, the management will be able to develop effective and informed strategies for improving employees' commitment to their jobs.

1.7 Scope of the Study

This study focuses on three job resources (financial rewards, support from co-workers, and participation in decision making). In addition, the study respondents were employees working in fast food restaurants in Mombasa CBD. Also, the study covered the three aspects of employee organizational commitment (normative, affective, and continuance).

1.8 Limitations of the Study

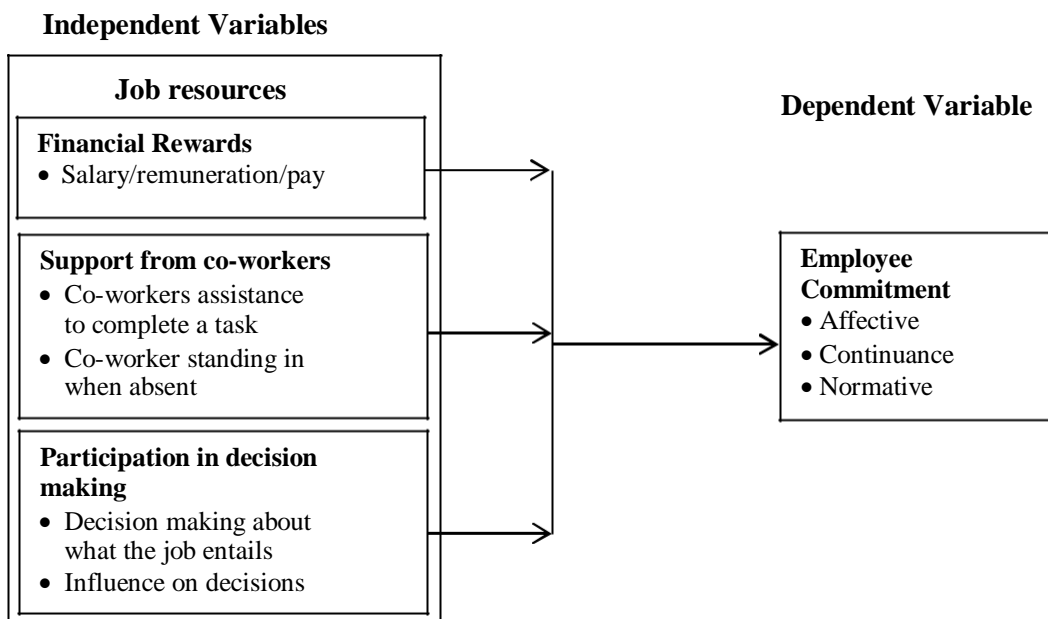
The study will be limited to employees working fast food restaurants operating in Mombasa CBD. In addition, the study will be limited to the influence of only three job resources (participation in decision making, financial rewards, and support from co-workers) on employees' commitment. Thus, the findings of the study can only be applied within the provisions of these three independent variables.

Financial resources was a limitation was also a limitation during the study which was dealt with by sourcing of funds from family members.

Time was a limitation that forced the researcher to spare time over the weekend to source for information.

1.9 Study Conceptual Framework

Figure 1.1 illustrates the conceptual framework of the study and models the assumption that job resources (financial rewards, support from co-workers, and contribution to decision making) have a direct effect on workers' commitment.



Source: Review of related literature

Figure 1.1: Conceptual framework for the influence of job resources on organizational commitment of employees

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

The chapter is all about the review of related literature and specifically that which is related to the topic of the study. First, the concept of organizational commitment is discussed. Secondly, an empirical review of the concepts under investigation is provided and centres on job resources that are based on the task, organizational, and social perspectives of the employees. Lastly, the theory on which the study is anchored is discussed.

2.1 The Concept of Organizational Commitment

The term organizational commitment has been defined differently by scholars. The origin of organizational commitment dates back in 1960 and first appeared in Becker (1960) side-bet theory. In 1979, Mowday et al. defined it as the universal commitment of an employee to an organization. In 1981, Angle and Perry defined it as value and commitment to stay in an organization.

In 1986, O'Reilly and Chatman looked at organizational commitment to include identification, compliance, and internalization. In 1988, Penley and Gould had a differing opinion and argued that organizational commitment included the moral, calculative, and alienating moves of an employee with regard to an organization of work.

Along similar lines, in 1991, Meyer and Allen looked at organizational commitment as the emotional, continuance, and normative nature of an employee. In 1992, Mayer joined hands with Schoorman and looked at organizational commitment as the value and continuance nature of an employee towards a particular organization. In 1993, Jaros et al. argued that organizational commitment is the emotional, continuance, and moral

nature of an employee towards an organization. In 2001, Meyer and Herscovitch looked at organizational commitment as the commitment profile of an individual employee. From these definitions, it is clear that there is no concise definition of what organizational commitment is and one can argue that it depends with individual employees and organizations.

Researchers have acknowledged three types of organizational commitment. These are affective, continuance, and normative commitments. The first one refers to the emotional bonds an employee has with an organization. The second one refers to the situation where an individual feel that they would lose more if they were to leave the organization than they would gain. The loss could be in the form of financial rewards, friendships to name just a few. The last one refers to a situation where individual employees feel that they should stay for some reason such as a sense of obligation to the organization.

Several scholars have underlined the importance of organizational commitment to the wellness of an organization. For example, Yousef (2016) conducted a study on job commitment, satisfaction with the work, and attitudes towards change in the organizations in the local government and revealed the importance of organizational commitment towards the overall organizational performance. Other benefits of a committed workforce include improved job satisfaction (Vandenberg & Lance, 1992), improved job performance (Mathieu & Zajac, 1990), better shareholders return and sales (Barber et al., 1999), diminished intention to resign from work (Balfour & Wechsler, 1996), and reduced intention to search for alternative jobs and absenteeism (Cohen). Looking at the abovementioned benefits, employee commitment should be viewed as a necessity to all organizations.

2.2 Job Resources and Organizational Commitment

The concept of job resources is crucial towards the success of an organization. Job resources refers to the physical, mental, social or organizations perspectives of work that assist towards achieving job goals, and/or decrease demands from the job, and/or act as a catalyst towards individual development and learning (Demerouti et al., 2001). According to Bakker and Demerouti (2007), job resources acts as a motivational process leading to job satisfaction and commitment.

Bakker et al. (2004) argue that that job resources occur at organizational, interpersonal and job and/or task levels. At the organizational level, job resources include things such as financial rewards (compensation) or monetary gains, training, and staff empowerment to participate in the decision-making process (Demerouti, 1999). At the relational level, job resources refer to things such as co-worker support or working in a team (Bakker et al., 2000). They argue that engagement occurs in situations when members of a team are empathetically to one another in the job place. At the task level, job resources refer to feedback on performance and contribution to making decisions which permits workers to get actively involved in the decision making process thus enabling them to perform better in their roles and responsibilities.

Previous researchers have indicated the importance of job resources towards employees' job commitment. For example, Farndale and Murrer (2015) carried out an inter-state study and focused on resources in the job place and employee engagement. Data was collected from 19,260 workers of a large multinational financial corporation in Mexico, Holland, and USA. The findings showed that remunerations, team spirit, and involvement on making decisions significantly influenced job commitment in all the countries considered in the study.

Ocen, Francis, and Angundaru (2017) carried out a study on the role of job training in building employee commitment in commercial banks operating in Uganda. The findings revealed that there is a positive relationship between training and employee commitment. On the basis of these studies, the role of job resources towards employee job commitment cannot be overlooked. However, these studies were carried out in developed countries and in different service sectors.

2.3 Theoretical Framework

The study is anchored on the job-demands-resources (JD-R) model. The model was developed in 2006 by the researchers Anorl Bakker and Evangelica Demerouti. The model was developed as a substitute to prevailing models of workers' welfare. In their view, job resources and job demands are never the same in different organizations. The current study is anchored on the model's job resources which are bodily, social, and organizational factors that help an individual employee to achieve the set goals, and reduce stress.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on the methodology that was employed in order to collect data, analyse and interpret the results. The chapter discusses the research design, sampling and sample size, data collection tools, pretesting, validity and reliability, data collection procedures and analysis, and ethical considerations.

3.1 Research Design

A research design provides the roadmap for carrying out of a study (Hair, Anderson, Tatham, & Black, 1995). Thus, a descriptive cross-sectional research design was used to collect data on the study constructs. This design is useful as it allows for data to be collected at a single point in time to address an existing research problem (Hair et al., 1995).

3.2 Study Area

The study was carried out in fast food restaurants in Mombasa CBD. The city is the second largest in Kenya after Nairobi City and is apparently the tourism hub in Kenya. The city is also a commercial and industrial hub and lies on the Indian Ocean and is connected to the mainland by Nyali bridge and ferries at Likoni channel. The city is home to 18 licenced fast food restaurants (Mombasa County Development Report, 2019).

3.3 Target Population

A target population refers to all set of units in which data is to be collected. In other words, the target population describes the units for which the outcomes of a study are

to be generalized. Thus, for the purpose of this study, the target population was all fast food restaurants operating in Mombasa CBD.

3.4 Sample Size

According to Mugenda and Mugenda (2003), the sample size of 30 cases or more is adequate for a study based on a descriptive cross-sectional research design. Thus, the sample size for this study was 100 employees working in the fast food restaurants in Mombasa CBD.

3.5 Sampling Techniques

The study employed convenience sampling techniques to select the 100 respondents for participation in the study. Using this technique is easy, and the cost of obtaining the sample is relatively low (Kothari, 2012).

3.6 Research Instruments

Data was collected using a structured questionnaire. All the constructs under investigation were measured on a 5 Likert-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly disagree*).

3.7 Pretesting

The questionnaire was first pretested before actual data collection exercise in order to assess its usability and effectiveness in collecting the intended data. One fast-food restaurant was used as a pretesting unit. Ten employees were given the questionnaire to fill. Data collected was analysed to assess their reliability and to fine tune the questions that required reordering and rephrasing of words. The fast food where pretesting occurred was excluded from sampling frame for actual data collection exercise to eliminate bias.

3.7.1 Validity of the Questionnaire

Validity refers to the extent to which a survey instrument measures what it is intended to (Kothari, 2012). Thus, content validity technique was used to examine the validity of the questionnaire. This was established through the supervisor's assessment and evaluation of the questionnaire.

3.7.2 Reliability of the Questionnaire

Reliability denotes the repeatability characteristic of the questionnaire (Kothari, 2012). Therefore, reliability was examined using internal consistency of items technique through Chronbach's Alpha coefficient. The 0.70 alpha level of each construct was considered the cut-off point to infer reliability of the constructs (Hair, Money, Samuel, & Page, 2007). Four separate Chronbach's alpha were performed for financial rewards, colleague support, participation in decision making, and organizational commitment constructs. Analysis of data revealed alpha levels of 0.765, 0.897, 0.961, and 0.778 for financial rewards, colleague support, participation in decision making, and organizational commitment constructs respectively. All the alpha levels were above the cut-off of 0.70, thus the constructs were considered reliable for further data analysis.

3.8 Data Collection Procedures

The data collection process comprise several stages. First, permission approvals from the Greta University School of Hospitality and Tourism and the supervisors of the selected fast-food restaurants in Mombasa CBD was sought and obtained. Questionnaires in open envelopes were given to supervisors who issued them to employees to fill. Second, employees were requested to complete the questionnaire and submit back to the supervisors in closed anonymous envelopes. Lastly, upon

completion of the exercise, completed questionnaires were collected from the restaurants' supervisors.

3.9 Data Analysis Methods

The collected questionnaires were examined for fullness of the data. The questionnaires with incomplete data were not used for data analysis. Complete questionnaires were coded and data keyed in the statistical package for social sciences (SPSS) statistics for data analysis. In SPSS statistics, measurement items of each construct were transformed into respective variables. To address the study specific objectives, both descriptive statistics (i.e. percentages, mean and standard deviation scores) and inferential statistics (i.e. Pearson correlation) were used.

3.10 Ethical Considerations

The following ethical considerations were observed. First, the respondents were notified of the purpose of the study. Second, the respondents were notified of their voluntary participation and withdrawal from the study at any stage without any risk or harm. Third, an informed consent to participate in the study was sought and obtained from each respondent. Fourth, to ensure confidentiality of the responses, respondents were requested to include their names on the questionnaire. Lastly, the collected data was only be used for the purpose of this study.

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter presents and discusses the results of the study in line with the specific objectives.

4.2 Response Rate

A total of 102 questionnaires were distributed to respondents in 17 fast food restaurants in Mombasa CBD—6 questionnaires distributed in each fast food restaurant. All the questionnaires were filled and returned (100% response rate). This could be attributed to the support provided by the supervisors of fast food restaurants during data collection. During data cleaning, eight questionnaires were not completely filled and were therefore discarded yielding 94 useable ones for data analysis.

4.3 Respondents Profile

Table 4.1 presents the descriptive results (frequency and percentages) of the respondents' demographic characteristics.

	n	%
Gender		
Male	51	54.3%
Female	43	45.7%
Work Experience		
1-5 years	64	68.1%
6-10 years	26	27.7%
10-15 years	4	4.3%
Above 15 years	-	0.0%
Level of Formal Education Completed		
Primary School	11	11.7%
High School	23	24.5%
Diploma	47	50.0%
Degree	13	13.8%
N=94		

As shown, majority 54.3% (51) of the respondents were male and female accounted for 45.7% (43). Most 68.1% (64) of the respondents had work experience ranging from 1 to 5 years. Majority 50.0% (47) of the respondents were diploma holders.

4.4 Descriptive Results of the Study Constructs

This sections presents the results of the descriptive analysis of the study constructs (job resources and organizational commitment).

4.4.1 Descriptive Results of Job Resources

The descriptive results of job resources constructs (financial rewards, support from colleagues, and participation in decision making) are presented in Table 4.2.

Table 4. 2. Descriptive Results of Job Resources Constructs		
	M	SD
Financial rewards		
My salary is not adequate for the amount of work I do	4.12	0.91
My salary does not compare with workers in similar positions with competing restaurants	4.32	0.68
Support from colleagues	M	SD
I feel like am part of a team	3.25	1.12
I receive support from my colleagues in the job	3.87	1.02
My colleagues are ready to stand in for me in case of an emergency	4.11	0.98
Participation in decision making	M	SD
I am appropriately involved in decisions that affect my work	4.32	0.87
My ideas and suggestions count	4.75	0.68

Overall, Table 4.2 indicates that the respondents agreed with items of job resources as all the means were above the mean of 3.00.

4.4.2 Descriptive Results of Employee Job Commitment

Descriptive results of the analysis of the respondents' data in relation to job commitment are presented in Table 4.3.

	M	SD
I do feel like “part of the family) at the organization	4.25	0.68
The organization has a great deal of personal meaning for me	4.85	0.23
I do not feel “emotionally attached” to the organization	4.07	0.76
It would be hard for me to leave my organization right now, even if I wanted	4.01	0.97
I am afraid of what might happen if I quit my job without having another one lined up	3.99	1.01
I believe a person must always be loyal to his/her organization	4.11	0.98

Results indicated in Table 4.3 reveal that the respondents agreed with all the items of job commitment.

4.5 Testing of Study Hypotheses

The study hypotheses were tested using Pearson Correlation (r). The results of the testing of study hypotheses are presented in Table 4.4.

	Correlation	<i>P</i> -Value	<i>Decision Rule</i>
Financial Rewards and Job Commitment	0.86*	.00	Reject H_{01}
Support from Colleagues and Job Commitment	0.44*	.00	Reject H_{02}
Participation in Decision Making and Job Commitment	0.53*	.00	Reject H_{03}
* Correlation is significant at the 0.05 level (2-tailed).			

Pearson correlation results shown in Table 4.4 revealed positive significant correlations at 5% significance level. Financial rewards had a positive significant correlation with job commitment ($r = 0.86, p < 0.05$). Further, results indicated that the correlation

between support from colleagues and job commitment was positive and significant ($r = 0.44, p < 0.05$). Also, participation in decision making had a positive and significant correlation with job commitment ($r = 0.53, p < 0.05$). Thus, H_{01} , H_{02} , and H_{03} were rejected.

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key study findings and ensuing conclusions. Further, the chapter discusses the recommendations for practice and areas of further research.

5.2 Summary of Major Findings

The results of the study have revealed several major findings: Firstly, financial rewards have a strong positive significant relationship with job commitment of employees working in fast food restaurants in Mombasa CBD. Secondly, the relationship between financial rewards and job commitment is stronger than that of support from colleagues and participation in decision making authority. Thirdly, support from colleagues has a weak positive significant relationship with job commitment. Lastly, participation in decision making has a moderate positive significant relationship with job commitment.

5.3 Conclusions

Based on the study findings, the following conclusions are made:

- (i) Employees working in fast food restaurants in Mombasa CBD value the financial rewards they earn more than other job resources.
- (ii) Participation in decision making is more related with job commitment than the support employees of fast food restaurants in Mombasa CBD get from their colleagues.

5.4 Recommendations for Practice

The study findings are helpful to the management of fast food restaurants in Mombasa CBD especially in decision making regarding job resources and job commitment. The management of the establishment in the study may use the study findings to harmonize remunerations with the industry provisions. The study also show that employees of fast

food restaurants in Mombasa value participation in decision making and thus management of fast food restaurants need to develop mechanisms where insights from employees are considered.

5.5 Recommendations for Further Research

The study was carried out in fast food restaurants in Mombasa CBD. Thus, a further similar research can be extended to other hospitality establishments in the larger Mombasa region. Also, data was collected at a single point in time, thus further research using time series need to be conducted as this would reveal important findings on the job commitment of employees. Lastly, the study considered three job resources (financial rewards, support from colleagues, and participation in decision making). Thus, further research need to consider other job resources such as fridge benefits.

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APPENDICES

Appendix 1: Letter of Introduction



SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT

Dear Sir/Madam,

This letter is to introduce **Janet Vihenda Sore**, registration number HPM-4-2674-18 who is a student in the Department of Hospitality and Tourism Management at Gretsa University pursuing a Bachelor of Science Degree in Hospitality Management. She will produce his student card as proof of identity.

To complete her degree course, she is undertaking research leading to the production of a research report or other publications and her study is titled: *INFLUENCE OF JOB RESOURCES ON ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES OF FAST FOOD RESTAURANTS IN MOMBASA CITY, KENYA.*

She would like to invite you to assist in this project, by filling in the questionnaire which covers certain aspects of this topic.

Be assured that any information provided will be treated in the strictest confidence and none of the participants will be individually identifiable in the resulting research report or other publications. You are, of course, entirely free to discontinue your participation at any time or to decline to answer particular questions.

Any inquiries you may have concerning this research project should be directed to me by telephone on 0713 191 357 or by email (peruceatingo@gmail.com).

Thank you for your attention and assistance.

Yours sincerely

Peruce Atingo

Research Coordinator & Lecturer

Department of Hospitality Management, Gretsa University

Appendix 2: Questionnaire for Employees

GRETSA UNIVERSITY School of Hospitality and Tourism Management

PART A: DEMOGRAPHIC INFORMATION

1. Gender: Male Female
2. Working experience [tick appropriately]
 0-5 years 6-10 years 11 years and above
3. Education Level completed
 Primary School Secondary School Diploma Degree

PART B: JOB RESOURCES

You are requested to kindly weight these items on a scale for developing an instrument to measure job resources and its Influence on organizational commitment among employees of fast food restaurants.

Key: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree					
FINANCIAL REWARDS					
My salary is not adequate for the amount of work I do	1	2	3	4	5
My salary does not compare with workers in similar positions with competing restaurants	1	2	3	4	5
SUPPORT FROM COLLEAGUES					
I feel like am part of a team	1	2	3	4	5
I receive support from my colleagues in the job	1	2	3	4	5
My colleagues are ready to stand in for me in case of an emergency	1	2	3	4	5
PARTICIPATION IN DECISION MAKING					
I am appropriately involved in decisions that affect my work	1	2	3	4	5
My ideas and suggestions count	1	2	3	4	5

PART C: ORGANIZATIONAL COMMITMENT

Use a scale ranging from 1 (strongly disagree) to 5 (strongly agree) to rate your level of agreement with the following items of organizational commitment.

I do feel like “part of the family) at the organization	1	2	3	4	5
The organization has a great deal of personal meaning for me	1	2	3	4	5
I do not feel “emotionally attached” to the organization	1	2	3	4	5
It would be hard for me to leave my organization right now, even if I wanted					
I am afraid of what might happen if I quit my job without having another one lined up					
I believe a person must always be loyal to his/her organization					

Thank You for your Participation in the Survey

Appendix 2: Research Budget

ITEM	No.	Unit Cost	Total Amount (KSh)
Research assistants	2	5,000	10,000.00
Stationery:			
<i>i. Envelopes</i>	100	15	1,500.00
<i>ii. Pencils</i>	100	15	1,500.00
Laptop			45,000.00
Internet			5,000.00
Traveling			10,000.00
Lunch for the researcher and research assistants			5,000.00
Questionnaires (printing)	100*2pages = 200	3	600.00
Printing of proposal drafts and final	3 each 35pages = 105	3	315.00
Printing of research reports	3 each 55 pages = 165	3	495.00
Hard-cover binding of the research reports	3 copies	500	1,500.00
Preparation of compact disk (CD) for the research report	1	200	200.00
Sub-total			68,110.00
Contingency fee	10% of the total budget		6,811.00
Total			<u>KSh 74,921.00</u>

Appendix 3: Research Work Plan

Activity	Time	Responsibility	Deliverable
Develop a research proposal	By October 2019	Researcher	Research proposal
Proposal presentation and submission for review	By October 2019	Researcher	Final research proposal
Pre-testing of the questionnaires	By November 2019	Researcher	Pre-tested instruments
Collect data in the field work	By December 2019	Researcher and research assistant	Raw data
Data analyses and interpretation	By January 2020	Researcher	Draft report
Writing of draft research report and presentation	Between January and March 2020	Researcher	Refined report using defense panel recommendations
Submit final report in hard copies	By end of March 2020	Researcher	Final research report