

## Continuance Commitment and Employee Performance of Non-Academic Staff in Public Universities in Western Region of Kenya

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### ABSTRACT

*The present trend among firms is to prioritise the cultivation of dedicated employees due to the notable disparity in performance between devoted employees and their counterparts. Devoted personnel exhibit high levels of performance inside a company, hence contributing to the organisation's attainment of a competitive advantage over rival entities. The objective of this study was to examine the correlation between continuance commitment and employee performance of non-academic staff in public universities in the Western Region of Kenya. The research hypothesis suggested that there is no significant relationship between continuance commitment and employee performance of non-academic staff in public universities in the Western Region of Kenya. The study scope was limited to the six (6) Chartered Public Universities in the Western Region of Kenya, namely Maseno, Masinde Muliro, Jaramogi Oginga Odinga, Kisii, Kibabii, and Rongo. The study was underpinned by social exchange theory. Descriptive and correlational research designs were adopted in this study. The target population was comprised of 3,574 non-academic staff currently working at the six (6) Chartered Public Universities in the Western Region of Kenya. The sample size was 97 respondents, determined through Nassiuma's (2000) formula. Stratified sampling was employed to group the respondents into strata, and simple random sampling was applied to select the respondents. Data was collected through the use of a structured questionnaire. The data collected was analysed using both descriptive and inferential statistics. Descriptive statistics were employed to analyse the demographic information, while inferential statistics were applied to test the relationship between the study variables. The key findings of this study indicated that there exists a significant positive relationship between continuance commitment and employee performance ( $p < 0.05$ ). The study recommended that university management should endeavour to enhance their staff organisational commitment through promoting their personal and career development and creating positive employee relations through organisational support programs.*

**Keywords:** Continuance Commitment, Employee Performance, Non-Academic Staff, Public Universities

### I. INTRODUCTION

Commitment is a multifaceted and intricate construct that manifests itself in divergent forms. Individuals may experience a sense of commitment towards an organisation, its top management, supervisors, or a specific work group. According to Pennsylvania State University World Campus (PSUWC, 2013), organisational commitment is a frequently examined job attitude in the field of organisational behaviour since the concept holds significance for all types of organisations as it allows enterprises to assess factors such as employee turnover in the face of changing economic conditions. As noted by Ekienabor (2019), there is currently a large body of research proving the advantages that companies get from having a highly committed workforce because these workers are more likely to perform well, are good corporate citizens, and are less likely to leave. Furthermore, in the contemporary competitive landscape, each organisation confronts novel obstacles pertaining to sustaining productivity and fostering employee dedication. Consequentially, it is evident that contemporary businesses demand greater than ever employee commitment to the organisation's objectives in order to achieve success. Dixit and Bhati (2012) argue that understanding the concept of commitment and its potential ramifications is of the utmost importance for this reason.

Extensive scholarly investigation has been devoted to exploring the relationship between employee performance and organisational commitment. In a study conducted by Boehman (2006), the researcher examined the

levels of affective, continuance, and normative commitment among professionals in the field of student affairs in the state of New York. The research indicated that there is a favourable correlation between a supportive work environment and higher levels of affective and normative organisational commitment. In their study, Osei et al. (2015) conducted an investigation into the relationship between organisational commitment and demographic variables such as marital status, gender, age, and educational attainment within the specific socio-cultural and economic environment of Ghana. The researchers utilised a random sampling technique to choose a sample of 206 employees from ten branches of a commercial bank situated in Ghana. Based on the findings of the study, a significant proportion of the labour force demonstrated a moderate to high level of commitment.

Koskei et al. (2018) looked into how well employees did their jobs and how committed they stayed at the University of Eastern Africa in Baraton, Kenya. A sample size of 106 participants was obtained from the combined population of teaching and non-teaching staff members at the institution. The findings of the research indicated a modest inverse association between continuance commitment and employee performance, suggesting that at the University of Eastern Africa Baraton in Kenya, continuance commitment does not exert a substantial impact on employee performance. Globally, institutions of higher education are presently confronted with a multitude of challenges stemming from constrained financial resources, the repercussions of globalisation, and the exponential production and implementation of novel insights. As a result, the dedication of personnel within these establishments has assumed paramount importance, as their commitment is critical for alleviating the adverse repercussions, including the financial burdens linked to employee attrition and work disruptions.

Ngambi (2016) asserts that the attraction and retention of personnel who possess the requisite qualifications, knowledge, and competence are of the utmost importance for such establishments; however, educational establishments face a multitude of challenges, including but not limited to a surge in student enrolment, swift institutional expansion, insufficient infrastructure, a declining faculty and staff, inadequate compensation, limited financial resources, and restricted research output (Kipkebut, 2010). Consequently, the aforementioned repercussions impede the government's goal of fostering an enlightened populace capable of maintaining economic expansion and bolstering competitiveness.

Studies have been conducted on employee commitment and performance in Nigeria, Ghana, New York, Pakistan, India, and Kenya; however, the findings of these studies cannot be generalised to public universities in the Western Region of Kenya owing to disparities in governance systems and socio-cultural, economic, and environmental factors. This study therefore sought to fill the gap by examining the correlation between continuance commitment and employee performance of non-academic staff in public universities in the Western Region of Kenya.

## 1.1 Research Objective

To examine the correlation between continuance commitment and employee performance of non-academic staff in Public Universities in Western Region of Kenya

## II. LITERATURE REVIEW

### 2.1 Theoretical Literature Review

#### 2.1.1 Social Exchange Theory

The Social Exchange Theory was developed by eminent researchers such as Homans (1958) and Blau (1964) to shed light on the elements that influence social behaviour. Homans examined, in an essay entitled "Social Behaviour," the psychological determinants that inspire individuals to engage in trading endeavours. Homans posits that social conduct comprises the exchange of intangible elements as well as tangible commodities. According to Homans (1961), those who perform substantial acts of philanthropy are driven by the expectation of receiving something in return, while those who receive substantial benefits from others are inclined to feel obliged to do the same. What one presents may constitute a cost in a trade, while what one receives may serve as a reward.

As the foundation of social institutions, Blau's research centred on exchange as the fundamental unit of social interaction. Blau (1964) performed an examination of exchange processes as the foundational framework for comprehending sociological phenomena at the macro level. Blau (1964) posits that the establishment of reciprocal connections takes place within social interactions through the exchange of obligations. The Social Exchange Theory, according to Aryee et al. (2002), conceptualises the employment relationship as consisting of economic or social transactions. Economic exchange relationships involve the mutual transmission of economic benefits in return for the effort and labour of employees. These relationships are commonly governed by legally binding, formal contracts. Conversely, social exchanges pertain to voluntary behaviours that may be instigated by the manner in which an

organisation treats its personnel, with the anticipation that the employees will feel obliged to return the favours bestowed upon them by the organisation.

From the social exchange perspective, organisations adopt a humanitarian stance towards their staff, expecting that this treatment will instill a sense of duty in them, which ultimately results in improved performance. The social exchange theory is a paradigm that explains why some workers feel obligated to repay a company for the benefits they've received from it (Parzefall, 2008). The current investigation employs a theoretical framework to examine the correlation between employers and employees as well as the effect that this correlation has on performance enhancement. According to this theoretical framework, employee commitment is generated when they are satisfied with the rewards and incentives offered by the organisation, which they would be obligated to relinquish if they were to depart from the organisation.

The study was hinged on the Social Exchange Theory because it brings out the nexus between continuance commitment and employee performance of non-academic staff in public universities in the Western Region of Kenya. As opined by Aryee et al. (2002), employment relationships stem from economic or social interaction, which in turn stimulates the efforts and labour of employees. The researcher also uncovered many significant shortcomings of the theory: the theory lacks consideration for the influence of altruism on relationship outcomes and specifically overlooks the fact that individuals do not consistently prioritise self-interest when seeking to maximise rewards and minimise costs. Additionally, the theory also assumes that individuals possess an inherent selfishness that leads them to terminate relationships when the costs outweigh the benefits, and lastly, it presupposes that intimacy is invariably the ultimate objective.

## **2.2 Conceptual Review of Variables**

### **2.2.1 Continuance Commitment**

Lew (2012) posits that the notion of continuance commitment constitutes a substantial determinant in augmenting the performance of employees, while the premise underlying continuance commitment is Becker's (1960) side-bet hypothesis. Drawing from the previously mentioned concept, it is hypothesised that employees who maintain long-term positions within an organisation are more likely to accumulate investments in the form of time commitments, effort-devoted job-related pursuits, and skills that are specific to the organisation's environment; thus, their departure would be prohibitively expensive (Noraazian & Khalip, 2016).

Further, Noraazian and Khalip (2016) posit that employees' sense of commitment to an organisation is primarily influenced by the favourable external incentives they obtain for participating in the bargain rather than by a profound sense of alignment with the organisation's objectives and values. Continuance commitment refers to the propensity of staff members to maintain their affiliation with an organisation on account of non-transferable investments they have made, which comprise a variety of assets that are not transferable between individuals; these assets may consist of retirement benefits, interpersonal relationships with colleagues, and distinctive resources that are specific to the organisation.

According to Sulliman and Iles (2000), the tenets of continuance commitment revolve around the cost of disengaging and the benefit derived from maintaining engagement, which in turn is demonstrated by staff members in acknowledging the diverse risks, investments, expenditures, and alternatives associated with their departure from the organisation, including financial, physical, and retirement-related factors (Khan et al., 2016). The potential consequence of an employee's tenure within an organisation is the forfeiture of benefits accumulated during that time.

Irefin and Mechanic (2014) posit that individuals who exhibit a profound dedication to their organisation and possess a strong sense of continuance commitment are more inclined to dedicate substantial effort towards facilitating the achievement of the institution's goals and objectives, which can be attributed primarily to their belief that they are essential members of the organisation, thus encouraging them to participate more actively in efforts to achieve the mission and vision of the company. As a result, these individuals demonstrate improved job performance through their active engagement in the pursuit of organisational goals. Therefore, the previous studies (Lew (2012), Becker (1960), Noraazian and Khalip (2016), Sulliman and Iles (2000), Khan et al. (2016), and Irefin & Mechanic (2014)) indicate that employees tend to remain in an organisation due to the tangible and non-tangible benefits that they gain from their employer; hence, continuance commitment is predicted as a determinant of employee performance.

## **2.3 Empirical Literature Review**

### **2.3.1 Continuance Commitment and Employee Performance**

Numerous researchers have investigated the correlation between continuance commitment and employee performance, concluding that it serves as a substantial predictor of performance. For instance, Koskei et al. (2018) looked into the connection between continuance commitment and worker performance in a study conducted at

Kenya's University of Eastern Africa Baraton. The research attracted a sample of 106 individuals, comprising both faculty and non-faculty staff members affiliated with the institution. Based on the research results, there is a moderate negative correlation observed between the relationship between ongoing commitment and employee performance. This suggests that the University of Eastern Africa Baraton in Kenya does not consider continuance commitment to have a substantial impact on staff performance.

Kasogela (2019) looked into how a person's level of dedication affected their job productivity in Tanzania, a growing economy. The study involved a sample size of 116 individuals, including participants from various sectors such as the commercial and public sectors, government organisations, and industrial sectors. The investigation's findings indicated that there is a statistically significant association between the two variables. Sukanebari and Konya (2020) looked into the connection between organisational success and employee loyalty at businesses in Port Harcourt, Nigeria, and the industrial sector. The research employed a cross-sectional survey methodology to gather data, wherein participants were asked to complete a questionnaire. The research study involved the selection of a cohort consisting of 154 individuals from a pool of ten industrial firms situated in Port Harcourt. The study's findings indicated a noteworthy association between continuance commitment and organisational performance. Consequently, the research study concluded that continuance commitment significantly predicts the success of manufacturing enterprises located in Port Harcourt, Nigeria.

### III. METHODOLOGY

The study's geographical scope was confined to Chartered Public Universities situated in the Western Region of Kenya. The study centered on non-academic personnel employed at the six Chartered Universities situated in the area. For this study, descriptive and correlational research designs were implemented. The target population consisted of 3,574 non-academic personnel employed by all six (6) Chartered Public Universities in the Western Region of Kenya.

**Table 1**

*Target Population*

UNIVERSITY	NO. OF NON - ACADEMIC STAFF
Maseno	952
Kisii	879
MMUST	642
JOUST	415
Rongo	386
KIBU	300
<b>TOTAL</b>	<b>3574</b>

Source: Commission for University Education (CUE) 2017/2018

The research utilised stratified sampling to divide employees into three distinct strata: upper, intermediate, and lower-level personnel. Subsequently, respondents were selected from these three categories using simple random sampling.

**Table 2**

*Stratified sampling strata*

S/NO	STRATA LEVELS	GRADE
1.	Top	13-20
2.	Middle	5-12
3.	Lower	1-4

Source: Author, (2020)

Nassiuma (2000) was employed to calculate the sample size (n) from the target population, given that the target population (N) was pre-established. The target population in this instance comprised 3,574 employees, while the sample size comprised 97 respondents.

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$$n = \frac{C^2 + (N - 1) e^2}{0.5^2 + (3574 - 1)0.05^2} = 97 \text{ respondents}$$

Where:

- n = Sample Size
- N = Target population
- C = Coefficient of variance/variation
- e = probability of error (within the desired precision of 0.05 for 95% confidence level).

The variable (e) represents the margin of error, which indicates the degree of risk tolerance or precision that the researcher was prepared to accept. In the domain of social research, a 5% margin of error is considered acceptable (Taherdoost, 2017).

**Table 3**  
*Sample Size Determination*

University	No. of non-academic staff	Sample size $\frac{x}{3574} \times 97$
Maseno	952	26
Kisii	879	24
MMUST	642	17
JOUST	415	11
Rongo	386	10
KIBU	300	09
<b>TOTAL</b>	3574	97

Data from the participants was gathered through the administration of a structured questionnaire, and the collected data underwent analysis utilising a combination of descriptive and inferential statistical techniques.

There was a 95% confidence level and a 0.05 significance level used for the simple linear regression analysis. This was done to see if the hypotheses were statistically significant and to look into the link between employee performance and loyalty.

$$Y = \beta_0 + \beta_1 X_1 + \epsilon$$

Where:

- Y = Employee Performance (measured by prompt service delivery, target attainment and customer satisfaction)
- $\beta_0$  = Regression constant. It is the value of Y when  $X_1 = 0$
- $\beta_1$  = Change in Y with respect to a change in  $X_1$
- $X_1$  = Continuance commitment (measured by alternatives, investments and economic costs)
- $\epsilon$  = error term; the inclusion of a random error ( $\epsilon$ ) was necessary because other unidentified variables may also affect employee performance.

Before the data was subjected to regression analysis, the assumption of normality, multicollinearity and homoscedasticity were tested and no assumption was violated.

## IV. FINDINGS AND DISCUSSION

### 4.1 Response Rate

The research employed purposive sampling to distribute a total of 97 questionnaires to non-academic staff members employed in public universities located in the Western Region of Kenya. Out of the total questionnaires distributed, 91 were completed by the participants, representing a response rate of 93.81%. In light of this response rate, conclusions and recommendations for this study were deemed to be warranted.

**Table 1**

### Response Rate

Response	f	%
Successful	91	93.81%
Unsuccessful	6	6.19%
<b>Total</b>	<b>97</b>	<b>100%</b>

This aligns with the findings of Mugenda and Mugenda (2003), who assert that a response rate of 50% is considered satisfactory, 60% is considered more satisfactory and 70% or higher is considered outstanding.

## 4.2 Descriptive Analysis of the Variables in the Study

Affective commitment, continuance commitment, normative commitment, employee performance, and demographics were all evaluated as part of the descriptive study. Respondents were asked to rate their level of agreement with each statement on a five-point Likert-type scale, with 1 being strongly disagreeing and 5 representing strongly agreeing.

### 4.2.1 Continuance Commitment

The six statements presented above were designed to assess the construct of continuance commitment; participants were requested to express their degree of agreement or disagreement with these assertions by indicating their responses on the provided questionnaire. The findings were displayed in the table below:

**Table 2**

#### *Continuance Commitment*

Continuance Commitment	1(SD)	2(D)	3(N)	4(A)	5(SA)	Mean	STD
I have no plan of leaving my university now or in future	17(18.7%)	13(14.3%)	25(27.5%)	20(22.0%)	16(17.6%)	3.0549	1.35288
My university is the best employer compared to other universities	5(5.5%)	7(7.7%)	31(34.1%)	27(29.7%)	21(23.1%)	3.5714	1.09689
I have invested a lot in this university in terms of time, energy, commitment etc.	0(0.0%)	3(3.3%)	15(16.5%)	40(44.0%)	33(36.3%)	4.1319	0.80566
I hope to be rewarded by my employer in return for the investments I have made in this university in terms of promotions, better working conditions etc.	8(8.8%)	6(6.6%)	12(13.2%)	22(24.2%)	43(47.3%)	3.9451	1.29411
A lot in my life will be disrupted if I decided to leave this university now	15(16.5%)	16(17.6%)	19(20.9%)	24(26.4%)	17(18.7%)	3.1319	1.35981
It is costly for me to leave this university now	14(15.4%)	14(15.4%)	27(29.7%)	22(24.2%)	14(15.4%)	3.0879	1.27931

Key: SD-Strongly Disagreed, D-Disagreed, N-Neutral, A-Agreed, SA-Strongly Agreed

The majority of participants expressed consensus over their intention to remain enrolled at their respective university both presently and in the future, as evidenced by a mean score of 3.0549. Regarding the determination of whether the participants reached the conclusion that their own university is the superior employer in comparison to other universities, a majority of the respondents expressed consensus, as evidenced by a mean score of 3.5714. The majority of respondents indicated a significant investment in their university in terms of time, energy, commitment, and related factors, with an average score of 4.1319.

#### 4.2.2 Employee Performance

The six statements presented in this study were designed to assess employee performance. Participants were instructed to indicate their level of agreement or disagreement with each statement on the provided questionnaire. The findings are displayed in the table provided below: -

**Table 3**

*Employee Performance*

Employee Performance	1(SD)	2(D)	3(N)	4(A)	5(SA)	Mean	STD
I carry out assigned duties effectively and efficiently	1(1.1%)	0(0%)	4(4.4%)	21(23.1%)	65(71.4%)	4.6374	0.67522
I am always ready and available to carry out any other tasks that may be assigned to me from time to time	0(0%)	0(0%)	4(4.4%)	25(27.5%)	62(68.1%)	4.6374	0.56797
I set attainable targets in my work at the university	0(0%)	0(0%)	5(5.5%)	37(40.7%)	49(53.8%)	4.4835	0.60300
I work hard and smart in order to attain the set targets	0(0%)	0(0%)	5(5.5%)	30(33.0%)	56(61.5%)	4.5604	0.60016
I am committed to offering the best services to my customers.	0(0%)	0(0%)	3(3.3%)	22(24.2%)	66(72.5%)	4.6923	0.53109
I am happy when the customers I serve appreciate my services	0(0%)	1(1.1%)	4(4.4%)	17(18.7%)	69(75.8%)	4.6923	0.60905

Key: SD-Strongly Disagreed, D-Disagreed, N-Neutral, A-Agreed, SA-Strongly Agreed Field data (2022)

The findings of this study indicate that a significant proportion of the participants expressed agreement with regards to their ability to perform their given tasks in an effective and efficient manner. A mean score of 4.6374, which indicates a generally positive perception among the respondents, supports this. A mean score of 4.6374 indicates that the majority of the respondents expressed agreement regarding their readiness and availability to take on additional work as assigned periodically.

Regarding the establishment of achievable objectives in their academic pursuits at the institution, a significant majority of the participants expressed agreement, as evidenced by a mean score of 4.4835. A mean score of 4.5604 indicates that the study participants were in agreement about their diligent and strategic efforts to accomplish the predetermined objectives. A mean score of 4.6923 indicates that the majority of participants expressed a high level of confidence in their commitment to offering top-notch customer service. Regarding the level of satisfaction experienced by the respondents when their clients express appreciation for the services provided, a significant majority of participants concurred, as evidenced by a mean score of 4.6923.

#### 4.3 Continuance Commitment and Employee Performance

The research utilised linear regression analysis to investigate the correlation between the percentage fluctuation in the dependent variable, namely employee performance, and the independent variable, continuous commitment. This discovery was crucial in fulfilling the research objective, which was to examine the correlation between continuance commitment and employee performance among non-academic staff in public universities in the Western Region of Kenya. The table below displays the results of the regression analysis.

**Table 4**  
*Regression Analysis*

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.506 <sup>a</sup>	.256	.248	.68102	.256	30.605	1	89	.000	
a. Predictors: (Constant), Continuance Commitment										
ANOVA <sup>a</sup>										
Model	Sum of Squares		Df	Mean Square	F	Sig.				
1	Regression		14.194	1	14.194	30.605	.000 <sup>b</sup>			
	Residual		41.278	89	.464					
	Total		55.472	90						
a. Dependent Variable: Employee Performance										
b. Predictors: (Constant), Continuance Commitment										
Coefficients <sup>a</sup>										
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.			
		B	Std. Error	Beta						
1	(Constant)	1.891	.338			5.599	.000			
	Continuance Commitment	.524	.095	.506		5.532	.000			
a. Dependent Variable: Employee Performance										

The study's results indicate that the R (coefficient of correlation) value is 0.506, suggesting a moderately positive association between the variables. Furthermore, the R<sup>2</sup> (coefficient of determination) value exhibits a magnitude of 0.256, indicating that about 25.6% of the variability observed in the dependent variable can be accounted for by the independent variable. The present discovery indicates a noteworthy association between the independent variable, continuous commitment, and the dependent variable, employee performance. The independent variable is found to explain 25.6% of the observed variations in the dependent variable. The F test resulted in a calculated value of 30.605, with degrees of freedom (1, 89) and a significance level of  $P < 0.05$ , indicating statistical significance at a 5% level of significance. This result provides evidence in favour of the model's ability to effectively account for the variations observed in the dependent variable. Additionally, this finding indicates that the level of commitment to the organisation was a significant factor in predicting the performance of non-academic personnel in public universities in the Western Region of Kenya.

The regression equation utilised to assess the impact of continuance commitment on employee performance is presented as follows: The results indicate that the coefficient of correlation (R) is 0.506 and the coefficient of determination (R<sup>2</sup>) is 0.256. The results of this study indicate a noteworthy correlation between the independent variable, continuous commitment, and the dependent variable, employee performance. Specifically, the independent variable explains 25.6% of the variability observed in the dependent variable. The F test yielded a value of (1, 89) = 30.605, with a significance level of  $P < 0.05$  at a 5% level of significance. This result provides evidence in favour of the model's ability to effectively account for the variations observed in the dependent variable. Furthermore, this finding indicates that the level of continuance commitment played a significant role in predicting the performance of non-academic staff members in public universities in the Western Region of Kenya.

The regression equation used to assess the impact of continuation commitment on changes in employee performance is presented as follows:

$$EP = 1.891 + 0.524CC + e$$

Where;

EP = Employee Performance

CC = Continuance Commitment

There is a noteworthy gain in employee performance of 1.891 units when all other external variables are taken into account. There is a positive correlation between an increase of one unit in continuance commitment and a corresponding increase of 0.524 in employee performance. The study hypothesis postulated that there is no significant

correlation between continuance commitment and employee performance among non-academic staff members in public universities in the Western Region of Kenya.

The findings of this investigation unveiled a statistically significant association between continuance commitment and employee performance, reaching a level of significance below 0.05. In addition, continuance commitment was found to explain around 25.6% of the variability observed in employee performance. The null hypothesis is therefore rejected, as there is significant data suggesting that continuance commitment has a significant influence on employee performance.

The current findings diverge from the research undertaken by Clarke (2006), which demonstrated a negative correlation between ongoing dedication and work performance. On the other hand, the research conducted by Koskei et al. (2018) reveals a tenuous inverse correlation between persistent dedication and employee performance, thereby challenging the aforementioned assertion. Therefore, drawing from the acquired findings, it can be deduced that a significant association is present between continuance commitment and employee performance.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusions

The research findings indicate a notable correlation between continuance commitment and employee performance of non-academic personnel in public universities in the Western Region of Kenya; thus, this variable contributes to the improvement of employee performance among non-academic staff members in public universities in the Western Region of Kenya.

### 5.2 Recommendations

The study's findings and conclusion support the purpose of confirming a favourable relationship between continuance commitment and employee performance among non-academic staff in public universities in the Western Region of Kenya. The study therefore suggests that in order to cultivate a sense of continuance commitment among the staff, universities should establish a comprehensive promotion policy that takes into account both merit and seniority. Additionally, universities should explore methods of enhancing their reward systems to further bolster employees' levels of continuance commitment.

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