

**ANALYSIS OF INTERNAL CORPORATE SOCIAL RESPONSIBILITY
STRATEGIES ON ORGANIZATIONAL COMMITMENT IN FIVE STAR
HOTELS IN KENYA**

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DECLARATION AND APPROVAL

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

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DEDICATION

I dedicated this thesis to my beloved parents; Mama Halima Ahmed Adan and late Dad Sheikh Mohamud Maalim Jenigab for everything they sacrificed for me.



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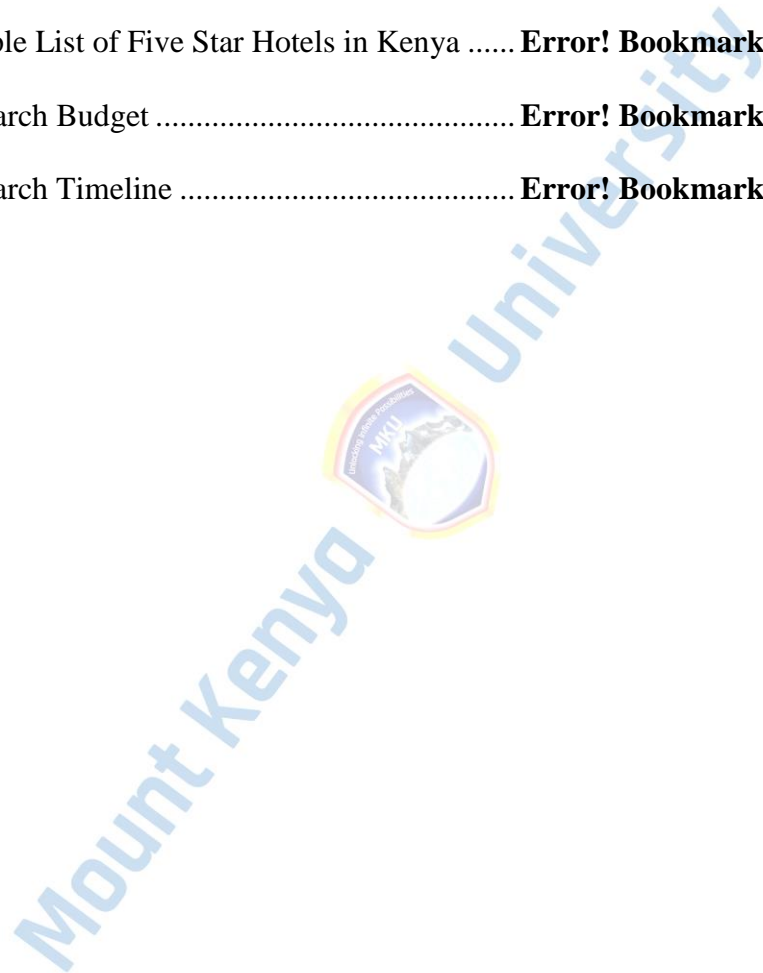
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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
AOC	Affective Organizational Commitment
COC	Continuance Organizational Commitment
CSR	Corporate Social Responsibility
DV	Dependent Variable
EAC	East African Community
EC	Employees Commitment
ECSR	External Corporate Social Responsibility
EFA	Exploratory Factor Analysis
EU	European Union
F&B	Food & Beverages
FKE	Federation of Kenya Employers
GDP	Gross Domestic Product
GoK	Government of Kenya
ICSR	Internal Corporate Social Responsibility
IV	Independent Variable
KAHC	Kenya Association of Hotelkeepers & Caterers
KNBS	Kenya National Bureau of Statistics
KPA	Kenya Ports Authority
MNC	Multi-National Companies
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organization
NOC	Normative Organizational Commitment
NSE	Nairobi Stock Exchange
OC	Organizational Commitment
RBT	Resource Based Theory
SET	Social Exchange Theory
SIT	Social Identity Theory
SOEs	State Owned Entities
SPSS	Statistical Package for Social Science
TRA	Tourism Regulatory Authority
UNWTO	United Nation World Tourism Organization
VIF	Variance Inflation Factor

ABSTRACT

In Kenya, five star hotels lead in employees' turnover within the hotel industry at 68% as compared to other establishments. Turnover has great impact on contribution to the national economy and performance of the hotels. The purpose of this study was to analyse the influence of internal corporate social responsibility strategies on organizational commitment in five star hotels in Kenya. The research objectives were: to assess the influence of shareholder strategy on organizational commitment in five star hotels in Kenya; to evaluate the influence of reciprocal strategy on organizational commitment in five star hotels in Kenya; to establish the influence of altruistic strategy on organizational commitment in five star hotels in Kenya; to assess the influence of citizenship strategy on organizational commitment in five star hotels in Kenya; and to examine the effect of employee demographic features as moderating variable on the relationship between internal corporate social responsibility strategies and organizational commitment in five star hotels in Kenya. This study was anchored on Resource-Based Theory, Social Exchange Theory and Social Identity Theory. The study adopted descriptive research design with cross-sectional approach to examine the study variables. The target population was 216; Operations and Line managers in five star hotels in Kenya. A total sample of 144 managers were selected for the study and a self-administered questionnaire was used for data collection. A pilot testing for reliability of the questionnaire was conducted testing with Cronbach Alpha of 0.7 and above, while content and construct validity of the questionnaire was discussed with peers and application of Kaiser-Meyer-Olkin score greater than 0.5 respectively. The pilot data did not form part of the main study data. Actual field data was subjected to descriptive and inferential statistical analysis. The findings revealed that the independent variables used in this study (Shareholder Strategy, Reciprocal Strategy, Altruistic Strategy, Citizenship Strategy) had positive and statistically significant influence and were able to jointly explain 74.2% of the variations in Organizational Commitment in five star hotels in Kenya. The shareholder strategy was found leading among the other internal corporate social responsibility strategies with coefficient ($\beta=0.371$, $P<0.05$), compared to reciprocal strategy ($\beta=0.164$, $P<0.05$), altruistic strategy ($\beta=0.206$, $P<0.05$), and citizenship strategy ($\beta=0.120$, $P<0.05$), indicating the importance of shareholder strategy over the other strategies in achieving organizational commitment. Similarly, employee's demographic features have statistically significant moderating effect on the relationship between internal corporate social responsibility strategies and organizational commitment in five star hotels in Kenya. The study concluded that internal corporate social responsibility strategies provide concrete foundation in ensuring employee retention through commitment. The study recommends to the managements of five star hotels in Kenya, Federation of Kenya Employers and Kenya Association of Hotelkeepers & Caterers that they should strive in implementing internal corporate social responsibility strategies because hotels with good internal corporate social responsibility strategies can better attract, motivate, and retain workers. The study suggests further studies on relations between internal corporate social responsibility strategies and organizational commitment with firm age as moderating variable and in similar or different context and research approach.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The hotel industry is globally considered to be a multibillion-dollar business, providing services to millions of people, and with projection to positive growth in the future (McGinley, Hanks & Line, 2017), with the trend toward 2030 expectation of attracting 1.8 billion tourists and 277 million jobs creation (UNWTO, 2019). The industry is labour-intensive sector that employs 1.1 and 313 million workers representing 9% and 9.9% of all formal jobs in Kenya (KNBS, 2019) and worldwide (UNWTO, 2019) respectively. The industry face intensive local and international competition and for it to remain relevant in the market, it heavily relies on fully committed employees to attain organizational performance and obtain competitive edge. However, organizations are concerned with high turnover, absenteeism from work and low esteem among employees toward their work in particular and organizations at large (McGrath & Hammontree, 2016).

Globally, in United States of America (USA) a study conducted by McGinley, Hanks and Line (2017) in examining through CSR context on the barriers in attracting new applicants in the hotel industry, they found that internal CSR practices such as workers' career development and their fair remuneration has shown a positive influence on the intent to seek work opportunity and encourage others to apply in the industry. Workplace diversity as an internal CSR is found that the initiative in workplace diversity is more practiced in hotel industry more than other industries, in turn this contributed to better financial performance.

In Asia, China for instance, according to a study done by Hofman & Newman (2014) on CSR impact on organizational Commitment to 280 workers in manufacturing firms

operating in China with collectivism and masculinity as moderating variables, the study found that workers' perceptions in regards to CSR activities toward them relates positively with their commitment towards the organizational. However, workers' perception in regards to CSR activities toward external stakeholders has shown a non-significant effect on workers' commitment toward their organization. Additionally, the workers' masculinity and collectivism orientations revealed existence of moderation effect in the relation between CSR perception and Workers' Organizational Commitment. Additionally, a study by Nazir, Shafi, Qun, Nazir, & Tran (2016) in China to assess the effect of rewarding system on organizational Commitment from 202 workers in public and private sectors using Questionnaire to collect data and Structural Equation Model (SEM) for analysis. The study found that rewarding systems; Intrinsic and Extrinsic rewards are positively related with Organizational Commitment mainly the affective and normative types of Commitments.

In Pakistan, Roudaki (2017) conducted study on CSR effect toward employees' commitment in Pakistani service industry. The study used CSR components; Economic, Legal, Ethical and Philanthropic pillars to a total of 220 workers interviewed in a 4-5 star rated hotels. The study revealed that CSR components had positive effect on employee's commitment. However, not all components are significant. In India, according to study by Gupta (2017) on the influence of CSR on Organizational Commitment using Structural Equation Model to 290 respondents via online working in various IT services companies in India owned by Indians and foreigners, the study confirms the existence of partial mediating role of worker engagement between the CSR with Engagement and its effect which is organizational Commitment (OC).

In Africa, Malawi for instance, a study by Bello & Banda (2017) on how CSR is practiced in the hotel Industry shows the key CSR drivers as; organizational values and its

commitment, the community and workers' expectations, reduction of cost, resource management such as cultural and natural resources, the company size and its competitiveness. On the limitations for CSR Company's adoption, the study found; lack of adequate resources, lack of clear organizational CSR policy and support from the government, lack of inter-firms' coordination, resources mismanagement and lack of CSR awareness among the external stakeholders. In Ethiopia, a study done by Hailu & Nigatu (2015) on how CSR is practiced in the hotel Industry, they found that acceptance of gender equality among workers, their freedom to apply for sick offs and parenting leave, positive and productive cooperation coupled with supportive working-place and more so firms' commitment toward balancing personal and work-life through flexible and realistic working hours. Mensah, Agyapong and Nuertey (2017) in their research study in Ghana on the CSR engagement effect as one aspect of internal CSR toward organizational Commitment in financial institutions. The study used a sample size of 145 workers and found positive impact with worker's demographic features as moderating variable.

In Kenya, studies on the effect of Internal CSR activities on Organizational Commitment include; Mugesani, Gichuhi & Gachunga (2017) on the effect of internal CSR activities on employee's commitment in organizations listed in the Nairobi Stock Exchange (NSE) in Kenya targeting 381 workers. The study concentrated on three variables; Workplace wellness, Balance between work & life and diversity at workplace with organizational Justice as moderating variable. The study found that the Workplace wellness, Balance between work & life and diversity at workplace were positively influencing employee's commitment. The study recommended further research to be conducted with additional variable and in specific industry. Another study conducted by Mukamba, Oloko & Munene (2013) on the internal CSR's influence on organizational commitment in banking sector in Kenya: A case of commercial banks in Kisii town. In this internal CSR study

four independent variables were used: workplace diversity, work-life balance, safety and training. The study found that the ICSR variables were influencing positively the commitment among the employees.

Hotel industry in Kenya is a bustling service industry operated by public and private actors in its various service provisions to holistically cater for the needs of visitors and tourists in the country. The services offered include; accommodation, food & Beverages (F&B), transport, and tourist sites. Tourism sector is earmarked by the Kenya Vision 2030 as one of the key sectors in the Economic Pillar that drives the economy. Hotel industry which is a component of tourism sector continues to be the main driver of economy in Kenya as portrayed by the sustained contribution to the Gross Domestic Product (GDP) through service provisions such as food, beverages and accommodation, which has grown by 2.2% from 14.4% - 16.6% in 2017 and 2018 respectively. In 2018, tourism in Kenya attracted about 157 million tourists and Ksh 119.9 Trillion as receipts an increase of 37.33% and 31.2% respectively as compared to 2017 statistics (Tourism Research Institute, 2019). The industry is a labour-intensive sector that employs 1.1 and 313 million workers representing 9% and 9.9% of all formal jobs in Kenya and worldwide respectively (KNBS, 2019).

Five Star hotels in Kenya are service provision facilities offering their guests with the highest luxury levels of comfort such as 24-hour individualized services, with a wide variety of social amenities and entertainments coupled with luxurious accommodations (Gicobi, 2016). According to Tourism Regulatory Authority (2020), there are a total of 24 Five Star hotels in Kenya spread across 7 counties. Rating of hotel establishments is a grading system used to grade them according to their respective differentiated characteristics developed and applied by hotel industry or government agencies. The Star-

rating ranges between 1 star to 5 star representing basic to luxurious hotel establishments respectively (TRA 2019).

Empirical studies indicated that the industry globally records 73.8% of workers' turnover whereas in Kenya is about 60% (Kassim, 2017). More so, the hotel industry leads in employee turnover as compared to other industries in Kenya with 17.2% followed by retail and professional services at 16.2% and 14.8% respectively (Olwen, 2017). Additionally, the 5 star hotels are leading in employees' turnover within the hotel industry at 68% as compared to other establishments (Sitati, Were, Waititu & Miringu, 2019). Faldetta, Fasone, & Provenzano (2013) in their study highlight that high rate of employees' turnover is unfavourable to hotel industry as many organizations spend a lot of money to get a well-trained employee replaced. The huge expenditure results from developing the new worker through training and a cost to the previous training expenditure. As Islam *et al.*, (2018) posit, there is general acknowledgement that in CSR perspective, workers are considered to be the key stakeholders in an organization. In hotel industry, workers play critical role in customer-satisfaction in the hotel premises. Thus, in a hotel industry which is labour intensive industry with a risk of global labour shortage, firm's internal CSR contributing toward worker's welfare such as their well-being, motivation, engagement, satisfaction and commitment has become very relevant with the aim to improve quality of products, services and provision of better customer-satisfaction leading to increased firm's competitiveness and its performance.

Guzeller & Celiker (2019), Abdurrahim, Anisah and Maya (2019), Ooi and Teoh (2021) on their studies about the relationship between Commitment and turnover intentions among workers in hotel industry, Indonesian workers and Manufacturing firms in Malaysia respectively. They all found and concluded that Commitment has negative and

statistically significant effect on turnover intentions, meaning high level of commitment displays low turnover intentions.

Organizational Commitment (OC) and Employee Commitment (EC) are terms used interchangeably as both mean that employees get committed towards their organization whenever they feel satisfied and part of their respective organization; hence stay longer, get motivated and perform well and contrary applies (Islam, Ali, Niazi, Ramzan & Yousaf, 2018; Saraih, Aris, Karim, Samah, Sa'aban & Abdul Mutalib, 2017).

Organizational Commitment (OC) is considered to have become one of the most interesting field for practitioners and researchers. Workers display organizational commitment whenever they develop self-driven inspiration to undertake tasks and feel proud with their work and workplace, else they negatively affect other workers in the workplace, which can have direct effect on the organizational performance (Ali, Rehman, Ali, Yousaf, & Zia, 2010).

Organizational Commitment (OC) is achieved when workers acknowledge and align with their organizations through finding common values and objectives along with the principles of the organisation. This gives a genuine requirement to keep the worker continue stay with the organization and as well invigorate all individual and collective efforts and develop commitment to enhance the realization of organisational goals (Armstrong, 2016). A worker with a high commitment level toward his or her organization has the ability to add competitive advantage and productivity to the organization (Saraih *et al.*, 2017).

Allen & Meyer (1990) considered as father of organizational Commitment (Amin, Akram, Shahzad & Amir, 2018) in their study developed organizational commitment model made up of Three Component Model (TCM): Affective Organizational Commitment (AOC), which is an employee self-developed emotional attachment to an

organisation which makes the employee identify with organisational objectives and develops strong desires to remain a member due to the provided reward; Continuance Organizational Commitment (COC) as the employee feeling obliged to stay working at their respective organization because of the obtained benefits. For the employees who are in continuance commitment status, their main reason for the commitment is based on their personal decision and need to continue stay working with the organization; and Normative Organizational Commitment (NOC), which is the sense of obligation experienced by an employee to maintain and continue with membership of that organisation because of investment done to them. Allen & Meyer (1990) developed set of measures (24 questions: 8 for each construct) to measure each of the commitment variables (Affective, Continuance and Normative) as applied and proved by many studies (Khan, Awang & Ghouri, 2014, Amin *et al.*, 2018).

Studies on Organizational Commitment (OC) consistently applied the variables developed by Allen & Meyer (1990) as independent, moderating or dependent variable on its effect to various themes such as performance and Turnover Intentions. For instance, Kaplan & Kaplan (2018) study on the relation between OC and performance among Industrial firms in Turkey and found Affective Commitment to have positive and statistically significant relation with performance.

Corporate Social Responsibility (CSR) is defined as business operation approach with the aim to meet or exceed legal, ethical, and public expectation to what the society perceives against business organizations (Demirag, 2018). The concept of CSR is built on a timeless and key fundamental background: Business role toward its internal and external environment beyond the legal framework scope. Thus, CSR is a widely used management concept that enables firms to develop strategies that enhance and address social & environmental concerns and uplift sustainable relationship with their primary and

secondary stakeholders (Aguinis & Glavas, 2012). The integration of CSR as a prime issue of firm-stage method and its every day operations has grown to be a vital issue that bonded enterprise and society together (Kramer & Porter, 2011). Concurrently CSR studies has grown exponentially to grow to be a mainstream subject matter of research for management scholars (Aguinis & Glavas, 2012).

There are two types of CSR approaches and according to Pietersz (2011) and Tilakasiri (2012); CSR has two dimensions; external and internal perspectives - the External CSR (ECSR) dimension is the macro-level perspective where organizations focus on issues related to corporate volunteerism, environmental protection and corporate philanthropy to provide care and address concerns related to secondary stakeholders such as suppliers, clients, business partners, local communities, public authorities, environment and Non-Governmental Organizations (NGOs) serving the communities through voluntarism, philanthropy and environmental preservation (Pietersz, 2011; Tilakasiri, 2012).

The Internal CSR (ICSR) dimension is the micro-level perspective where organizations focus on workers and workers' relationship with the aim to enhance and address concerns related to internal stakeholders (employees) through providing a psychological and physical operating environment, individual development and motivation such as capacity building, business participation and balance between family and work, equitable pay, open communication and reward systems (Pietersz, 2011; Tilakasiri, 2012).

The main aim of Internal CSR practices by organization towards its employees is to boost and maintain labour capital through attraction of more skilled employees to the organizations, provision of skills development for the employees and enhance retention and maintenance of the workforce (Pietersz, 2011) which is strategic motive for business in a competitive environment, more so, organizations tends to avert high cost and threats affecting the overall organizational performance due to turn over and the cost of worker's

replacement, hence there is huge need especially in sectors with intense competition to acquire competent and skilled personnel (Wambugu, 2019). More so, according to Deal, Altman & Rogelberg (2010) the internal perspective becomes more crucial as brand-new generations get absorbed into the industry with fictitious assumptions concerning work-life balance, individual and also occupational growth.

One of the most cited and applied theory in CSR is a four-dimensional pyramid of CSR model developed by Carrol (1991) and later modified by Carrol's critiques (Lee, Kim, Lee & Li, 2012). The Carroll's pyramid for CSR is anchored on four dimensions; Economic, Legal, Ethical and Philanthropic based on sustained and continuous expectations generating from the community toward organizations (Carroll, 1991). Carroll's CSR pyramid has in fact got some criticism. As Lee *et al.*, (2012) highlight the major drawback to the Carroll's CSR pyramid; lack of practical application of the hierarchical order for the managers during its application as well as additionally problems in determining its influences and empirically analysing the variation. There were a variety of stopped working efforts to operationalize the design in order to have it more applicable by including more plans or concern managerial implication (Baden, 2016).

Yang, Colvin and Wong (2013) expounded the work of Galbreath (2006) on CSR strategic model derived from the Carrol's four dimensional CSR pyramid and based on strategic management concepts to determine visibility as to what kind of strategies a firm can pick to look for in respect to CSR application and developed four CSR strategic options namely; shareholder strategy, reciprocal strategy, altruistic strategy and citizenship strategy. Yang *et al.*, (2013) further highlights three application value of the four CSR Strategic options as; firstly a concept and literature development on the kind of CSR strategy companies may seek to apply, which is mostly under developed in the academic works, secondly provides a benchmark to analyse individual CSR strategies in

different companies which forms the basis for empirical evaluation on each of the CSR strategy, thirdly provides reasonable overview to managers that are looking for to enhance their CSR techniques as well as also literal work which provides basic recommendation for companies in emerging economies with plans to transition to global economic climates that may be new to the CSR (Yang *et al.*, 2013).

The first CSR Strategic option is Shareholder Strategy which is CSR economic component embedded as an influential view to push managers through involving them as empowering to realise the best interest of the shareholders which is utilization of the firm's resources for wealth increment. Shareholder Strategy in an internal CSR perspective depicts workers' participation strategy; involvement in scheduling of activities, decision making and a platform for them to provide suggestion for the execution and performance of tasks and solve problems. According to Liu, Li and Opara (2018), despite the fact that shareholders' objective is to maximise profit, CSR is regarded as strategic tool for the organization to attain competitive edge and in return make profit, managers play a critical role in ensuring this through the delegation of powers bestowed upon them by the shareholders Yang *et al.*, (2013).

The second component in CSR Strategies is the Reciprocal Strategy and according to Mory *et al.*, (2016) Reciprocal is a mutual work-employee relation between organizations and their internal stakeholders; workers in this case done through internal CSR-practice are found to significantly affect the relations. This depicts a mutual gain where organizational practice toward employees and further reciprocated by workers' behaviour toward organization. Reciprocal Strategy denotes workers' empowerment strategy through their health & safety, intrinsic and extrinsic reward system and striking balance between work and individual life that mutually enhances organizational performance and individual goals Yang *et al.*, (2013).

The third component of CSR strategies is the Altruistic Strategy a philanthropic component of CSR where in the internal CSR perspective represents workers' perception of the organizational motives, plans and reasons for implementing CSR measures toward them (Mory, Wirtz & Gottel, 2016). The Altruistic Strategy is the duty where social obligation falls upon the managers of a firm, despite the assumption that the organization can be considered as an artificial person that can do harm and good yet it is its supervisors that can assist the organization's social responsiveness. The intertwined connection in between the company and also its community is well recognized. The company hence determines that it has to supply something back in the form of philanthropy or act of a good gesture in order to make a positive repayment to the stakeholders (Yang *et al.*, 2013). In this regard, Altruistic Strategy depicts inculcation of workers' labour relations, Social dialogue and workplace diversity. In a wider CSR context, business in an extremely competitive market should apply CSR-practice to enhance the total impact on organisation efficiency (Kemper, Schilke, Reimann, Wang, & Brettel, 2013).

The fourth and last of CSR Strategies is the Citizenship Strategy which is regarded as lifelong learning experience within the employment tenure (Mory *et al.*, 2016). This forms the background to staff development as highlighted in European Commissions' (2011) Green Paper within the internal stakeholder in their career development package; training activities, career counselling, mode of learning provided by the organization (EC, 2011) which depicts organizational approach through workers' development strategy toward training and education aspect.

Studies on ICSR have used different variables to measure the impact of ICSR as independent or moderating variables on various thematic areas including commitment, performance, and work-engagement; ICSR activities and practices (Worksite-Wellness, Workplace-Diversity, Work-Life-Balance, Health & Safety, Training & Education,

Human Rights, Social-Dialogue, Labour relations and reward systems, Career-Opportunities, Employees' Well-being, Worker's Voluntary Activities and Family-friendly Policies) in various studies conducted by Irawanto (2015), Nazir, Shafi, Qun, Nazir, & Tran (2016), Nayak, Sahoo & Mohanty (2018), Mensah, Agyapong and Nuertery (2017), Thang & Fassin (2017), Low, Ong, & Tan (2017), Widodo and Damayanti (2020), and ICSR Strategies (Empowerment, Development, Motivation & Participation) by Mory, Wirtz & Gattel (2016). However, the ICSR strategies as recommended by Yang, Colvin and Wong (2013) have not received adequate research attention.

Employee Demographic Features are workers' individual unique individualities and characteristics such as gender, age, level of education and the duration of work the employee has been working in the organization, which are found by various literatures to have a moderating effect on CSR and Organizational Commitment (Shahzadi, Qadeer, John & Jia, 2019). For instance, gender (male or female) was found to affect how workers perceive CSR, hence moderates the CSR relationship with Organizational Commitment. Similarly, age was found to influence CSR where young aged employees express additional concern and are sensitive to various CSR activities compared to older workers (Klimkiewicz & Oltra, 2017). Duration of work an employee stayed in an organization provides an in-depth understanding and experience to value and judge the CSR activity while level of educational level influences the preference, thinking process which values the CSR activities (Shahzadi *et al.*, 2019). Previous literatures have acknowledged employee related demographic features to significantly moderate and affect commitment (Farooq, Payaud, Merunka & Valette-Florence, 2014). Several studies such as Mensah, Agyapong and Nuertery (2017), Islam, Ali, & Sheikh (2018) and Aggarwal & Singh (2021) have used Employee Demographic Features as Moderating variable on CSR and Commitment, and they found demographic features to have positive and significant effect

on the relation between Internal and External CSR on Commitment. However, specific to internal CSR is missing.

It remains underdeveloped the research findings of the CSR Strategies as suggested by Yang *et al.*, (2013) on organizational commitment in hotel industry globally and particularly in Kenya posing a knowledge gap. The researcher viewed that one of the cause of the high turnover in five star hotels in Kenya was due to low or insufficient application of Internal CSR Strategies towards hotel workers to stimulate their commitment toward the hotels which motivates and make them decide to stay longer, thus become more productive and part of competitive advantage for the hotels. Based on the above background, this study intended to analyse Internal CSR Strategies on Organizational Commitment in Five Star hotels in Kenya.

1.2 Statement of the Problem

Turnover among workers in an organization has healthy and unhealthy consequence on organizations. According to Islam & Assiri (2020) turnover across all sectors and industries varying between 10 - 15% is considered healthy. However, empirical studies indicated that the hotel industry globally records 73.8% of workers' turnover whereas in Kenya is more than 60%. More so, the five star hotels are leading in employees' turnover within the hotel industry at 68% as compared to other establishments (Mary, 2020).

The high turnover trend above the threshold of healthy rate among the employees in the industry affects contribution toward the Gross Domestic Product (GDP) and business growth caused by replacement of experienced workers and the additional intangible and direct cost of recruiting, training and launching programs to orient freshly recruited workers (Faldetta *et al.*, 2013; Mensah *et al.*, 2017m Wambugu, 2019). The National Tourism Blueprint 2030 in Kenya identifies as a strategy the need to attract, develop and retain competent and motivated staff in the tourism industry (GoK, 2017).

The Social exchange theory indicates that the higher the worker's organizational commitment the better the psychological capital which drastically decreases turnover intentions (Guzeller & Celiker, 2019). Empirical studies have built on the theory assertion to affirm that high level of commitment displays low turnover intentions (Ooi and Teoh, 2021). Organizational commitment as a construct involves worker's behaviour, confidence and attitude with an aim to boost working spirit, productivity to enhance the workers's loyalty in return decrease the turnover intention (Amin *et al.*, 2018).

The researcher viewed that one of the causes of the high turnover in five star hotels in Kenya was due to low or insufficient application of Internal CSR Strategies by the hotels towards their workers. Some research works such as Mugesani *et al.*, (2017) and Islam *et al.*, (2018) recommended application of CSR as a bonding factor between employees and their respective organization which yields organizational Commitment. However, there are no empirical studies in Kenya and global context showing relationship between Internal CSR Strategies toward workers that reciprocates commitment. more so, the Internal CSR Strategies as developed and recommended by Yang *et al.*, (2013) has not received empirical attention. This portrayed a knowledge and research gaps to which this study tried to contribute. The aim of the study was to analyse the influence of Internal CSR Strategies on Organizational Commitment in Five Star-hotels in Kenya.

1.3 Purpose of the Study

The purpose of this study was analysing the influence of Internal CSR Strategies on Organizational Commitment in five star hotels in Kenya.

1.4 Objectives of the Study

- i. To assess the influence of shareholder strategy on organizational commitment in five star hotels in Kenya.

- ii. To examine the influence of reciprocal strategy on organizational commitment in five star hotels in Kenya.
- iii. To establish the influence of altruistic strategy on organizational commitment in five star hotels in Kenya.
- iv. To assess the influence of citizenship strategy on organizational commitment in five star hotels in Kenya.
- v. To examine the effect of employee's demographic features as moderating variable on the relationship between internal CSR strategies and organizational commitment in five star hotels in Kenya.

1.5 Research Hypothesis

H₀₁ Shareholder Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya.

H₀₂ Reciprocal Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya.

H₀₃ Altruistic Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya.

H₀₄ Citizenship Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya.

H₀₅ Employee's demographic feature does not significantly moderate the relationship between internal CSR Strategies and Organizational Commitment in five star hotels in Kenya.

1.6 Significance of the Study

This study shades light on how deep is organizational internal CSR as an applied social behaviour change as perceived by employees in their respective organizations which may provide a source of information for organizations and labour bodies; Federation of Kenya

Employers (FKE) and Kenya Association of Hotelkeepers & Caterers (KAHC) to understand their individual and collective perception of the hotel workforce toward internal CSR and its effect on Organizational Commitment.

The study may also provide two concepts; how the employees perceive internal CSR strategies as component expected to be provided by the organization to its employees and how the organizations implement internal CSR strategies toward their employees in a bigger picture. Additionally, the study may provide a framework that may connect internal CSR strategies through employee's perception and its effect on their commitment toward the organizations.

The study further provided a background for decision makers associated with formulation of employee and organizational related strategies with the aim to uplift their moral esteem and motivate toward committed, loyal to the organization and in return work hard for organizations' success. Lastly, due to practical relevance of the study topic and lack of adequate studies conducted on internal CSR in developing nations such as Kenya, this thesis will contribute toward the body of Internal CSR knowledge toward Organizational Commitment in hotel industry.

1.7 Scope of the Study

This study aimed at analysing the influence of internal CSR Strategies on Organizational Commitment in five star hotels in Kenya. The context of this study was hotel industry which is a vibrant sector in Kenya. The research methods for the study utilised descriptive research design. Geographically, the study was undertaken in 16 out of 24 Five Star hotels in Kenya. On the study's objectives, the study covered; Shareholder, altruistic, reciprocal and citizenship CSR strategies depicting CSR towards workers of an organization, such as training & education, their health & safety, participation and striking balance between

work and life on Organizational Commitment in the target establishments in the hotel sector in Kenya. The study was based on the following theories; Resource Based Theory (RBT) for the internal CSR strategies as independent variables (IV), Social Exchange Theory (SET) for the link between Internal CSR strategies as well as pinned the moderating variable and Organizational Commitment and Social Identity Theory (SIT) for the Organizational Commitment as dependent variable (DV). The pilot data was collected in July 2020 and actual field work was undertaken in Kenya between October and December in the year 2021.

1.8 Limitations of the Study.

Data and information access in hotel industry has been a challenge; this was associated with workers turned busy or hesitant in giving information they may perceive as confidential. To overcome this, assurance of confidentiality and emphasis of exclusively academic use of the data was explained to the management of the hotels backed up with an introduction research authorization letter and permission issued by Mount Kenya University and National Commission for Science, Technology and Innovation (NACOSTI) respectively. However, the Operation/Hotel Managers turned very busy and was not easy to reach them or get back completed questionnaire.

Since questionnaires were self-administered, a challenge in return of complete questionnaires which would affect the response rate; the researcher increased number of questionnaires for each hotel to ensure minimum required quota was reached replacing any lost or misplaced. Questionnaire was piloted prior to fieldwork to test for reliability, validity and general feedback on readability, language and easy/difficult, and presentation of questions to ensure the respondent don't skip questions on the above challenges.

Some of the five star hotels were closed down due to the COVID-19 spread that affected the economy and sustainability of these high end facilities, during the data collection

period, some of the hotels selected based on the random approach found closed down while others refused interviews, hence they had to be replaced using the same random approach to arrive at another five-star hotel for supplementary data collection.

1.9 Delimitation of the Study

The Delimitations of a study are set demarcations set for a study made by an academic researcher. In this study, effect of CSR was studied through its internal dimension on Organizational Commitment due to lack of such literature in Kenya and more on the variables as suggested by Yang *et al.*, (2013), hence this was a contribution toward the body of knowledge. The context and statement of problem is about a vibrant sector in Kenya, few studies have chosen other sector, hence a contextual gap and to address a possible solution to problems facing the sector which has been outstanding for long.

The unit of analysis for the study was a total of 216 operations and line managers in the entire 24 five star hotels in Kenya across seven counties in Kenya for the five star rated hotel establishment based on the classification of Tourism Regulatory Authority (TRA). According to the study conducted by Wambugu (2019) the labour turnover in the hospitality was found to be at the operational and managerial levels by 60.2% and 32.5% respectively, hence they become the right target population for this study.

Additionally, the unit of observation for the research was a total sample of 144 Operations and Line Managers in 16 hotels selected from the 24 five star hotels in Kenya comprising of Operations, Human resource, Sale & Marketing, Food & Beverages, Finance & Procurement, IT, Housekeeping, Transport & Security and Spar & Recreation.

1.10 Assumption of the Study

Assumptions for this proposed study included; participants to this study would provide honest responses in the questionnaire. Similarly, internal CSR is practiced by the hotel industry in Kenya and has effect on Organizational Commitment. The internal CSR

practiced has an impact on the workers; the workers who sufficiently feel empowered, given opportunity to participate in their organizations which include; decision making, planning of activities and solving problems, get developed in terms of skills and knowledge among other benefits, would in exchange increase their organizational commitment toward their organization. These assumptions as confirmed by the European Commission's (2011) Green Paper which emphasizes measures such as workers' participation, empowerment, development and philanthropic approach by the organization in respect to internal CSR.

1.11 Operational definition of Key Terms

Affective Commitment: Is a worker's self-developed emotional attachment toward an organisation which makes the employee identify with organisational objectives and develops strong desires to remain a member.

Altruistic Strategy: Is the duty where social obligation falls upon the managers of firm. The intertwined connection between the firm and also its stakeholders who are the workers is well recognized. The company hence determines that it has to supply something back to the workers or society in a philanthropic or a gesture of a good reputation in order to make a positive repayment to the stakeholders.

Citizenship Strategy: Refers to lifelong learning experience within the employment tenure as an organization development approach towards its workers. This takes a much more thorough range as internal CSR strategy. In this, the firm acknowledges numerous stakeholders have various interests. In this study it depicts workers' development strategy through their training and education aspect.

Continuance Commitment: This type of commitment refers to the extent employee feels obliged to stay working at their respective organization. For the employees who

are in continuance commitment status, their main reason for the commitment is based on their personal decision and need to continue stay working with the company.

Corporate Social Responsibility (CSR): A nonstop social duty by organizations towards its internal and external dimensions to advance economic improvement, and concurrently improve employee's quality of life, welfare for their families, and the society at large.

Employee's Demographic Features: These are unique elements in a population that can be enumerated which has been a cornerstone in many behavioural studies on the understanding that they act as determinants of employee's behaviour and by large associated with organisational performance. Therefore, in this study, demographic characteristics is conceptualised to consist of four elements; educational level, duration of work (length of service), age and gender.

Five Star Hotels: These are establishments in the hotel industry classified as facilities that provides luxurious services such as vast variety of amenities and high standard accommodation to its clients through personalized services and totals 24 facilities in Kenya.

Hotel industry in Kenya: Is an industry with wide category of areas in the service industry such as food and drink service, lodging, parks, event planning and airline services as part of tourism industry.

Internal Corporate Social Responsibility Strategies (ICSR): This include; Shareholder, Altruistic, Reciprocal and Citizenship Strategies that focus on CSR internal perspective toward employee psychological and physical operating environment for the wellbeing of employees, their capacity building, business participation and balance between family and work, and reward systems.

Normative Commitment: The sense of obligation experienced by an employee to continue being a member of the organisation.

Organizational Commitment (OC): This refers to instances where employee develops sense of firm's belonging, obligation and attachments toward their work and organisation with the tendency to remain and continue working with the organisation due to any one or combination of the affective, continuance or normative commitment which contributes to organisational performance.

Reciprocal Strategy: Is a mutual gain where organizational practice toward employees (health & safety, intrinsic and extrinsic reward system and striking balance between work and individual life that mutually enhances organizational Commitment

Shareholder Strategy: Infers a technique where CSR takes part in ensuring a total profit intention of the firm, one that is concentrated particularly on making the most of investors return.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, a detailed review of theories and empirical literature about the internal CSR and organizational commitment for the study is presented. A critical literature review in relation to this study and with an aim to identify and establish research gaps was deeply assessed. A theoretical framework was developed through the reviewed literature for the proposed variables and conceptual framework presentation.

2.2 Empirical Literature Review

In this subsection, a critical literature review of past local, regional and global empirical CSR works to develop variables for the study and display research and knowledge gaps in terms of geographic, object, methodology and context that exist in the CSR Strategies' effect to Organizational Commitment.

2.2.1 Organizational Commitment

The Three Component Model (TCM) of Organizational Commitment formed the dependent variable of the study in five star hotels in Kenya. A worker's commitment toward an organisation, regardless whether it is called as employee's or organisational commitment, is defined as the worker's acknowledgment with the values, objectives along with principles of the organisation, giving a genuine requirement to keep the worker stay with the firm and additionally to invigorate all effort and commitment to enhance the organisation's goal (Armstrong, 2016). Committed workers operate in a number of means in-between an organisation as well as its staff member, while enhancing participation and also inspiration. At the highest degree, a worker feels delighted to be acknowledged as belonging to an organisation, absolutely inviting firm's objectives as well as additionally doing their suitable to help in achieving them. A comparative cost-benefit analysis on

lack of commitment provides a severe repercussion in creating worker's alienation, increasing levels of staff member turnover with also consistent employment; which takes the effect toward economic losses and also losses in knowledge in addition to esprit de corps, the benefits of commitment can produce elevated incomes, rates cost savings, efficiency as well as likewise innovation. A devoted staff member opts for an active enthusiasm toward the organizational success they originate from, which can only be taken be considered account as a favourable variable.

Amin, Akram, Shahzad and Amir (2018) carried out a study in Pakistan to determine the transformation leadership influence on affective staff members' commitment. In order to conserve money and time, the study was performed in Lahore where 11 Banks (Private as well as Public) were chosen for the research objectives. The study witnesses the positive and also considerable relationship in between degree of staff member's commitment with the company and transformational management style. The research additionally suggested that, to encourage the workers is just one of the significant functions of personnel division. There are always a large number of elements which can raise-up the level of motivation of employees. A few of these features are exterior and others are interior. Essential asset of any kind of organization is Transformational management. Organizations with the society of transformational leadership functions more effectively, because it is way much better able to adapt to change. The research study recommended that managers must make the very best use of their transformational leadership designs in a proposal to get the optimal result their workers. It certainly maintains the current workers as well do certainly also attract the brand-new workers. There exists an object gap considering that this proposed study determined the internal CSR effect on Organizational Commitment. Additionally, geographical gap exists where this study was based in Kenya and in hotel sector.

Shrivastava (2018) examined the influence of performance of efficiency monitoring system on worker complete satisfaction and commitment. The findings of the research study indicated that, devoted workers bring added value to the organisation through their decision, proactive assistance, reasonably high efficiency as well as understanding of top quality. The research even more showed that devoted employees are likewise less most likely to call ill; committed employees present favourable behaviour within organisations, are more likely to positively refer the company to calls as well as are further more likely to take on the organisation's vision as well as objectives (both professionally and also personally). Alongside this, the study found out that, dedicated staff members are a lot less likely to leave their existing placement. Taking into account the raising competitive nature of organisations, staff member commitment is progressively playing a crucial part in preserving top ability. There exists an object gap considering that this study determined the internal CSR effect on Organizational Commitment. Additionally, geographical gap exists where this proposed study was based in Kenya and in hotel sector.

Sahoo, Behera and Tripathy (2010) conducted a study which revealed that workers who are devoted to their job as well as their career have much less reasons to depart or leave their jobs, as they usually tend to really feel totally pleased concerning the job task, and also have higher inherent motivation to continue work with the organization. Business commitment mirrors the commitment of a staff member towards his or her organization. Pietersz (2011) believed regarding organisation commitment as a need to preserve the relationship with an organisation as well as likewise is revealed with the need to place in high degree of effort to achieve organisational objectives. According to the findings of the study performed by Karim along with Rehman (2012), workers with higher level of commitment towards the company are viewed to be extra productive, have harmonious, develop better loyalty in the direction of their job, as well as additionally have higher

obligation and also function fulfilment Moreover, workers with solid commitment toward organisation are probably to develop psychological attachment to their respective organisations, additionally feel contented with higher desires in making substantial repayments to the organization.

Majority of researches in the literary works have actually fallen short to discover a substantial effect of internal CSR on continuation commitment and others affirm the relation affective as well as normative organizational deduced from internal CSR practices which have actually currently been authorized in the literary works conducted by Ali, Rehman, Ali, Yousaf, & Zia (2010). On top of that, likewise based upon the concept of social exchange theory, it justifies the reason to dwell on internal CSR effect using both measurements; affective, continuance and also normative aspect of organizational commitment. This furthermore mirrors the idea of Allen & Meyer (1990) as the father of commitment measures, that has in fact based on their research study regarding organizational commitment determined that staff members' sense of duty with plan to stay within the firm.

A study by Bello and Banda (2017) conducted in Malawi on how CSR is practiced in the hotel Industry shows the key CSR drivers as; organizational values and its commitment, the community and workers' expectations, reduction of cost, resource management such as cultural and natural resources, the company size and its competitiveness. On the limitations for CSR Company's adoption, the study found; lack of adequate resources, lack of clear organizational CSR policy and support from the government, lack of inter-firms' coordination, resources mismanagement and lack of CSR awareness among the external stakeholders. In Ethiopia, a study done by Hailu and Nigatu (2015) on how CSR is practiced in the hotel Industry, they found that acceptance of gender equality among workers, their freedom to apply for sick offs and parenting leave, positive and productive

cooperation coupled with supportive working-place and more so firms' commitment toward balancing personal and work-life through flexible and realistic working hours.

2.2.2 Shareholder Strategy on Organizational Commitment

The first CSR Strategic option is Shareholder Strategy which is CSR economic component embedded as an influential view to push managers through involving them as empowering to realise the best interest of the shareholders which is utilization of the firm's resources for wealth increment. Shareholder Strategy in an internal CSR perspective depicts workers' participation strategy; involvement in scheduling of activities, decision making and a platform for them to provide suggestion for the execution and performance of tasks and solve problems. According to Liu, Li and Opara (2018), despite the fact that shareholders' objective is to maximise profit, CSR is regarded as strategic tool for the firm to attain competitive edge and in return make profit, managers play a critical role in ensuring this through the delegation of powers bestowed upon them by the shareholders Yang *et al.*, (2013).

Shareholder Strategy infers a technique where CSR takes part in ensuring a total profits intention of the firm, one that is concentrated particularly on making the most of investors return. This technique is finest lined up with the economic theory where it states that the obligation of organisation is to give tasks, make goods along with services which are called for by consumers, fulfil tax obligations, and make profit by complying with the threshold authorization needed as well as likewise by taking part in an open as well as deregulation without deceptiveness or fraud (Yang *et al.*, 2013).

Lassoued, Awad & Guirat (2020) conducted a study in United Arab Emirates on the effect of managerial empowerment on decision making and problem solving abilities among employees in a university setting. The study interviewed 82 workers working in administrative position at Abu Dhabi University and the results showed that

empowerment had a moderate impact on problem solving and decision making abilities among the workers. The identified gaps from the study include: the study was conducted using case study of Abu Dhabi university whose findings cannot be generalise and outside Kenya which portrays methodology and geographic gaps where this proposed study tended to fill by studying at hotel industry which is wider and in Kenyan context; the study aimed at determining the effect of empowerment on decision making and problem solving abilities which did not check on organizational commitment which portrays an object gap where this study sought to fill by determining the relationship between Shareholder Strategy as an Internal CSR and organizational Commitment (OC) in five star hotels in Kenya.

Mensah, Agyapong and Nuertey (2017) performed a research study in Ghana on the effect of CSR on Organizational commitment of personnel in up country along with banks in Ghana. The research aimed at assessing the outcome of service social commitment participation on worker commitment to their firms. The research used a comprehensive research design in which a self-reported collection of data was made use of 145 employees to gather the details for the study. The research study advised that there existed a solid favourable collaboration in between engagement in firm social duty as well as staff member commitment. Involvement in firm social commitment was contributing factor to the total variant on worker's commitment. Nonetheless, this outcome is irrelevant when moderated with educational level as well as likewise years of working with the banks. The research study concluded that individuals, teams, areas, firms, organizations, societies and furthermore the natural surroundings may commonly accredit as genuine influence for stakeholders given that they can all be influenced or can influence the operations of the company. This study has geographical gap (done in

Ghana), object gap (variables used are external CSR strategies; environment and social) which this study addressed.

Irawanto (2015) examined the impact of worker involvement in decision-making on organizational commitment in state-owned business in Indonesia. The research study aimed at establishing the connection between workers' outcome in decision making participation on employee's organizational commitment. The study adopted survey research layout utilizing a target population of 50 mid-level managers from two Indonesian State Owned Entities (SOEs). The collected data was done through use of mail surveys. The findings from the research showed that there is a considerable correlation between worker's involvements in decision-making with their commitment toward the organization. This study has geographic gap (done in Indonesia), object gap (Shareholder Strategy in a single component of decision making aspect) and contextual gap (the study used public entities) hence this study filled these gaps.

Stawiski, Deal and Gentry, (2010) explain that researchers view CSR with different variables such as corporate performance, the behaviours of consumer, employee and investor respectively while others emphasised on the CSR effect on different stakeholders which proved that CSR supports Organizational Commitment to their respective organizations which enhances the feeling of being part of the organization. For such commitment to yield results, Stawiski *et al.*, (2010) recommend that employees ought to be part of decision making in CSR activities for communities, environment and employees themselves. Arguing that the more the CSR activities influence employees, the greater the chances for them to be committed to their organization and leads to their productivity. As a result, the corporate performance is achieved through image and reputation building with the stakeholders with a mutual obligation to the organization.

Employees' motivation enhances the competitive advantage of the firms which has portrayed a positive outcome toward performance of organization (Stawiski *et al.*, 2010). Butali and Njoroge (2018) conducted a study research in Kenya to analyse the employees' participation on performance of firm with Organizational Commitment as moderating variable. The study aimed at uncovering the employee's engagement influence toward their organisation effectiveness as well as to recognize the regulating outcome of company commitment correlated between employee participation and solution efficiency. The finding of the research study was that staff member engagement had a considerable positive result on service performance. Further, the research study better revealed that affective, continuance and as well as normative commitment controlled the relation between staff member participation and organisation performance. The study has object gap (Organizational commitment used as moderating variable the relation between workers' engagement and organizational performance) as well as one aspect of Shareholder Strategy workers' participation, hence this study addressed these gaps.

2.2.3 Reciprocal Strategy on Organizational Commitment

The second component in CSR Strategies is the Reciprocal Strategy and according to Mory *et al.*, (2016) Reciprocal is a mutual work-employee relation between organizations and their internal stakeholders; workers in this case done through internal CSR-practice are found to significantly affect the relations. This depicts a mutual gain where organizational practice toward employees and further reciprocated by workers' behaviour toward organization. Reciprocal Strategy denotes workers' empowerment strategy through their health & safety, intrinsic and extrinsic reward system and striking balance between work and individual life that mutually enhances organizational performance and individual goals Yang *et al.*, (2013).

The Reciprocal Strategy: In this approach, firms are positive relative to social obligation. It is finest regarded "educated self-involvement" with an expectation of a return to the company, as it is sensible in that it searches for to work out the conflicts in between financial functions of the business as well as also intense social, ethical as well as additionally ecological expectations as well (Yang *et al.*, 2013). This depicts a mutual gain where organizational practice toward employees reciprocates workers toward organizational performance. Ahmad (2018) who studied the reciprocation perspective of relationship between job features, organizational Commitment and turnover intentions in India. He found that intrinsic & extrinsic job factors associated with reciprocity influence organizational commitment.

According to Mory, Wirtz and Gattel (2016) mutual work-employee relation between organizations and their internal stakeholders; workers in this case done through internal CSR-practice are found to significantly affect the relations contributing toward organizational commitment. Mory *et al.*, (2016) further demonstrated the appropriateness of the Social Exchange Theory (SET) which forms basis of reciprocal model of exchange in conceptualizing the employee's perceived CSR in Reciprocal Strategy toward organizational commitment. Mutual work-employee relation between organizations and their internal stakeholders; workers in this case done through internal CSR-practice are found to significantly affect the relations contributing toward organizational commitment. Thang & Fassin (2017) conducted a study in Vietnam to determine the effect of Internal CSR; Labour relations, Social Dialogue, Training & Development, health & safety and balance between work & life on Organizational Commitment. A sample of 256 workers in service firms were interviewed and the findings indicated that all variables have positive impact on Organizational Commitment except work-life balance and Social Dialogue do not positively relate with Organizational Commitment which has been

disproved by the findings in a study conducted in Nigeria by Oyewobi, Oke, Adeneye & Jimoh (2019). However contextual difference and target group with methodological approach might yield different results. Both studies were conducted outside Kenya (a geographic gap) and the contradicting results are interesting to be cross-checked in a different context and geographical location, hence this proposed study tends to fill these identified gaps.

Widodo and Damayanti (2020) conducted a study in Indonesia to determine how personality, reward system and job satisfaction influence Organizational Commitment among 154 high school teachers. The study found that rewarding system and job satisfaction have positive influence on Organizational Commitment. However, the study recommends further studies with additional variables and CSR dimensions to ascertain the outcome. Additionally, a study by Nazir, Shafi, Qun, Nazir, & Tran (2016) in China to assess the effect of rewarding system on organizational Commitment from 202 workers in public and private sectors using Questionnaire to collect data and Structural Equation Model (SEM) for analysis. The study found that rewarding systems; Intrinsic and Extrinsic rewards are positively related with Organizational Commitment mainly the affective and normative types of Commitments.

Ramdhani, Ramdhani and Ainissyifa (2017) in a study conducted in Indonesia on how Corporate Culture affect workers' commitment toward their organization uncovered that, satisfaction among workers greatly contributes towards commitment in organizations, though this may vary among individuals. Workers' first Commitment toward an organization can generally be measured by their specific attributes (e.g. attitudes and character) as well as also just exactly how well they felt with their first task experiences in matching their assumptions. In general, the reciprocal approach permits firm to develop a sustainable competitive advantage. Additionally, the favourable link in between the

variable as well as business commitment, particularly concerning the affective element, has been utilised in numerous studies. This forms a connection in between CSR advertised advancement as well as normative aspect of Organizational Commitment. Mory, Wirtz and Gattel (2016) kept in mind that development of employees certainly makes them feel fairly have an obligation to enhance their job outcome if the business spends really own financial resources beforehand the staff members' abilities. There exists an object gap considering that this proposed study determined the internal CSR effect on Organizational Commitment. Additionally, geographical gap exists where this proposed study was based in Kenya and in five star hotels.

2.2.4 Altruistic Strategy on Organizational Commitment

The third component of CSR strategies is the Altruistic Strategy which is a philanthropic component of CSR where in the internal CSR perspective represents workers' perception of the organizational motives, plans and reasons for implementing CSR measures toward them (Mory, Wirtz & Gattel, 2016). The Altruistic Strategy is the duty where social obligation falls upon the managers of a firm, despite the assumption that the organization can be considered as an artificial person that can do harm and good yet it is its supervisors that can assist the firm's social responsiveness. The intertwined connection in between the company and also its community is well recognized. The company hence determines that it has to supply something back in the form of philanthropy or act of a good gesture in order to make a positive repayment to the stakeholders (Yang *et al.*, 2013). In this regard, Altruistic Strategy depicts inculcation of workers' labour relations, Social dialogue and workplace diversity. In a wider CSR context, business in an extremely competitive market should apply CSR-practice to enhance the total impact on organisation efficiency (Kemper, Schilke, Reimann, Wang, & Brettel, 2013).

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A study conducted by Mousa (2019) in Egypt on the effect of cultural diversity and inclusion on Organizational Commitment among 150 medical physicians. The study applied Chi Square test to find out the relation between the variables. The study found a positive relationship of the cultural diversity and Organizational Commitment. The author expressed limitation to generalise the findings due to the single source for data collection. However contextual difference and target group with methodological approach might yield different results. Both studies were conducted outside Kenya (a geographic gap) and the contradicting results are interesting to be cross-checked in a different context and geographical location, hence this study tended to fill these identified gaps.

Thang and Fassin (2017) conducted a study in Vietnam to determine the effect of Internal CSR; Labour relations, Social Dialogue, Training & Development, health & safety and balance between work & life on Organizational Commitment. A sample of 256 workers in service firms were interviewed and the findings indicated that all variables have positive impact on Organizational Commitment except work-life balance and Social Dialogue do not positively relate with Organizational Commitment which has been

disproved by the findings in a study conducted in Nigeria by Oyewobi, Oke, Adeneye & Jimoh (2019). However contextual difference and target group with methodological approach might yield different results. Both studies were conducted outside Kenya (a geographic gap) and the contradicting results are interesting to be cross-checked in a different context and geographical location, hence this proposed study tended to fill these identified gaps.

Hsiung (2014) conducted a research in the nationwide basketball association to determine the connections amongst altruistic actions, salary and also work efficiency. The study aimed at checking out the result of salary on selflessness as well as staff member commitment and also the moderating impact of selfless habits. The research study used teams and players of the NBA 2011-12 Playoffs as the sample, the research study embraced the regression analysis to confirm the hypotheses. The research outcomes showed that salary significantly had an effect on altruistic actions in addition to employees' commitment and also work efficiency. The research study further uncovered that, selfless habits significantly had a positive influence on job efficiency as well as partially exerts mediating result on the relationship between wage and also work efficiency. The study has geographic gap (done outside Kenya), contextual and methodology gap (small unit of teams and players in NBA that cannot be generalised) hence this study tended to fill these gaps.

METE (2019) took a look at the relationship amongst variables such as altruism, the affective Commitment, as well as Turnover Intention in Hotel Enterprises. The primary goal for the research study was to presume to an in-depth understanding of the altruistic habits of border covering employees of resort enterprises as well as their psychological impacts which directly affects their affective commitment, job complete satisfaction, and also turnover purpose. The study utilized measurable research approaches and a study

population including Turkish workers from the luxury resorts in Ankara. The sample dimension for the research study was 412 workers from 4 different hotels in Ankara. Analysis was performed with the aim of showing the connection in between the variables. The results of the evaluation showed a positive as well as significant relation between altruism and also affective commitment, a positive as well as substantial relationship exists between selflessness whereas there was an adverse connection in between altruism and Turnover Intention. This study has geographic gap (done in Turkey), Methodology gap (small size in unit of analysis no representative of all types of hotel services) hence this study tended to fill these gaps.

Asif, Munir, Muneer and Naeem (2016) carried out a research study in which they assessed the influence of selflessness as well as politeness on staff members' perspectives: A research study of telecom sector of Pakistan. The utilized exploratory research design had an easy random sampling strategy. The information for the research study was collected from Pakistani telecommunications market through the survey technique by developing set of questions. The questionnaire included the items of all the variables used in the research study, for the factor to get the precise and also proper results. The findings exposed that encouraging atmospheres gives task satisfaction and also boost up the commitment degree. Workers work satisfaction and also Job Commitment was impacted positively by altruism and also politeness. The searching for additionally indicated that, Organizational Commitment may be credited to a number of variables like leader, profession, occupation/profession or organization. Amongst these factors, organizational commitment describes the commitment to one's company and is the most quietly developed and also examined construct of staff members' commitment Altruism means that workers assist others and courtesy suggests that they treat others with respect. Employees tend to be a lot more devoted when they are loyal. The study has a geographic

gap (outside Kenya), method gap (used exploratory research design) hence this study tended to fill these gaps.

2.2.5 Citizenship Strategy on Organizational Commitment

The fourth and last of CSR Strategies is the Citizenship Strategy which is regarded as lifelong learning experience within the employment tenure (Mory *et al.*, 2016). This forms the background to staff development as highlighted in European Commissions' (2011) Green Paper within the internal stakeholder in their career development package; training activities, career counselling, mode of learning provided by the organization (EC, 2011) which depicts organizational approach through workers' development strategy toward training and education aspect.

The Citizenship Strategy takes a much more thorough range as CSR strategies. In this, the firm acknowledges numerous stakeholders have various interests along with presumptions including customers, employees, vendors, neighbourhoods, capitalists, with the goal setting and so forth (Yang *et al.*, 2013). The factor CSR Citizenship Strategy is regarded to be lifelong learning experience within the employment tenure (Mory, Wirtz & Gottel, 2016). This forms the background to societal demographic development as highlighted in European Commissions' (2011) Green Paper within the internal stakeholder in their career development package; training activities, career counselling, mode of learning provided by the organization (EC, 2011). In this study it depicts workers' development strategy through their training and education aspect.

Kulundu (2013) studied in Kenya the relation employee's training on their commitment in Kenya ports authority (KPA). The study aimed at determining the connection between training as well as worker commitment at KPA. Literary works evaluation was done from numerous resources with even more focus on newest literature from renowned authors in human resource monitoring. Descriptive layout was used as well as the research was

conducted with a study. An overall of 80 workers were targeted but only 72 responded to the questionnaires. The information collection tool used was a survey with shut as well as flexible concerns led by the contents of the literary works review and also targeted at attaining the set objective. The relationship in between staff member training and employee's commitment to the organisation was analysed utilizing the Pearson coefficient correlation and the evaluation results have shown existence of a solid positive connection between training received by staff member worker commitment toward their organization. The study disclosed that, Training increases employees' communication which can even more counter the numerous straight and indirect costs associated with workers' turn over. The research study wrapped up that, training is a fundamental and also effective instrument in successful accomplishment of the company's objectives and also objectives. There exists an object gap considering that this study determined the internal CSR effect on Organizational Commitment. Additionally, geographical gap exists where this proposed study was based in Kenya and in hotel sector.

Antonacopoulou and Psychogios (2015) performed a research study on employee growth; self-development refers to taking steps to better oneself such as by discovering brand-new skills and getting over bad habits. It consists of efforts in the direction of self-fulfilment, either via formal research study programs or one's own. Self-development entails enhancing one's abilities or potentialities to accomplish profession objectives. In spite of the expanding recognition by organizations that so regarding deal with the political, social and economic changes in their setting they need to buy their personnel, managing the varied and also multiple advancement requirements of employees remain to be a major obstacle for companies. In response to this obstacle, there has been a stream of efforts as well as ideas, which have actually looked for to promote methods which staff member performance and also advancement can be better integrated with the

development of the organization as well as kind part of the company approach. As an example, issues such as boosted communication, participation and engagement, development as opposed to training, personnel empowerment are controlling themes. Despite the fact that these styles are not new, at the moment there is a restored curiosity in these issues in the light of the focus on building learning companies. The focus on learning and thereby self-development contributes toward competitive advantage which has actually restored the value of self-direction and personal obligation in the advancement procedure. There exists an object gap considering that this proposed study determined the internal CSR effect on Organizational Commitment. Additionally, geographical gap exists where this proposed study was based in Kenya and in hotel sector. Ketvirtis (2017) evaluated just how organisation citizenship effects employee commitment. The research study intended to discover even more about simply exactly how company citizenship focused externally on culture along with the setting effects worker commitment. In order to be qualified to get involved, individuals required to be presently utilized by a commercial firm. A self-administered on the internet study was made use of to collect responses from workers running at companies via email in addition to many social networks gadgets. The online study enabled a lot of respondents who can finish the survey at their convenient time. The findings for the study suggested that as a company's commitment to firms' citizenship role increases, so do employees' interaction levels. The other single key sign of a company's commitment to company citizenship is the scope of the efforts provided. The even more commitment an organization has to do with its corporate citizenship setting the extra humanitarian, area involvement as well as social innovation possibilities it commonly tends to use. While no solitary team had a stronger web link to employee interaction than another, this study revealed that companies that provide jobs in all three groups of business citizenship have staff members that are

considerably a lot more entailed. There exists an object gap considering that this proposed study determined the internal CSR effect on Organizational Commitment. Additionally, geographical gap exists where this study was based in Kenya and in hotel sector.

2.2.6 Employee Demographic Features

Employee Demographic Features are workers' individual unique traits and characteristics such as gender, age, level of education and the duration of work the employee has been working in the organization, which are found by various literatures to have a moderating effect on CSR and Organizational Commitment (Shahzadi, Qadeer, John & Jia, 2019). For instance, gender (male or female) was found to affect how workers perceive CSR, hence moderates the CSR relation with Organizational Commitment. Similarly, age was found to influence CSR where young aged employees express additional concern and are sensitive to various CSR activities compared to older workers (Klimkiewicz & Oltra, 2017). Duration of work an employee stayed in an organization provides an in-depth understanding and experience to value and judge the CSR activity while level of educational level influences the preference, thinking process which values the CSR activities (Shahzadi *et al.*, 2019).

Previous literatures have acknowledged employee related demographic features to significantly moderate and affect commitment (Farooq, Payaud, Merunka & Valette-Florence, 2014). Several studies such as Mensah, Agyapong and Nuerthey (2017), Islam, Ali, & Sheikh (2018) and Aggarwal & Singh (2021) have used Employee Demographic Features as Moderating variable on CSR and Commitment, and they found demographic features to have positive and significant effect on the relation between Internal and External CSR on Commitment

Effective management of people requires comprehensive understanding of their unique features which affect their behaviour (Armstrong, 2016). Employee's characteristic is

defined as unique elements in a population that can be enumerated which has been a cornerstone in many behavioural studies on the understanding that they act as determinants of employee's behaviour and by large associated with organisational performance.

James, McKenzie & Swanberg, (2010) posit that different disciplines focus on specific demographic attributes, for instance, management studies have used variables such as gender, level of education, age and duration of work in an organization while others in sociology and marketing use level of income and gender. However, lack of consensus within the researchers on conceptualization of elements to be used in the employee's demographic details exist, but majority agree on elements such as age which indicates chronological number of years, sociological and functional abilities which are based on social and psychological capabilities respectively.

Additionally, organizational aspect which includes the duration of working and this covers the other previously discussed elements. A consensus is evident among the researchers on duration of work in the organization and gender as male and female or other status. Therefore, in this study, demographic characteristics has been conceptualised to consist of four elements; educational level, duration of work (length of service), age and gender. These four indicators are believed to be closely related to organizational commitment than the other elements and hence selected them as elements for the demographic characteristics variable. With time, business commitment has a tendency to wind up being much more effective due to the feeling developed by the individuals much strong connections with their respective organization and also their co-workers for investing adequate time in staying with them, thus attracts benefits that have a tendency to produce even more favourable point of views; as well as possibilities in the workplace conduciveness which may reduce with age, but this makes worker to feel very

attached to their present job. Workers today are considerably fearless as well as likewise observant of their value in their respective companies. They tend to purposely opt to benefit from those businesses that meet their individual and office expectations.

2.3 Theoretical Framework

The objectives and variables of the study were derived from CSR Strategic Model and Three-Concept Model of Organizational Commitment and were pegged on three theories: Resource Based Theory (RBT), the Social Exchange Theory (SET), and Social Identity Theory (SIT) and how the independent and dependent variables are related and in line with the theories. Theory is viewed by Creswell & Creswell (2017) as a group of organized interrelated constructs, meaning, and advanced understandings that explain a phenomenal prediction.

2.3.1 Resource Based Theory

This theory was developed by Penrose in 1959. Later this theory got further developed by Wernerfelt (1984) and Barney and Arikan (2001) highlighting that the sustainability of firm's competitive advantage is primarily pegged on scenario when its capabilities and resources become rare, valuable, non-substitutable and valuable. Therefore, firms ought to acquire intangible resources that cannot be bought or copied by the competitors in the market to attain or sustain competitive edge. Several studies consider Resource Based Theory (RBT) to be the basic foundation for CSR analysis as its emphasis on the significance in the intangible resources as well as firm's capabilities that form main sources to the organizational success.

The suitability this theory has over any other theory for this study is centred on several studies' theoretical test on its application. Barney and Arikan (2001) assessed 166 academic articles examining resource based theory in various forms. The assessment found out that 98% (162 articles) of the articles' findings were in-line with the logic of

the resource based theory while 2% (4 articles) presented outcomes that were inconsistent with the logic in RBT. Further, the assessment indicated the range of variables in the assessed articles; human resource practices, knowledge, ecological performance, innovation among others as source of competitive advantage interchangeably used as Independent and dependent variable in different articles (Famiola & Wulansari, 2018). Formulation and implementation of strategies at a firm level is hugely based on its resources and capabilities. Study on environmental CSR conducted by Hart (1995) is considered to be the first CSR study to apply RBT asserting that the CSR component is a resource or capability which is a leading potential to sustainable competitive edge.

This theory was considered suitable to this study as it addresses the significance of investing in employees as intangible resources through the internal CSR strategies; Shareholder, Reciprocal, Altruistic and Citizenship and in return expects the workers develop organizational commitment. Internal CSR strategies are underpinned on this theory of Resource Based.

2.3.2 The Social Exchange Theory

George Homans (1958) developed Social exchange theory (SET) where he explains social behaviour as an outcome of an exchange procedure where people evaluate the possible benefits and threats of social partnerships. The function of this exchange is to maximize advantages and also lessen costs. The Social Exchange Theory (SET) is an extensively used theory by many researchers in the CSR theoretical framework which underpin the relation between internal CSR and Organizational Commitment (Mugesani *et al.*, 2017). Social exchange theory provides an ideal method for conceptualizing staff members' individual assumption of CSR, since it is the predominant theory in studying the link between organizations as well as their employees (Mory *et al.*, 2016). One of the original reflections regarding general social exchange concept in between people

furthermore effectively coordinates the link among relationships and their effect on the test of this phenomena: Persons that provide a great deal to others attempt to obtain a lot from them, and people that obtain a lot from others are experiencing tension to use a great deal to pay back in return of the awarded “favours” (Homans, 1958).

The organizational perspective shows parts can be related to organizations using a whole lot to employees regarding internal CSR and also as a result searching for a better quantity of their reliable duty just as to relationships getting a higher amount of employee’s commitment yet as a result are experiencing stress to additionally supply them adequate inside CSR (Mory, Wirtz & Gottel, 2016). Moreover, from the specific worker’s viewpoint, the initial section can be translated as workers performing their job in the organizations and as a result anticipating the internal CSR as a return, thus feeling both getting awakened with normative developed toward their hierarchical task (Mory *et al.*, 2016). When looking at these considerations like a roundabout stream as well as near the concept of connections in a social setting, both celebrations proportionally trade possessions while continuously making progress towards equalization in the give-and-take of this consistent procedure.

This theory was considered suitable for this study because organizations should provide their agents with a chance to proactively influence their functioning and developments. Employees ought to be permitted to partake in fundamental leadership in the organization. This certainly prompts employees to really feel a sensation of belonging. Furthermore, the organization should put sources into the improvement of agents by providing them with brand-new information and also abilities which assists representatives with managing future problems at work which fits the mutual technique and its relation with staff member commitment which anticipates a return by offering commitment to the organization.

This theory is suitable to the study as it highlights the relation between Internal CSR strategies and Organizational Commitment. It portrays the link between the two variables: Internal CSR strategies and Organizational Commitment. Similarly underpins the moderating variable: employee demographic features as each element has the power to affect the exchange in what it has received from the organization.

2.3.3 Social Identity Theory

Social identity theory (SIT) is a Psycho-social theory founded by Tajfel and Turner (1979) in explaining that an individual in a group relationship develops into their social identity assuming a person has two intrinsic identities; Social and Personal identities through their group relationships and individual abilities, traits and features respectively. More so, human beings identify themselves based on the groups they associate with such as social or religious groups, age groups and by extension organizations (Ashforth & Mael, 1989). Social identity theory (SIT) explains better intergroup behaviours and relationships, however, it may not be considering other external factors. Despite the said setbacks, SIT has received wide testing in research where many have approved to be the most relevant theory that explains Organizational Commitment (Ali *et al.*, 2010; Liu *et al.*, 2018; Mory *et al.*, 2016; Mugesani *et al.*, 2017).

Recently, several literatures anchored on this theory; Social Identity Theory investigating how workers react to internal CSR toward them, found a significant correlation that exist between the internal CSR and Organizational Commitment. Based on the theory, a worker who becomes proud for being identified with an organization because of its CSR activity is found to be positively influenced to perform better and may positively be a contributing factor toward the worker's motivation, retention and attraction for strongly identifying themselves with the positive values posed by their respective organization (Mugesani *et al.*, 2017).

Social Identity Theory is found to be suitable for this study since relationship toward an organization as a result of motivation that emerges in the internal CSR of an organization implementing socially responsible activities toward staff depicts worker's reasons, motives and intentions for them to develop identification and relationship with the organization they work for, hence the dependent variable in the study which is Organizational Commitment (OC).

2.4 Conceptual Framework

Conceptual framework is a graphical or diagrammatic layout where a researcher presents conceptual connection between the variables used in the proposed study and this usually displays the relation in graphical or diagrammatic form. Kothari & Gaurav (2014) define a study variable as a quantifiable feature that presumes distinct value in units of particular study population. It provides the reader with a quick glance on the proposed variable relationships. In this research, the study aimed at analysing the influence of internal CSR Strategies on Organizational Commitment in Five Star Hotels in Kenya and the independent variable used in the research are CSR Strategies (Shareholder, Reciprocal, Altruistic and Citizenship) as well as the dependent variable is Organizational Commitment with moderating variable: Employee's Demographic Features with measurable indicators as displayed in figure 1.

Independent Variables
Internal CSR Strategies
CSR

Dependent Variable
Organizational Commitment

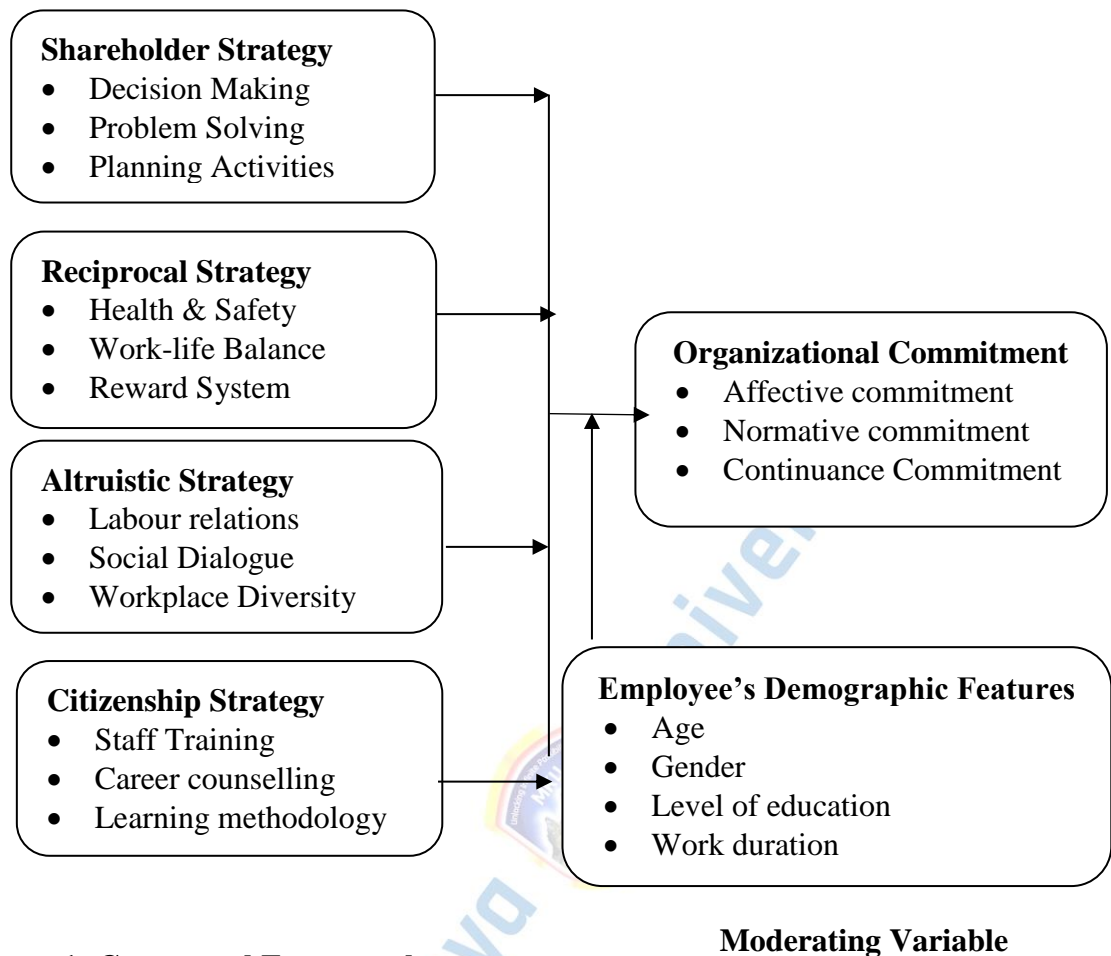


Figure 1: Conceptual Framework

Source: Researcher (2020)

2.4.1 Shareholder Strategy on Organizational Commitment

In this study, Shareholder Strategy – the first independent variable for the study at five star hotels in Kenya, similar to workers’ participation strategy used three sub-variables: workers’ involvement in scheduling of activities, decision making and a platform for them to provide suggestion for the execution and performance of tasks and solve problems. Shareholder Strategy is embedded as an influential view to push managers through empowering them to realise the best interest of the shareholders which is utilization of the firm’s resources for wealth increment which is a mutual benefit to both shareholders and stakeholders respectively in a direct and indirect way (Mishra & Modi, 2016).

The measurement variables under Shareholder strategy were adopted from what has been used by various studies such as Nayak, Sahoo & Mohanty (2018) in a study on Workplace Empowerment and Commitment in Indian Health Sector, they found workers' empowerment to have a strongly positive correlation with commitment among workers in Health sector in India. Similarly, study conducted by Owoseni (2012) on Problem-Solving (conflict management strategies) and Organizational Commitment in selected Manufacturing firms in Nigeria, which revealed that problem solving influence Commitment.

Additionally, Mensah, Agyapong and Nuerterey (2017) who found a positive and significant influence on organizational Commitment in Banking sector in Ghana and concluded that individuals, teams, areas, firms, organizations, societies and furthermore the natural surroundings may commonly accredit as genuine influence for stakeholders given that they can all be influenced or can influence the commitment and operations of the company.

Variables to measure Shareholder Strategy were also used by Irawanto (2015) who examined the impact of workers' involvement in decision-making on organizational commitment in state-owned business in Indonesia. Indicating a considerable correlation between worker's involvements in decision-making with their commitment toward the organization. Similarly, Mory *et al.*, (2016) who studied on ICSR participation strategy, found to positively and significantly influence commitment.

The study developed hypothesis for Shareholder Strategy on Organizational Commitment as follows:

H₀ Shareholder Strategy does not significantly influence Organizational Commitment in Five Star Hotels in Kenya

2.4.2 Reciprocal Strategy on Organizational Commitment

In this study, Reciprocal Strategy – second independent variable for the study in five star hotels in Kenya denotes workers' empowerment strategy through their health & safety, intrinsic and extrinsic reward system and striking balance between work and individual life that mutually enhances organizational performance and individual goals.

According to Mory, Wirtz and Gottel (2016) mutual work-employee relation between organizations and their internal stakeholders; workers in this case done through internal CSR-practice are found to significantly affect the relations contributing toward organizational commitment. Mory et al., (2016) further demonstrated the appropriateness of the Social Exchange Theory (SET) which forms basis of reciprocal model of exchange in conceptualizing the employee's perceived CSR in Reciprocal Strategy toward organizational commitment. Mutual work-employee relation between organizations and their internal stakeholders; workers in this case done through internal CSR-practice are found to significantly affect the relations contributing toward organizational commitment. Reciprocal Strategy was measured using Health & Safety, Work-life Balance and Reward System as used by several other studies such as study conducted in Nigeria by Oyewobi, Oke, Adeneye & Jimoh (2019) that found Work-Life balance to have a positive influence on Organizational Commitment. Also, Thang & Fassin (2017) who conducted a study in Vietnam to determine the effect of health & safety on organizational Commitment.

Similarly, Nazir, Shafi, Qun, Nazir, & Tran (2016) in China indicated that the rewarding systems, extrinsic and intrinsic rewards are positively related with Organizational Commitment mainly the affective and normative types of Commitments. Similarly, study by Widodo and Damayanti (2020) that rewarding system and job satisfaction have positive influence on Organizational Commitment; however, the study recommended further studies with additional variables and CSR dimensions to ascertain the outcome.

Mory *et. al* (2016) in their studies using motivation components found that mutual work-employee relation through ICSR Motivation strategy between organizations and their internal stakeholders done through internal CSR-practice significantly affect the relations contributing toward organizational commitment.

The study developed hypothesis for Reciprocal Strategy on Organizational Commitment as follows:

H₀ Reciprocal Strategy does not significantly influence Organizational Commitment in Five Star Hotels in Kenya

2.4.3 Altruistic Strategy on Organizational Commitment

In this study, Altruistic Strategy – third independent variable for the study in five star hotels in Kenya depicts inculcation of workers' labour relations, Social dialogue and workplace diversity. In a wider CSR context, business in an extremely competitive market should apply CSR-practice to enhance the total impact of advertising and marketing on organisation efficiency. Workers' motivation in a competition-motivated company is a social obligation in addition to the debatable goal of simply CSR application to outshine competition; it enters your mind exactly how workers assess the particular motivation toward their business when taking part in inner socially accountable habits (Kemper, Schilke, Reimann, Wang, & Brettel, 2013).

Altruistic Strategy used measures: labour relations, Social dialogue and workplace diversity as used by various studies such as Mousa (2019) which found a positive relationship of the cultural diversity and organizational Commitment. Similarly, METE (2019) who studied the relationship between Altruism, Job satisfaction and Commitment among hotel workers in Turkey and found a positive and significant influence between Altruism and Commitment.

Another study also applied similar measures such as Thang & Fassin (2017) in Vietnam to determine the effect of Internal CSR; Labour relations, Social Dialogue, Training & Development, health & safety and balance between work & life on Organizational Commitment. Additionally, Divya & Ganesh (2018) on diversity management and commitment in India, the study found that firms with workplace diversity (gender, affirmative-action, & religious) have a positive influence on commitment.

The study developed hypothesis for Altruistic Strategy on Organizational Commitment as follows:

H₀ Altruistic Strategy does not significantly influence Organizational Commitment in Five Star Hotels in Kenya

2.4.4 Citizenship Strategy on Organizational Commitment

The factor CSR Citizenship Strategy – fourth independent variable for the study in five star hotels in Kenya, is regarded to be lifelong learning experience within the employment tenure (Mory, Wirtz & Gattel, 2016). This forms the background to societal demographic development as highlighted in European Commissions' (2011) Green Paper within the internal stakeholder in their career development package; training activities, career counselling, mode of learning provided by the organization (EC, 2011). In this study it depicts workers' development strategy through their training and education aspect.

Citizenship Strategy used measures: Staff training, career counselling, learning methodology which have been used by several studies such as Kulundu (2013) that, training increases employees' communication which can even more counter the numerous straight and indirect costs associated with workers' turnover. Similarly, study by Kaya & Ceylan (2014) in Nigeria on Career development programs on Commitment, it revealed that Career programs (Career counselling, Career Advancement and Career Opportunities) have significant influence on Employees Commitment and Zareie &

Navimipour (2016) on the effect of learning systems on Commitment, their study revealed that the learning system (Free access to learning materials, Efficiency, personalised learning-approach and learners' satisfaction) have significant influence on Commitment. The study developed hypothesis for Citizenship Strategy on Organizational Commitment as follows:

H₀ Citizenship Strategy does not significantly influence Organizational Commitment in Five Star Hotels in Kenya

2.4.5 Organizational Commitment

The organizational Commitment as dependent variable for the study at five star hotels in Kenya was developed and measured using the Three Component Model (TCM) developed by Allen & Meyer (1990) considered as father of organizational Commitment (Amin, Akram, Shahzad & Amir, 2018), in their study they developed organizational commitment model made up of Three Component Model (TCM): Affective Organizational Commitment (AOC), which is an employee self-developed emotional attachment to an organisation which makes the employee identify with organisational objectives and develops strong desires to remain a member due to the provided reward; Continuance Organizational Commitment (COC) as the employee feeling obliged to stay working at their respective organization because of the obtained benefits. For the employees who are in continuance commitment status, their main reason for the commitment is based on their personal decision and need to continue stay working with the organization; and Normative Organizational Commitment (NOC), which is the sense of obligation experienced by an employee to maintain and continue with membership of that organisation because of investment done to them. Allen & Meyer (1990) developed set of questions to measure each of the commitment variables (Affective, Continuance

and Normative) as applied and proved by many studies (Khan, Awang & Ghouri, 2014, Amin *et al.*, 2018).

Studies on Organizational Commitment (OC) consistently applied the three variables developed by Allen & Meyer (1990) as independent, moderating or dependent variable on its effect to various themes such as performance and Turnover Intentions. For instance, Kaplan & Kaplan (2018) studied on the relation between OC and performance among Industrial firms in Turkey and found Affective Commitment to have positive and statistically significant relation with performance. Most interestingly, Guzeller & Celiker (2019), Abdurrahim, Anisah and Maya (2019), Ooi and Teoh (2021) on their studies about the relationship between Commitment and turnover intentions among workers in hotel industry, Indonesian workers and Manufacturing firms in Malaysia respectively. They all found and concluded that Commitment has negative and statistically significant effect on turnover intentions, meaning high level of commitment displays low-slung turnover intentions.

Majority of researches in the literary works have actually fallen short to discover a substantial effect of CSR on continuation commitment and others affirm the relation affective as well as normative organizational deduced from CSR practices which have actually currently been authorized in the literary works conducted by Ali, Rehman, Ali, Yousaf, & Zia (2010). On top of that, likewise based upon the concept of social exchange theory, it justifies the reason to dwell on internal CSR effect using both measurements; affective, continuance and also normative aspect of organizational commitment. This furthermore mirrors the idea of Allen & Meyer (1990) as the father of commitment measures, that has in fact based on their research study regarding organizational commitment determined that staff members' sense of duty with plan to stay within the firm as a complete set.

2.4.6 Employee Demographic Features

Employee Demographic Features as Moderating variable for the study at five star hotels in Kenya used four elements: educational level, duration of work (length of service), age and gender. These sub-variables were applied by other researchers such as Mensah, Agyapong and Nuertey (2017) who found Employee Demographic Features to moderate relationship between CSR and OC while James, McKenzie and Swanberg (2010) and Ahmed & Tahir (2019) on workers' perception of CSR on Commitment in Public Listed Companies in Malaysia. They found that demographic factors to have no overall moderating effect on the relationship between CSR and Commitment with P Value greater than 0.05 but found age as a component of demographic factor to be the only significant moderator.

Effective management of people requires comprehensive understanding of their unique features which affect their behaviour (Armstrong, 2016). Employee's characteristic is defined as unique elements in a population that can be enumerated which has been a cornerstone in many behavioural studies on the understanding that they act as determinants of employee's behaviour and by large associated with organisational performance.

James, McKenzie & Swanberg, (2010) posit that different disciplines focus on specific demographic attributes, for instance, management studies have used variables such as gender, level of education, age and duration of work in an organization while others in sociology and marketing use level of income and gender. However, lack of consensus within the researchers on conceptualization of elements to be used in the employee's demographic details exist, but majority agree on elements such as age which indicates chronological number of years, sociological and functional abilities which are based on social and psychological capabilities respectively.

Additionally, organizational aspect which includes the duration of working and this covers the other previously discussed elements. A consensus is evident among the researchers on duration of work in the organization and gender as male and female or other status. Therefore, in this study, demographic characteristics has been conceptualised to consist of four elements; educational level, duration of work (length of service), age and gender. These four indicators are believed to be closely related to organizational commitment than the other elements and hence selected them as elements for the demographic characteristic's variable. With time, business commitment has a tendency to wind up being much more effective due to the feeling developed by the individuals much strong connections with their respective organization and also their co-workers for investing adequate time in staying with them, thus attracts benefits that have a tendency to produce even more favourable point of views; as well as possibilities in the workplace conduciveness which may reduce with age, but this makes worker to feel very attached to their present job. Workers today are considerably fearless as well as likewise observant of their value in their respective companies. They tend to purposely opt to benefit from those businesses that meet their individual and office expectations.

While Internal CSR is found to be significantly related to organizational Commitment, their effect is moderated by factors like organizational Justice (Mugesani *et al.*, 2017), organizational identification and organizational trust (Islam *et al.*, 2018). This poses the question, could employees' demographic features such as age, gender, duration of work tenure and educational level be moderating the relationship between Internal CSR Strategies; shareholder, reciprocal, altruistic and citizenship toward workers and the effect on their Commitment toward the organizations in the hotel industry in Kenya? If it does, to what extent does it moderate the relationship between Internal CSR Strategies;

Shareholder, Reciprocal, Altruistic and Citizenship toward workers and the effect on workers Commitment towards the organizations in the hotel industry in Kenya?

The study developed hypothesis for Employee Demographic Features moderating effect between Internal CSR Strategies and Organizational Commitment as follows:

H₀ Employee Demographic Features does not significantly moderate the relationship between Internal CSR Strategies and Organizational Commitment in Five Star Hotels in Kenya

2.5 Research Gap

A critical literature review of past, local, regional and global empirical and theoretical CSR works displays numerous research and knowledge gaps in terms of geographic, object, methodology, knowledge and context that exist in the CSR effect on Organizational Commitment. The reviewed literatures on CSR show that majority of the empirical studies on internal CSR were done outside Kenya and there exist geographic and knowledge gap.

Empirical studies indicated that the industry globally records 73.8% of workers' turnover whereas in Kenya is about 60% (Kassim, 2017). More so, the hotel industry leads in employee turnover as compared to other industries in Kenya with 17.2% followed by retail and professional services at 16.2% and 14.8% respectively (Olwen, 2017). Additionally, the 5 star hotels are leading in employees' turnover within the hotel industry at 68% as compared to other establishments (Sitati, Were, Waititu & Miringu, 2019). Faldetta, Fasone, & Provenzano (2013) in their study highlight that high rate of employees' turnover is unfavourable to hotel industry as many firms spend a lot of money to get a well-trained employee substituted. The huge expenditure results from developing the new worker through training and a cost to the previous training expenditure. As Islam *et al.*, (2018) posit, there is general acknowledgement that in CSR perspective, workers

are considered to be the key stakeholders in an organization. In hospitality industry, workers play critical role in customer-satisfaction in the hotel premises. Thus, in a hotel industry which is labour intensive industry with a risk of global labour shortage, firm's internal CSR contributing toward worker's welfare such as their well-being, motivation, engagement, satisfaction and commitment has become very relevant with the aim to improve quality of products, services and provision of better customer-satisfaction leading to increased firm's competitiveness and its performance.

It remains underdeveloped the research findings of the CSR Strategies as suggested by Yang *et al.*, (2013) on organizational commitment in hotel industry globally and particularly in Kenya posing a knowledge gap. The researcher viewed that one of the cause of the high turnover in five star hotels in Kenya was due to low or insufficient application of Internal CSR Strategies towards hotel workers to stimulate their commitment toward the hotels which motivates and make them decide to stay longer, thus become more productive and part of competitive advantage for the hotels.

Reviewed researches recommended further studies on CSR and Commitment, these include Mory *et al.*, (2016) conducted a study in a firm operating in energy sector in Germany to determine the influence of CSR strategies on employees' affective and normative commitment. However, their findings cannot be generalised as they are case study of a single firm and application of researcher self-developed variables. Similarly, study conducted by Mukamba *et al.*, (2013) on the internal CSR's influence on firms' commitment in banking sector in Kenya: A case of commercial banks in Kisii town. In this internal CSR study four independent variables were used: workplace diversity, safety, work-life balance and training.

The authors of internal CSR suggested for in-depth studies to support their findings and determine whether there exist sustainable relationship internal CSR may have on

Organizational Commitment through application of more detailed analytical method such as Structural Equation Model (SEM) provides a better outcome and developing further the CSR field (Mory, *et al.*, 2016). Mugesani *et al.*, (2017) on the effect of internal CSR activities on employee's commitment in organizations listed in the Nairobi Stock Exchange (NSE) in Kenya targeting 381 workers. The study suggested further research to be conducted with additional variables and in specific industry.

Though internal CSR has recently received attention more in other countries than in Kenya, but globally lacks application of it as an applicable strategy in addressing organizational commitment and possibly other variables. The piecemeal internal CSR practices covered by various literatures in the review, have shown positive relations and influence on employee and organizational commitment. By undertaking this research, the study tended to analyse the Internal CSR strategies on Organizational Commitment in Five Star hotels in Kenya. More so, none of the studies reviewed have taken the strategic management point of view with CSR strategies as suggested by Yang *et al.*, (2013) in analysing the influence of internal CSR Strategies on organizational commitment and in hotel industry. Thus, the study filled the research and knowledge gaps identified in the empirical literature reviewed based on the variables proposed for this study.

Several works highlight the drives behind Corporate Social Responsibility (CSR) promotion and implementation in the hotel industry; altruistic motive known as philanthropic such as social & lifestyle commitment, environmental protection, economic motive such as organizational reputation and cost reduction, social obligation to the stakeholders, Manager's values such morals and ethics and regulatory pressures (Islam, Ali, Niazi, Ramzan & Yousaf, 2018). Workers' awareness and participation in CSR practices is found to be directly proportional to employee's satisfaction, commitment and inversely proportional to workers' demotivation while stimulating employee's

engagement, satisfaction, and workers' behaviours and organisational commitment (Mensah, Agyapong and Nuerterey 2017).

Previous researches have acknowledged employee related demographic features to significantly moderate and affect commitment (Farooq, Payaud, Merunka & Valette-Florence, 2014). Several studies such as Mensah, Agyapong and Nuerterey (2017), Islam, Ali, & Sheikh (2018) and Aggarwal & Singh (2021) have used Employee Demographic Features as Moderating variable on CSR and Commitment, and they got demographic features to have positive and weighty effect on the relation between Internal and External CSR on Commitment

Effective management of people requires comprehensive understanding of their exceptional features which affect their behaviour (Armstrong, 2016). Employee's characteristic is defined as unique elements in a population that can be enumerated which has been a cornerstone in many behavioural studies on the understanding that they act as determinants of employee's behaviour and by large associated with organisational performance.

James, McKenzie & Swanberg, (2010) posit that different researchers focus on specific demographic attributes, for instance, management studies have used variables such as gender, level of education, age and duration of work in an organization while others in sociology and marketing use level of income and gender. However, lack of accord within the scholars on use of elements to be used in the employee's demographic details exist, but most agree on elements such as age.

The study pegged its independent variables on Internal CSR strategies as described and recommended by Yang, Colvin & Wong (2013); Shareholder, Reciprocal, Altruistic and Citizenship, to determine which of the strategies has an influence on Organizational Commitment. While on its dependent variable; Allen & Meyer (1990) developed set of

questions to measure each of the commitment variables (Affective, Continuance and Normative) as applied and proved by many studies (Khan, Awang & Ghouri, 2014, Amin et al., 2018). Organizational Commitment is pegged on a model developed by Allen & Meyer (1990) and is widely applied by several other studies such as Mugesani, Gichuhi & Gachunga (2017), the moderating variable for the study focused on Employee Demographic Features as tested by Mensah, Agyapong and Nuertey (2017).



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the study research design, type of the study design, the study's population target, proposed sampling method; sample size, study instruments and their administration, piloting and data analysis methods for the data to be collected.

3.2 Research Philosophy

The research embraced the philosophy of positivism research paradigm appropriate for quantitative research. Thomas, Silverman & Nelson (2015) posit that positivism philosophy in research brings a stable reality informed by the collected facts and figures in a study and the structured approach provided by positivism ensures the study sample size to be as much as possible representative of the study population. Creswell & Creswell (2017) highlight that application of positivism enables the study to collect necessary data that can confidently be used to generalise the findings to the entire population.

3.3 Research Methodology

This study employed a cross-sectional survey method to effectively tackle objectives under the study and for hypotheses testing. A semi-structured model of questionnaire was used for data collection to measure the variables for the study. This research study was based on a positivist epistemological study ideology which is associated with the advancement of understanding as well as the landscape of that proficiency (Kothari & Gaurav, 2014). Positivism is identified by an idea theoretically prior to research study as well as also analytical validation of the findings to form a conclusion from empirically testable theories (Creswell & Creswell, 2017).

3.4 Research Design

A descriptive research design was adopted for this study to examine and analyse the study variables and developed hypotheses. Kothari & Gaurav (2014) define research design as a framework that forms a blueprint for research activity ranging from instruments, collection as well as evaluation of the collected data. Descriptive research design attempts to describe causal-effect using statistical data analysis on one or many predicting on predicted variables (Kothari & Gaurav, 2014). Objectives of this study were; shareholder, altruistic, reciprocal and citizenship strategies through CSR internal perspective which include; Workers empowerment such as decision making, problem solving, planning for activities; health & safety, Work-life balance, reward system; Labour relations, Social dialogue, Workplace diversity; and workers' training and development on Organizational Commitment.

The CSR strategies for this study were adopted as highlighted by (Yang *et al.*, 2013) which are anchored on the four dimensions as developed by Carrol (1991) of firm's social responsibilities; economic, legal, ethics and philanthropic. Employee's demographic features captured in the demographic part of the questionnaire includes; age, level of education, gender and length of tenure (working duration) has been chosen as moderating variable for the study on the understanding that they act as determinants of employee behaviour and by large associated with organisational Commitment.

3.5 The Study Location

The geographical location for this research was the entire seven counties in Kenya; Mombasa, Kwale, Nairobi, Nakuru, Narok and Laikipia (See appendix C: Map showing the location of the study) since the Five Star hotels are spread across these counties. According to Kothari & Gaurav (2014) location of a study is described as definite zonal area or geographical place appropriate for understanding the phenomenon under the study

which provides an insight to the study inquiry. This study focused on hotel industry in Kenya as the context of the study.

3.6 Target Population

A total of 216 Operations and Line managers in 24 five star hotels in Kenya according to Tourism Regulatory Authority (2020) was the population target for this research study as shown in table 2. According to the study conducted by Wambugu (2019) the labour turnover in the industry was found to be at the operational and managerial levels by 60.2% and 32.5% respectively, hence Operations and Line Managers in the hotel establishments become the right target population for the study.

Five Star hotels in Kenya totals to 24 and are spread across seven counties in Kenya as shown in table 1. A population is defined as a set of people, objects, or products where a sample representing the population is drawn for a study (Blumberg, Cooper & Schindler, 2014). Additionally, according to Criswell & Criswell (2017) target population is explained as a full collection of specific cases or objects with some usual attributes to which researchers wish to generalise the result of the research.

Table 1: Number of Five Star Hotels in Kenya

Counties	Classified as 5 Star Hotels
Nairobi	11
Mombasa	1
Kwale	4
Kilifi	1
Nakuru	2
Narok	3
Laikipia	2
Total	24

Source: Tourism Regulatory Authority (2020)

3.7 Sampling Procedures and Techniques

This study utilized a three-staged sampling technique: A clustered approach across the seven counties to provide random chances to all hotels and simple random sampling within the county (Arrange the hotel names in alphabetic sequence, then using Microsoft excel formulae “=Rand ()” and order from small to large value) and finally census to all respondents in the selected 16 hotels across 7 counties out of 24 five star hotels in Kenya (see Annex E). From the sampling frame in table 2, using a census method for all managers (Operations and Line managers) as respondents in each of the sampled 16 five-star hotels were selected to obtain 144 Operations and Line managers in five star hotels in Kenya as shown in table 3. According to Kothari & Gaurav (2014), sampling technique is defined as the systematic selection of limited population elements from a larger population target of the study.

Table 2: Sampling frame

Operations and Line Managers	Counties							Total
	A	B	C	D	E	F	G	
Operations/Hotel	11	1	4	1	2	3	2	24
Human Resource	11	1	4	1	2	3	2	24
Sales & Marketing	11	1	4	1	2	3	2	24
Finance & Procurement	11	1	4	1	2	3	2	24
ICT	11	1	4	1	2	3	2	24
F&B Services	11	1	4	1	2	3	2	24

Housekeeping	11	1	4	1	2	3	2	24
Services								
Transport & Security	11	1	4	1	2	3	2	24
Spa & Recreation	11	1	4	1	2	3	2	24
Total	99	9	36	9	18	27	18	216

Source: Researcher (2020) adapted and modified from Hassan, Mugambi & Waiganjo (2015). A = Nairobi, B = Mombasa, C = Kwale, D = Kilifi, E = Nakuru, F = Narok and G = Laikipia

3.8 Sample Size

In this study a sample size of 144 Operations and Line Managers in 16 Five star hotels in Kenya was chosen as shown in table 3. A sample size also known as sample population is defined as a group of monitoring individuals or elements representative of a population chosen using a specific sampling procedure (Kothari & Gaurav, 2014). Using Yamane (1967) formulae at 95% confidence level to calculate minimum number of Operations and Line Managers as respondents:

$$n = \frac{N}{1 + N * e^2}$$

Where; n is minimum required sample size of respondents in five-star hotels in Kenya. N is the population number (216 five-star hotel managers); Margin of Error (e) = 0.05, thus inserting into the formulae:

$$n = \frac{216}{1+216*0.05^2} = \frac{216}{1.508} = 143.26 \approx 144$$

Minimum respondents. Rounded up regardless of the decimal value to the next integer to maintain the maximum margin of error (Kothari & Gaurav, 2014).

Table 3: Sample Size

Operations and Line Managers	Counties							Total
	A	B	C	D	E	F	G	
Operations/Hotel	7	1	3	1	2	1	1	16
Human Resource	7	1	3	1	2	1	1	16
Sales & Marketing	7	1	3	1	2	1	1	16
Finance & Procurement	7	1	3	1	2	1	1	16
ICT	7	1	3	1	2	1	1	16
F&B Services	7	1	3	1	2	1	1	16
Housekeeping Services	7	1	3	1	2	1	1	16
Transport & Security	7	1	3	1	2	1	1	16
Spa & Recreation	7	1	3	1	2	1	1	16
Total	63	9	27	9	18	9	9	144

Source: Researcher (2020). A = Nairobi, B = Mombasa, C = Kwale, D = Kilifi, E = Nakuru, F = Narok and G = Laikipia

3.9 Construction of Research Instruments

The research study used a semi-structured questionnaire incorporating open-ended and closed-ended set of questions for the operation and line managers. A Semi-structured questionnaire is a data collection tool used to collect information from a sampled population with the purpose to convert the study objectives into detailed set of questions, as well as captures answers for each objective to test its hypothesis. This instrument is the

most typically made use of when participants are accessible to the researcher and also agree to take part in the study. Similarly, the tool is suitable for a larger sampled population reducing the interviewer biasness if self-administered by the respondent. Closed and open ended set of questions were utilized in this research study, this is because the tool has dual advantage; economical and also time saving. A semi-structured questionnaire was created and provided to participant so that they could fill at their very own practical time. The questions in the questionnaire are designed in a 5-point Likert type scale with clear assigned scale and corresponding definition denoted with numbers and abbreviations: Strongly Disagree (SD)=1, Disagree(D)=2, Neutral(N)=3, Agree(A)=4 and Strongly Agree(SA)=5. Kothari & Gaurav (2014) asserts that this kind of measurement scale known as the Likert type scale is appropriate when measuring social science parameters such as perception, behaviour, values and attitude.

3.10 Testing for Validity and Reliability

3.10.1 Pilot Test

A total of eighteen (18) respondents were selected in July 2020 for the pilot test in this study. This constituted 12.5% of the total study sample (144) from 2 five-star hotels in Nairobi City County (The InterContinental & Tribe hotels), who were not included in the sample for actual data collection as the purpose was to test quality, reliability and validity of the questionnaire. According to Creswell & Creswell, (2017) at least 10% of the sample size is appropriate for pilot test. Prior to actual data collection, the instrument for collecting data were subjected to Pilot test and as described by Creswell & Creswell (2017) is carried out to find weak points in style, construct as well as for supplying proxy data collection from similar population. The outcome in pilot test ensures that questions tested provide similar feedback as when run at actual fieldwork for data collection within the same study population.

3.10.2 Reliability Test

Cronbach Alpha as a tool was used in this research to test for reliability of the questionnaire items. Reliability is defined according to Creswell & Creswell (2017) as scenario where when a person administers a questionnaire as data collection instrument to a study respondent repeatedly will yield a similar outcome in the subsequent interview. The test confirms the clarity of the question constructs and various respondents are able to interpret in the same understanding. The decision Rule: Realising this using the pilot data, Cronbach Alpha with equal or above 0.7 coefficient was used as cut off to determine the reliability. Kothari & Gaurav (2014) assert that a value of 0.7 and higher for Cronbach alpha (α) indicates reliable items in the questionnaire, explaining that their internal consistency is relatively high.

3.10.3 Validity Test

Content and construct validity has been embraced in this research. Content validity is a situation where the test outcomes are discussed with Supervisors and Classmates/peers to affirm whether they conform to what they are supposed to provide. According to Creswell & Creswell (2017) validity is defined as the extent to which data from the construct confirms suitability of the study questionnaire. Authenticity additionally describes the extent at which the test tool yields what is expected to yield. Consequently, validity has an excellent power in highlighting the extent of the research constructs. Construct validity is simply a statement of the extent to which a concept, signal, or a construct is transformed or transformed into a working ongoing reality, operationalization. Creswell and Creswell (2017) postulate that there are typically two ways to assess the credibility of content. Ask a series of questions about the tool or assessment, or seek the perspective of subject matter experts (typically supervisors or colleagues).

The validity of the construct was verified by this research study using exploratory factor analysis (EFA) to check the Sphericity of Bartley scores and Kaiser-Meier-Orkin (KMO). The decision rule: A construct is considered suitable if the KMO score is greater than 0.5 and has a Bartley significance (less than 0.05) as recommended by Williams, Osman & Brown (2010).

3.11 Data Collection Methods and Procedures

This study used a semi-structured questionnaire. The data collection process is described as a clear and methodical collection of information relevant to research objectives. A questionnaire as a data collection tool allowed selected employees at each manager at the hotels to have self-administer. Kothari & Gaurav (2014) posits that questionnaires as data collection tool are suitable tools for social science research as they gather data which is privy observable and they seek details pertaining individual feelings, accomplishments, motivations, attitudes, as well as experience. The researcher created and prepared the information collection tool for the targeted participants. The questionnaire was self-administered by the participants in order to gather the main data from the respondents.

3.12 Data Analysis Techniques and Procedures

A descriptive and inferential data analysis was used to evaluate the collected information and the outcome presented in form of charts, graphs, tables, and text format. Data in form of qualitative and quantitative obtained through sets of the administered questionnaires was appropriately coded and put into analysis. Whenever the process of collecting data is finalised, the researcher initiated pre-process to eliminate undesirable and unusable data which would hinder the evaluations or do not add any value. The technique of analysing data as elaborated by Creswell & Creswell (2017) is defined as means to analyse the accumulated or collected information through a study or experiment and at the end make deductions and also inferences out of it. Kothari & Gaurav (2014) explain statistical

analysis as a component of information analytics which involves accumulating and scrutinizing each and every single information set from which further details can be deduced or generalised. Measurable information in form of numbers were evaluated in this research study by computing with descriptive statistics like mean, standard deviation (SD) utilizing the statistical inferences using statistical package for social sciences (SPSS) version 26.0.

Data collected in quantitative form was cleaned, assigned with unique codes and entered into statistical software known as Statistical Package for Social Sciences (SPSS) in order to generate tables, graphs, descriptive statistics such as frequencies, means and standard deviation (SD) and other inferential statistics through testing the hypotheses and the developed regression models (simple and multiple) for the study, the qualitative data in form of open ended questions was analysed on thematic approach complimenting the quantitative data in the same variable and objective of the study.

3.12.1 Diagnostic Tests

Prior to regression analysis done on the collected data, diagnostic tests of the pre-requisite assumptions test for regression was done to the data using descriptive and inferential analysis through the Statistical Package for Social Science (SPSS) to ensure the significance and other parameters are within the acceptable range.

3.12.1.1 Normality test

Normality of the collected data for the study was cross-examined by use of Kolmogorov Smirnov (K-S) statistical test. Normality is thus determined when value of p is found to be greater than 0.05 ($p > 0.05$). When data lacks normality, the analysis tends not to reflect the reality within the collected data hence it is important to test on normality of the data and report accordingly (Blumberg, Cooper & Schindler, 2014). If the data is not normal,

a correction can be made by doing data transformation through natural logarithm or non-linear transformation (Ching, Yin, Pei, Zhi, & Pei, 2015).

3.12.1.2 Multicollinearity Test

Field (2013) defines multicollinearity as the existence of a near perfect correlations between the independent variables in a study. Multicollinearity inflates the values of confidence intervals (CI) and standard errors (SE) leading to unreliable values of the coefficients per specific independent variable (Kothari & Gaurav, 2014). Multicollinearity was checked using Variance Inflation Factor (VIF) and tolerance. Multicollinearity in independent variables was tested using the thresholds: Tolerance and VIF with value less than 0.2 and above 10 respectively. In the case where VIF value of an independent variable is found to be about or equal to 10, then collinearity exists and in that case the variable has to be dropped from the regression model (Field, 2013, Blumberg *et al.*, 2014).

3.12.1.3 Linearity test

Linearity test is applied to determine whether the predicting variables have a straight graphical line against the predicted variable. The scatter plot provides a visual display for linkage that exists. Thus the linearity of the variables can be seen by looking at a display of the data array (Ching *et al.*, 2015; Kothari & Gaurav, 2014).

3.12.1.4 Heteroscedasticity

To test for heteroscedasticity, the study adopted the Breusch-Pagan test as recommended by Waldman (1983). Heteroscedasticity is existence of non-constant values in the residuals of dependent variable in relation to the values of independent variables which affects reliability of the hypotheses testing and confidence interval. According to Klein, Gerhard, Büchner, Diestel & Schermelleh-Engel, (2016) heteroscedasticity occurs when there is non-constant residual across the standard deviation (SD)s of independent

variable. An important assumption to run a linear regression modelling is homoscedasticity. Under this assumption, the errors are usually assumed to be independent and identically distributed. However, heteroscedasticity exists when the errors are not independently and not identically distributed hence the variances are assumed to have different distributions (Klein et al., 2016).

3.12.2 Hypothesis Testing

Analysis of variance analysis was applied for testing hypothesis as this type of analysis is preferred because of its capability to compare means of several datasets on a set attribute using a mid-point 3; the mid-point value in the Likert type scale. F statistics whose value was used to reject or fail to reject a hypothesis was generated using Regression Analysis. The null hypothesis gets rejected when the critical value is exceeded by the calculated F test statistical value ($F_{cal} > F_{crit}$), the value of P is found to be less than 0.05 ($P < 0.05$) and the Coefficient table shows $\beta \neq 0$. While $P > 0.05$, $\beta = 0$ and /or $F_{cal} < F_{crit}$ we fail to reject the null hypothesis (Kothari & Gaurav, 2014).

3.12.3 Multiple Regression Model

The inferential statistics was run using the multiple regression for overall regression analysis as shown in equation 1:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots\dots\dots \text{Equation 1}$$

Where: Y = Organizational Commitment;

β_0 = intercept (Constant term); $\{\beta_i \text{ for } i= 1, 2, 3 \text{ and } 4\}$ = Regression coefficients.

X_i for; X_1 = Shareholder Strategy

X_2 = Reciprocal Strategy

X_3 = Altruistic Strategy

X_4 = Citizenship Strategy

ϵ = an error term that captures the unknown variation in the developed model.

3.12.4 Moderating effect of Employee’s demographic Features

The study used employee’s demographic features as moderating variable to determine the effect of moderation on the predicting and predicted variables. According to Baron and

Kenny (1986) moderation is scenario that occurs when a third variable called moderating variable in a model causes a varying effect on the predicting (IVs) and predicted variables (DV).

The study applied moderating technique developed by Kenny & Baron (1986); the change in R Squared (R^2) as compared to previous tests (without Moderation) with significant P Value ($P < 0.05$), predicts that Employee's Demographic Characteristics has a moderating influence for the relation IV has on DV. The test used 2-model regression model to determine the moderation effect by checking on overall significance, P value and the change on Squared-R. Therefore, the Regression Model with the moderating effect was as in equation 2- below:

$$Y = \beta_0 + \sum_{i=1}^4 \beta_i X_i + \beta_5 M + \sum_{j=1}^4 \beta_j X_j M + \varepsilon \dots \dots \dots \text{Equation 2}$$

Where: Y = Organizational Commitment
 β_0 = intercept (Constant term); { β_i for $i/j = 1, 2, 3$ and 4 } = Regression coefficients.
 X_i for; X_1 = Shareholder Strategy
 X_2 = Reciprocal Strategy
 X_3 = Altruistic Strategy
 X_4 = Citizenship Strategy

ε = an error term that captures the unknown variations in the proposed model.
M = Employee's demographic features as a moderating variable.

3.13 Ethical Considerations

Prior to the data collection, the participants were presented with a consent form (appendix B) explaining the nature of the study and requesting for their consent by signing the form. The form provided assurance on various key elements such as participation is on voluntary, could be withdrawn in the mid and even after filling the questionnaires, respondent personal details were treated with complete anonymity, confidentiality to the information provided, data protection and that data was only to be used for academic research work.

This was supported by presenting Ethics Review Committee (ERC) clearance, with letters from NACOSTI and the University Graduate Studies. When interviews are being conducted, the researcher ensured both respect and honesty toward the rights of individuals and without causing any harm to the respondents were priority with utmost confidentiality and privacy assurance. Also, great care was taken to accurately transcribe data and to interpret the findings with honesty and sensitivity.

Proper in-citation and reference was in line with America Psychology Association (APA), plagiarism check ware done at all stages of the proposal and final report to ensure intellectual property, and copyright respected. When the study had been completed, the researcher disseminated the results through publishing in genuine and reliable journals allowing free access to body of knowledge.



Mount Kenya

University

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

The main purpose of this research was to analyse the influence of Internal CSR Strategies on Organizational Commitment in five-star hotels in Kenya. Specifically, the study sought to assess the influence of Shareholder Strategy on Organizational Commitment in five star hotels in Kenya; examine the influence of Reciprocal Strategy on Organizational Commitment in five star hotels in Kenya; establish the influence of Altruistic Strategy on Organizational Commitment in five star hotels in Kenya, assess the influence of Citizenship Strategy on Organizational Commitment in five star hotels in Kenya and examine the effect of Employee's demographic features as moderating term to the relationship between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya

This chapter covers the analysis of the influence of Internal CSR strategies on organizational commitment in five star hotels in Kenya. Research findings of the study are also discussed. A summary of the demographic profile of the selected respondents as indicated in the research questionnaire which was administered to the respondents. Results of the findings pegged on the five study objectives are also presented.

This chapter covers data analysis, presentation of research instruments' return rate, demographic information of the hotel managers, interpretation and discussion of the study findings. In quantitative analysis, both descriptive and inferential statistics were applied. For purposes of descriptive analysis, the results from the field were organized in frequency distribution tables, percentages, means and standard deviation (SD)s. The summary of the study findings was presented in tables, figures and in textual forms in

order to bring out a more logical and meaningful picture of the data gathered by the researcher.

4.2 Response Rate and Demographic Data

The researcher sought to establish the return rate for the research instrument from the respondents. According to Kothari & Gaurav (2014), instrument return rate refers to the proportion of the research instruments that were fully filled up and returned back to the researcher after they have been administered to the respondents. A total of 144 questionnaires were administered to 144 sampled respondents, out of which 125 of the questionnaires returned as dully filled translating into a response rate of 86.8% which was considered to be appropriate. Getting back all the questionnaires was found as a challenge because some of the hotel managers claimed to be busy due to the nature of their work, especially the Operations/Hotel Managers who had the least number of questionnaires returned (63%). The returned questionnaires were used for data analysis. According to Fowler (2013), response rate from returned questionnaire of above 50% is rated as satisfactory, while 60% is rated as good, 70% and above is regarded excellent response rate. Since the study response rate for this research was 86.8% it is thus, excellent and adequate for further analysis. After coding and cleaning of the data, some of the questionnaires had some areas which had not been filled particularly those key study variables with assigned scale midpoints corresponding to specific items, as recommended by Fowler, (2013). Table 4 below shows the overall survey response rate.

Table 4: Response Rate

Managers	Distributed Questionnaires	Returned Questionnaires	Percentage %
F&B Services	16	16	100%
Finance & Procurement	16	13	81%
Housekeeping Service	16	13	81%

Human Resource	16	16	100%
IT Manager	16	13	81%
Operations/Hotel Manager	16	10	63%
Sales & Marketing	16	16	100%
Spa & Recreation	16	14	88%
Transport & Security	16	14	88%
Total	144	125	86.8%

Source: Field Data Output (2022)

The main objective for the consideration of personal information from the respondents was to acknowledge the different characteristics of the hotel managers who participated in this study and assess their ability to give reliable information. Murphy, MacDonncha, Murphy, Murphy, Timperio, Leech and Woods (2019) asserts that, although demographic variables cannot be manipulated, researchers can explain relationships between them and the variables of the study. Table 5 summarizes the demographic information about the respondents.

Table 5: Demographic Information of Respondents

General Information	Frequency	Percentage
Gender		
Male	66	52.8
Female	59	47.2
Total	125	100
Age		
18–35 years	32	25.6
36–45 years	54	43.2
46–55 years	24	19.2
56 years and above	15	12

Total	125	100
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Highest Level of Education

Certificate	5	4
Diploma	17	13.6
Bachelor	85	68
Masters	14	11.2
PhD	4	3.2
Total	125	100

Duration of working

Less than 1 year	8	6.4
1–2 years	40	32
3–5 years	44	35.2
6–10 years	16	12.8
11–20 years	11	8.8
21 years and more	6	4.8
Total	125	100

Source: Field Data Output (2022)

The researcher asked the respondents who were made up of operations and line managers to indicate their gender for the purposes of assessing gender composition of employees in the sector. The findings revealed that 66 (52.80%) of the hotel managers were male, while 59 (47.2%) were female. The results imply that the five star hotels in Kenya have almost achieved gender balance in their workforce since the number of male and female operations and line managers in the studied hotels depicted almost the same number with males being slightly more than female. This is slightly in line with the study by Hassan,

Mugambi & Waiganjo (2015) who found 56% Male and 44% female as gender of their respondents in hotels in Kenya.

The study also found that 54 (43.20%) were aged between 36–45 years, 32 (25.60%) were found to be within the age bracket of 18–35 years, while 24 (19.20%) of the hotel managers indicated that they were aged between 46-55 years. The study further found that 15 (12%) of the study participants were aged at least 56 years. The responses on age distribution of the hotel managers imply that most of the operations and line managers in five star hotels in Kenya are mature people aged at least 36 years. The age of employees affects their behaviour, according to Vetráková, Imoková, and Pompurová (2019), since hotel managers are compelled to hire new staff in order to ensure smooth hotel operations and replace those who have left for their competitors. The cost of training and educating newly hired staff has a detrimental impact on hotel competitive advantage.

The researcher further asked the participants to indicate their highest level of educational qualification. In response, majority of the hotel managers 85 (68%) indicated that they were holders of bachelor's degree as the highest academic qualification, 17 (13.60%) of the hotel managers were diploma holders, while 14 (11.20%) of the hotel managers were master's degree holders. The study discovered that only 4 (3.20%) of the hotel managers possessed highest academic qualification of doctorate, with 5 (4%) being certificate holders. The results regarding level of education imply that the position of operations and line manager in a five star hotel requires high qualification. Leung (2019) claims that since hotel management encompasses all aspects of the hotel sector, operations managers must become knowledgeable in all aspects of running a hotel, including marketing, hotel administration, catering management, housekeeping, and accounts. Learning the ins and outs of hotel management is mostly done in order to successfully manage a hotel while also managing other elements of the company.

The researcher finally sought to find out the work experience of the hotel managers in their respective work stations. The hotel managers were thus asked to show their experiences and most of them 44 (35.20%) indicated that they had been working at their respective hotels for a period bracket 3-5 years, 40 (32%) indicated another bracket 1-2 years, while 16 (12.80%) had worked at their hotels for a period of 6-10 years. The study also established that 11 (8.80%) of the operations and line managers had worked in their respective hotels for a period of 11-20 years, while 8 (6.40%) of the hotel managers were found to have worked at their hotels for less than 1 year, with only 6 (4.80%) having worked for more than 21 years at their hotels. The result shows that majority of the managers 73.6% have worked in their current hotels for 5 and less years, while the hotels have been in operations for many years suggesting the workers' turnover issue; movement either within the five star hotels or to other industries. Pahos & Galanaki (2022) in their multi-level study on effects of highly performing systems to long term workers' commitment, found that workers with long-term stay in an organization displayed more commitment compared to those with less years of working experience and stay.

4.3 Pilot Test

Pilot test for the questionnaire was carried out with the aim to test the reliability and validity of the study questionnaire and pre-identify potential challenges that can be faced during the actual data collection. A total of eighteen (18) respondents were selected for the pilot test in this study. This constituted 12.5% of the total study sample (144) from 2 five-star hotels in Nairobi City County (The InterContinental & Tribe hotels), who were not included in the sample for actual data collection as the purpose was to test quality, reliability and validity of the questionnaire. According to Kothari & Gaurav (2014) pilot sample should constitute at least 10% of the study sample. These results were used to

check whether the questions are well understood by the respondents and whether there might be ambiguous ones and to establish validity and reliability of the instruments.

4.3.1 Reliability Test

Reliability refers to the coherence of the measurements achieved, how consistent they are from one instrument administration to another (Taber, 2013). Reliable findings were consistently achieved when information was collected with more than one trial of samples from the same population. Following the pilot study, the Social Sciences Statistics Package (SPSS) was utilized to develop a reliability coefficient for the questionnaire. The internal consistency of the study instrument was evaluated using Cronbach's Alpha.

According to Creswell and Creswell (2017), reliability is defined as scenario where when a person administers a questionnaire as data collection instrument to a respondent twice obtained similar results on the second interview similar to the first outcome. For this to be realized from the test data, this study considered Cronbach alpha coefficient of 0.7 or above. Reliability level of 0.70 is authorized to be adequate for prediction tests or assumption of construct measurements (Shemwell, Chase, & Schwartz, 2015). Consequently, the research values of 0.7 as an acceptable criterion. In other words, numbers over 0.7 shows dependability while values below showed that the research tool was not reliable. The reliability was determined using the alpha formula of Cronbach by use of SPSS. The result of reliability test is presented in Table 6.

Table 6: Reliability Test Results

Variable	Number of Items	$\alpha > 0.7$	Comments
Shareholder Strategy	9	0.847	Reliable
Reciprocal Strategy	9	0.800	Reliable
Altruistic Strategy	9	0.768	Reliable
Citizenship Strategy	9	0.703	Reliable

Employee's Demographic Features	8	0.813	Reliable
Organizational Commitment	15	0.900	Reliable

Source: Pilot Data (2020)

Findings in Table 6 depicts that the Cronbach's alpha for all the study variables were greater than the minimum acceptable value of 0.70. Based on findings, the variable Shareholder Strategy had a vlaue of $0.847 > 0.70$, the variable Reciprocal Strategy with nine items had a cronbach value of $0.800 > 0.70$, the variable Altruistic Strategy with nine items had a cronbach value of $0.768 > 0.70$, the variable Citizenship Strategy with nine items had a cronbach value of $0.703 > 0.7$, moderating variable employee's demographic features with eight indicators had cronbach's alpha of $0.813 > 0.70$ and finally the dependent variable organizational commitment with fifteen items had a cronbach's alpha of $0.900 > 0.70$. On the basis of these results, all the study variables exhibited strong levels of internal consistency and thus were considered reliable and suitable for further data collection without any change.

4.3.2 Validity Test

Validity is a measure that determines how well an instrument accomplishes its goal. According to Mohajan (2017) a valid study is one in which the findings can be generalized to subjects and situations other than the specific ones which have been studied. This is ascertained through scrutiny and careful designing of items of the tools with focus on research objectives (Creswell & Creswell, 2017). The validity of the tools was thus determined by submitting the questionnaires to a contingent of experts who examined the instruments' questions and statements that determined their relation to the study goals in each sub-section. Both content construct validity tests were used in this study.

Content validity was tested by submitting the questionnaires to experts and supervisors, in which the questionnaire was subjected to a rigorous scrutiny by supervisors during the

proposal development stage to ensure content validity. On the other hand, construct validity was tested using KMO and factor analysis. The response validity was statistically tested using Kaiser-Meyer-Olkin (KMO). For a dataset to be considered valid, the value of KMO must be greater than 0.5 and hence becomes suitable for further statistical analysis (Field, 2013). For validity test of questionnaire, the findings of the KMO and Bartlett's Test of Sphericity (significance) is presented as in Table 7.

Table 7: Validity Test using KMO and Bartlett's Test

Variable	KMO Adequacy	Approx. Chi-Square	df	Significance
Shareholder Strategy	.824	270.785	36	.000
Reciprocal Strategy	.674	459.631	36	.000
Altruistic Strategy	.802	592.359	36	.000
Citizenship Strategy	.638	590.044	36	.000
Employee's Demographic Features	.865	336.338	28	.000
Organizational Commitment	.766	536.389	105	.000

Source: Pilot Data (2020)

Results in Table 7 indicates that the KMO values were greater than 0.5 for all variables at a significant level of $P < 0.05$. Besides the KMO test, the Sphericity test of Bartlett was significant (0.00, at $p < 0.05$) for all the variables of the study. These results provided an excellent confirmation of the study variables suitability for further statistical analysis. The researcher further carried out factor analysis to assess the validity of individual indicators under each variable. Comrey & Lee (2013) asserts that factor analysis is a mathematical tool to analytical determine the inter-relation between variables using

loading factors. Tabachinick & Fidell (2013) classified loading factors ranging between 0.30 as poor to 0.7 and above as excellent factor. In this study factor analysis was conducted by setting the cut-off point at factor loading of 0.5 as suggested by Tabachinick & Fidell (2013) that factor loading of 0.5 is good.

4.3.3 Factor Analysis on Shareholder Strategy

The first research objective in this study is to assess the influence of Shareholder Strategy on Organizational Commitment in five star hotels in Kenya. Factor analysis was carried out on all the 9 indicators of Shareholder Strategy as a variable. The decision criterion in this study was that, if an indicator has factor loading of at least 0.5 it is retained for further studies, otherwise it is deleted. Table 8 shows the factor loading on indicators for Shareholder Strategy.

Table 8: Factor Loading on Shareholder Strategy

Statement	Factor Loading
The hotel involves workers in decision making.	0.959
Workers' opinions are considered in decision making.	0.836
There are some decisions that are made at department level.	0.893
The hotel involves Workers in solving problems.	0.843
Workers' suggestions are considered in solving problems.	0.944
There are some problems that are solved at department level.	0.951
The hotel encourages workers to come up with new ideas.	0.741
The hotel involves workers in the planning of activities.	0.958
Group work is encouraged across the hotel.	0.821

Source: Pilot Data (2020)

Results in Table 8 reveals that the nine statements on Shareholder Strategy variable with factor loading values larger than 0.5. Hence, they were justifiably accepted for further data collection, and none of the sub variable dropped.

Table 9: Total Variance Explained by Shareholder Strategy

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.502	50.024	50.024	4.502	50.024	50.024
2	1.334	14.823	64.847	1.334	14.823	64.847
3	1.086	12.072	76.919	1.086	12.072	76.919
4	1.024	11.374	88.293	1.024	11.374	88.293
5	.540	6.005	94.298			
6	.216	2.404	96.702			
7	.173	1.925	98.627			
8	.097	1.073	99.700			
9	.027	.300	100.000			

Extraction Method: Principal Component Analysis.

Source: Pilot Data (2020)

Results in table 9 shows total variance explained by Shareholder Strategy, using Kaiser Principal maintaining eigenvalues greater or equal to 1 to sustain relevant components of the variable. The table shows 88.29% accounts for the Shareholder constructs with four factors contributing 50%, 14.82%, 12.07% and 11.37% across components 1 to 4 respectively.

Table 10: Rotated Component Matrix of Shareholder Strategy

Statements	Component
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	1	2	3	4
The hotel involves workers in decision making.	.022	.971	-.029	.122
Workers' opinions are considered in decision making.	.731	.250	.479	-.099
There are some decisions that are made at department level.	.628	.601	.278	-.245
The hotel involves Workers in solving problems.	.900	.035	-.177	-.008
Workers' suggestions are considered in solving problems.	.033	.064	.967	.055
There are some problems that are solved at department level.	.072	.025	.036	.972
The hotel encourages workers to come up with new ideas.	.831	.199	.105	.011
The hotel involves workers in the planning of activities.	.582	.709	.320	-.121
Group work is encouraged across the hotel.	.863	.078	.103	.245

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Source: Pilot Data (2020)

Results in table 10 indicates Kaiser normalized rotated component matrix using Varimax rotation method, showing factors loadings confirming the simple structure (Total Variance Explained), where according to Bruin (2016) values greater than 0.7 are considered relevant to consider as variable items are as extracted in each factor. Component 1 for instance is composed of; The hotel involves workers in solving problems (0.900), Group work is encouraged across the hotel (0.863), The hotel encourages workers to come up with new ideas (0.831), and Workers' opinions are considered in decision making (0.731).

4.3.4 Factor Analysis on Reciprocal Strategy

The second research objective in this study was to examine the influence of Reciprocal Strategy on Organizational Commitment in five star hotels in Kenya. Factor analysis was carried out on all the nine indicators of Reciprocal Strategy as a variable. Table 11 shows the factor loading on indicators for Reciprocal Strategy.

Table 11: Factor Loading on Reciprocal Strategy

Statement	Factor Loading
Our hotel takes care of my health and safety.	0.724
Workers are aware of all the health and safety issues in their work station.	0.729
Our hotel is concerned with the health and safety of workers' family members.	0.889
Our hotel provides workers with clear work schedule that they can plan for their personal life.	0.879
The hotel allows workers to attend urgent family matters at no deduction of their leave days or pay cut.	0.933
Our hotel has flexible work schedule that allows workers attend to their personal life matters.	0.887
Our hotel recognizes and rewards fairly for workers performance.	0.840
To get more rewards workers perform their work to the best of their ability.	0.924
Our hotel sets realistic performance targets that workers and their co-workers can achieve.	0.732

Source: Pilot Data (2020)

Results in Table 11 revealed that the nine statements on Reciprocal Strategy variable with factor loading values larger than 0.5. Hence, they were justifiably accepted for further data collection, and none of the sub variable dropped.

Table 12: Total Variance Explained by Reciprocal Strategy

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.778	41.976	41.976	3.778	41.976	41.976
2	1.470	16.332	58.308	1.470	16.332	58.308
3	1.197	13.298	71.606	1.197	13.298	71.606
4	1.093	12.148	83.754	1.093	12.148	83.754
5	.589	6.541	90.295			
6	.463	5.146	95.441			
7	.262	2.913	98.354			
8	.085	.946	99.300			
9	.063	.700	100.000			

Extraction Method: Principal Component Analysis.

Source: Pilot Data (2020)

Results in table 12 show total variance explained by Reciprocal Strategy, using Kaiser Principal while maintaining eigenvalues greater or equal to 1 to sustain relevant components of the variable. The table shows 83.75% accounts for the Reciprocal constructs with four factors contributing 41.98%, 16.33%, 13.298% and 12.148% across components 1 to 4 respectively.

Table 13: Rotated Component Matrix for Reciprocal Strategy

Statements	Component			
	1	2	3	4
Our hotel takes care of my health and safety.	-.016	.839	.064	.128
Workers are aware of all the health and safety issues in their work station.	.424	.708	-.164	.147
Our hotel is concerned with the health and safety of workers' family members.	.394	.824	.228	-.047
Our hotel provides workers with clear work schedule that they can plan for their personal life.	.844	.301	-.276	.010
The hotel allows workers to attend urgent family matters at no deduction of their leave days or pay cut.	.084	.148	.947	.082
Our hotel has flexible work schedule that allows workers attend to their personal life matters.	.790	.110	.262	.427
Our hotel recognizes and rewards fairly for workers performance.	.898	.132	.122	-.016
To get more rewards workers perform their work to the best of their ability.	.083	.093	.041	.953
Our hotel sets realistic performance targets that workers and their co-workers can achieve.	.116	.491	-.514	.463

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Source: Pilot Data (2020)

Results in table 13 indicates Kaiser normalized rotated component matrix using Varimax rotation method, showing factors loadings confirming the simple structure (Total Variance Explained), where according to Bruin (2016) values greater than 0.7 are considered relevant to consider as variable items are as extracted in each factor. Component 1 for instance is composed of; Our hotel recognizes and rewards fairly for workers' performance (0.898), Our hotel provides workers with clear work schedule that they can plan for their personal life (0.844), Our hotel has flexible work schedule that allows workers attend to their personal life matters (0.790).

4.3.5 Factor Analysis on Altruistic Strategy

The third research objective in this study is to establish the influence of Altruistic Strategy on Organizational Commitment in five star hotels in Kenya. Factor analysis was carried out on all the 9 indicators of Altruistic Strategy as a variable. Table 10 shows the factor loading on indicators for Altruistic Strategy.

Table 14: Factor Loading on Altruistic Strategy

Statement	Factor Loading
The hotel encourages group work to achieve tasks.	0.744
Workers can easily discuss work issues with their supervisor.	0.884
Workers have a good work relation with their co-workers at all levels.	0.827
Our hotel allows workers to join labour unions.	0.737
In our hotel there exist welfare committee.	0.905
Our hotel has a working complaint mechanism in place.	0.791
The hotel hires workers of diverse background.	0.665
Our hotel treats well people with disability.	0.708
Workers don't get stopped from practicing their religion at workplace.	0.502

Source: Pilot Data (2020)

Results in Table 14 reveals that the nine (9) statements on Altruistic Strategy variable with factor loading values larger than 0.5. Hence, they were justifiably accepted for further data collection, and none of the sub variable dropped.

Table 15: Total Variance Explained by Altruistic Strategy

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.749	41.661	41.661	3.749	41.661	41.661
2	1.923	21.364	63.024	1.923	21.364	63.024
3	1.092	12.130	75.154	1.092	12.130	75.154
4	.827	9.187	84.341			
5	.644	7.157	91.498			
6	.310	3.449	94.947			
7	.212	2.356	97.302			
8	.144	1.598	98.901			
9	.099	1.099	100.000			

Extraction Method: Principal Component Analysis.

Source: Pilot Data (2020)

Results in table 15 show total variance explained by Altruistic Strategy, using Kaiser Principal while maintaining eigenvalues greater or equal to 1 to sustain relevant components of the variable. The table shows 75.154% accounts for the Altruistic constructs with three factors contributing 41.66%, 21.36%, and 12.13% across components 1 to 3 respectively.

Table 16: Rotated Component Matrix for Altruistic Strategy

	Component		
	1	2	3
The hotel encourages group work to achieve tasks.	.831	.228	-.035
Workers can easily discuss work issues with their supervisor.	.919	.040	.197
Workers have a good work relation with their co-workers at all levels.	.448	.344	.713
Our hotel allows workers to join labour unions.	.005	.857	-.055
In our hotel there exist welfare committee.	.078	-.108	.942
Our hotel has a working complaint mechanism in place.	.667	-.046	.587
The hotel hires workers of diverse background.	.771	.047	.263
Our hotel treats well people with disability.	.018	.830	.139
Workers don't get stopped from practicing their religion at workplace.	.205	.677	-.041

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Source: Pilot Data (2020)

Results in table 16 indicates Kaiser normalized rotated component matrix using Varimax rotation method, showing factors loadings confirming the simple structure (Total Variance Explained), where according to Bruin (2016) values greater than 0.7 are considered relevant to consider as variable items are as extracted in each factor. Component 1 for instance is composed of; Workers can easily discuss work issues with their supervisor (0.919), The hotel encourages group work to achieve tasks (0.831) and The hotel hires workers of diverse background (0.771).

4.3.6 Factor Analysis on Citizenship Strategy

The fourth research objective in this study is to assess the influence of Citizenship Strategy on Organizational Commitment in five star hotels in Kenya. Factor analysis was carried out on all the nine (9) indicators of Citizenship Strategy as a variable. Table 17 shows the factor loading on indicators for Citizenship Strategy.

Table 17: Factor Loading on Citizenship Strategy

Statement	Factor Loading
Our hotel provides training that helps workers in performing my work.	0.811
Workers receive training that can help them develop their career in the hotel industry.	0.847
Our hotel fairly offers training opportunities to those in need at all levels.	0.633
Our hotel organizes career counselling sessions for workers.	0.663
Our hotel provides individual career guidance.	0.696
The career counselling has had an effect on the way of workers work.	0.848
Our hotel uses various learning methods to train workers.	0.768
The learning methods used make workers understand easily.	0.820
Our hotel supports and promotes lifelong learning.	0.636

Source: Pilot Data (2020)

Results in Table 17 reveals that the nine statements on Citizenship Strategy variable with factor loading values larger than 0.5. Hence, they were justifiably accepted for further data collection, and none of the sub variable dropped.

Table 18: Total Variance Explained by Citizenship Strategy

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.961	44.015	44.015	3.961	44.015	44.015
2	1.655	18.388	62.402	1.655	18.388	62.402
3	1.107	12.303	74.706	1.107	12.303	74.706
4	.784	8.717	83.422			
5	.614	6.821	90.243			
6	.471	5.236	95.479			
7	.212	2.361	97.840			
8	.128	1.421	99.261			
9	.066	.739	100.000			

Extraction Method: Principal Component Analysis.

Source: Pilot Data (2020)

Results in table 18 show total variance explained by Citizenship Strategy, using Kaiser Principal while maintaining eigenvalues greater or equal to 1 to sustain relevant components of the variable. The table shows 74.71% accounts for the Citizenship constructs with three factors contributing 44.02%, 18.39%, and 12.30% across components 1 to 3 respectively.

Table 19: Rotated Component Matrix for Citizenship Strategy

Statement	Component		
	1	2	3
Our hotel provides training that helps workers in performing my work.	-.029	.034	.900
Workers receive training that can help them develop their career in the hotel industry.	.836	.271	.272
Our hotel fairly offers training opportunities to those in need at all levels.	.753	.243	-.084
Our hotel organizes career counselling sessions for workers.	.789	-.178	.096
Our hotel provides individual career guidance.	.803	.035	.224
The career counselling has had an effect on the way of workers work.	.690	.574	-.206
Our hotel uses various learning methods to train workers.	.495	.377	.618
The learning methods used make workers understand easily.	-.016	-.889	-.172
Our hotel supports and promotes lifelong learning.	.645	-.447	-.143

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Source: Pilot Data (2020)

Results in table 19 indicates Kaiser normalized rotated component matrix using Varimax rotation method, showing factors loadings confirming the simple structure (Total Variance Explained), where according to Bruin (2016) values greater than 0.7 are considered relevant to consider as variable items are as extracted in each factor. Component 1 for instance is composed of; Workers receive training that can help them

develop their career in the hotel industry (0.836), Our hotel provides individual career guidance (0,803), Our hotel organizes career counselling sessions for workers (0.789) and Our hotel fairly offers training opportunities to those in need at all levels (0.753).

4.3.7 Factor Analysis on Employee’s Demographic Features

The fifth research objective in this study is to examine the effect of employee’s demographic features as moderating variable on the relationship between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya. Factor analysis was run on all the eight (8) indicators of employee’s demographic features as a moderating variable. Table 20 shows the factor loading on indicators for employee’s demographic features.

Table 20: Factor Loading on Employee’s Demographic Features

Statement	Factor Loading
In our hotel, old aged workers are more committed to the organization than young aged workers.	0.871
In our hotel, age is related to innovation, agility, knowledge, skills and risk appetite.	0.827
In our hotel, gender is a critical factor considered in choosing leadership.	0.838
In our hotel, female are more committed to the organization than their male counterparts.	0.939
In our hotel, education level plays important role in organizational commitment.	0.825
In Our hotel, education level is related to innovation, agility, knowledge, skills and risk appetite.	0.721

In our hotel, the more you stay working the more you become committed to the organization. 0.786

In our hotel, the longer you work with the organization is related to innovation, agility, knowledge, skills and risk appetite. 0.915

Source: Pilot Data (2020)

Results in Table 20 show that the eight statements on employee’s demographic features variable with factor loading values larger than 0.5. Hence, they were justifiably accepted for further data collection, and none of the sub variable dropped.

Table 21: Total Variance Explained by Demographic Features

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.937	49.216	49.216	3.937	49.216	49.216
2	1.452	18.150	67.366	1.452	18.150	67.366
3	1.332	16.656	84.022	1.332	16.656	84.022
4	.516	6.456	90.477			
5	.312	3.900	94.378			
6	.259	3.235	97.612			
7	.142	1.778	99.391			
8	.049	.609	100.000			

Extraction Method: Principal Component Analysis.

Source: Pilot Data (2020)

Results in table 21 show total variance explained by Citizenship Strategy, using Kaiser Principal while maintaining eigenvalues greater or equal to 1 to sustain relevant components of the variable. The table shows 84.02% accounts for the Employee

Demographic Features constructs with three factors contributing 49.22%, 18.15%, and 16.66% across components 1 to 3 respectively.

Table 22: Rotated Component Matrix for Employees' Demographic Features

	Component		
	1	2	3
In our hotel, old aged workers are more committed to the organization than young aged workers.	-.232	.426	.797
In our hotel, age is related to innovation, agility, knowledge, skills and risk appetite.	.775	.449	-.155
In our hotel, gender is a critical factor considered in choosing leadership.	.875	.203	.175
In our hotel, female are more committed to the organization than their male counterparts.	.198	.949	-.012
In our hotel, education level plays important role in organizational commitment.	.312	-.200	.829
In Our hotel, education level is related to innovation, agility, knowledge, skills and risk appetite.	.832	.033	.169
In our hotel, the more you stay working the more you become committed to the organization.	.836	.282	-.090
In our hotel, the longer you work with the organization is related to innovation, agility, knowledge, skills and risk appetite.	.407	.855	.136

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Source: Pilot Data (2020)

Results in table 22 indicates Kaiser normalized rotated component matrix using Varimax rotation method, showing factors loadings confirming the simple structure (Total Variance Explained), where according to Bruin (2016) values greater than 0.7 are considered relevant to consider as variable items are as extracted in each factor. Component 1 for instance is composed of; In our hotel, gender is a critical factor considered in choosing leadership (0.875). In our hotel, the more you stay working the more you become committed to the organization (0.836), In Our hotel, education level is related to innovation, agility, knowledge, skills and risk appetite (0.832) and In our hotel, age is related to innovation, agility, knowledge, skills and risk appetite. (0.775).

4.3.8 Factor Analysis on Organizational Commitment

The dependent variable in the study is organizational commitment in five star hotels in Kenya. Factor analysis was carried out on all the fifteen (15) indicators of organizational commitment as a variable. Table 23 shows the factor loading on indicators for organizational commitment.

Table 23: Factor Loading on Organizational Commitment

Statements	Factor Loading
Affective Organizational Commitment	
Workers feel the problems facing this hotel to be facing them too.	0.950
Workers always feel like they are part and parcel of the hotel as a family member.	0.565
This hotel occupies worker's heart with a feeling of personal meaning to them.	0.655
Workers feel a solid personal sense that they belong to this hotel.	0.776
Workers enjoy having discussion with outside people about their hotel.	0.718

Normative Organizational Commitment

For workers to be thankful to the hotel for various benefits, they have to be obliged to it.	0.805
Workers think the hotel owes them a lot for what it has done for them.	0.749
The good treatment workers receive from the hotel deserves complete faith and loyalty to it.	0.750
If workers decide to leave the organization, some feel to have let down their co-employees and the hotel.	0.793
Jumping from one company to another is unethical to me.	0.784

Continuance Organizational Commitment

If workers leave their current work for another opportunity in hand, some expressed to have a feeling of scary of what might happen to the hotel.	0.591
Even if workers want to leave their current work, it is extremely difficult to quit this hotel right away.	0.782
If workers decide to leave their current work now, some have expressed that a lot of their life will get disrupted.	0.556
I don't feel that I have few options to consider leaving my organization. (R)	0.811
Among the main reasons for workers to stay working here is that leaving this hotel requires huge personal sacrifice that might not match benefits received here.	0.729

Extraction Method: Principal Component Analysis

Source: Pilot Data (2020)

Results in Table 23 show reveals that the fifteen (15) statements on Organizational Commitment variable with factor loading values larger than 0.5. Hence, they were justifiably accepted for further data collection, and none of the sub variable dropped.

Table 24: Total Variance Explained by Organizational Commitment

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.587	43.913	43.913	6.587	43.913	43.913
2	1.914	12.757	56.670	1.914	12.757	56.670
3	1.369	9.127	65.797	1.369	9.127	65.797
4	1.149	7.660	73.457	1.149	7.660	73.457
5	.896	5.970	79.427			
6	.756	5.038	84.465			
7	.631	4.204	88.669			
8	.454	3.027	91.696			
9	.383	2.556	94.252			
10	.283	1.888	96.140			
11	.233	1.551	97.691			
12	.200	1.330	99.021			
13	.097	.644	99.666			
14	.035	.230	99.896			
15	.016	.104	100.000			

Extraction Method: Principal Component Analysis.

Source: Pilot Data (2020)

Results in table 24 show total variance explained by Citizenship Strategy, using Kaiser Principal while maintaining eigenvalues greater or equal to 1 to sustain relevant components of the variable. The table shows 73.46% accounts for the Employee

Organizational Commitment constructs with three factors contributing 43.91%, 12.76%, 9.13% and 7.66% across components 1 to 4 respectively.

Table 25: Rotated Component Matrix for Organizational Commitment

Statements	Component			
	1	2	3	4
Workers feel the problems facing this hotel to be facing them too.	.492	.451	.375	.604
Workers always feel like they are part and parcel of the hotel as a family member.	.672	.061	.057	.326
This hotel occupies worker's heart with a feeling of personal meaning to them.	.555	.117	.496	.297
Workers feel a solid personal sense that they belong to this hotel.	.085	.414	.590	.499
Workers enjoy having discussion with outside people about their hotel.	.361	.587	.413	.270
For workers to be thankful to the hotel for various benefits, they have to be obliged to it.	.080	.176	.224	.847
Workers think the hotel owes them a lot for what it has done for them.	.828	.103	.157	.167
The good treatment workers receive from the hotel deserves complete faith and loyalty to it.	.620	.126	.578	-.123
If workers decide to leave the organization, some feel to have let down their co-employees and the hotel.	.293	.534	.642	.103
Jumping from one company to another is unethical to me.	.745	.476	-.005	-.045

If workers leave their current work for another opportunity in hand, some expressed to have a feeling of scary of what might happen to the hotel.	.485	.021	-.004	.596
Even if workers want to leave their current work, it is extremely difficult to quit this hotel right away.	.014	.876	.008	.121
If workers decide to leave their current work now, some have expressed that a lot of their life will get disrupted.	.239	.649	.038	.276
I don't feel that I have few options to consider leaving my organization. (R)	.019	-.135	.891	.000
Among the main reasons for workers to stay working here is that leaving this hotel requires huge personal sacrifice that might not match benefits received here.	.086	.455	-.259	.669

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Source: Pilot Data (2020)

Results in table 25 indicates Kaiser normalized rotated component matrix using Varimax rotation method, showing factors loadings confirming the simple structure (Total Variance Explained), where according to Bruin (2016) values greater than 0.7 are considered relevant to consider as variable items are as extracted in each factor. Component 1 for instance is composed of; Workers think the hotel owes them a lot for what it has done for them (0.828), Jumping from one company to another is unethical to me (0.745)

4.4 Diagnostic Tests

Prior to regression analysis, diagnostic tests of the assumptions for regression was done to the data through the Statistical Package for Social Science (SPSS) to ensure the significance and other parameters are within the acceptable range. In a study, it is necessary to make some assumptions of the research before proceeding with regression analysis. It is foundation to ensure non-violation of the pre-requisite assumptions to the established regression analysis prior to embarking on running a regression model. Assessing these conditions when the suppositions of the regression model are violated; risks acquiring one-sided, biasness, and conflicting parameter gauges (Field, 2013).

4.4.1 Normality Test

Normality of the collected data for the study was cross-examined by use of Kolmogorov Smirnov (K-S) statistical test. Normality is thus determined when value of P is found to be greater than 0.05 ($p > 0.05$). When data lacks normality, the analysis tends not to reflect the reality within the collected data hence it is important to test on normality of the data and report accordingly (Kothari & Gaurav, 2014). The Kolmogorov Smirnov results of the variables as are as shown in table 26.

Table 26: Test for Normality using K-S and Shapiro-Wilk tests

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Shareholder Strategy	.042	125	.200*	.982	125	.091
Reciprocal Strategy	.063	125	.200*	.988	125	.321
Altruistic Strategy	.074	125	.088	.987	125	.279
Citizenship Strategy	.068	125	.200*	.981	125	.074
Employee's Demographic Features	.064	125	.200*	.980	125	.058
Organizational Commitment	.046	125	.200*	.995	125	.957

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Field Data Output (2022)

The results in Table 26 indicate P values for Shareholder Strategy ($P=0.200$), Reciprocal Strategy ($P=0.200$), Altruistic Strategy ($P=0.088$), Citizenship Strategy ($P=0.200$), Employee's Demographic Features ($P=0.200$), and Organizational Commitment ($P=0.200$), which are all greater than the target P value ($P>0.05$) to determine the normality of the data using Kolmogorov tests. Hence fail to reject the null hypothesis that the population is normally distributed at P value greater than 0.05, since all the study variables have P value greater than 0.05.

4.4.2 Multicollinearity Test

Multicollinearity in independent variables was tested using the thresholds: Tolerance and VIF with value less than 0.2 and above 10 respectively. In the case where VIF value of an independent variable is found to be about or equal to 10, then collinearity exists and in that case the variable has to be dropped from the regression model (Field, 2013). Field (2013) defines Multicollinearity as the existence of a near perfect correlations between the independent variables in a study. Multicollinearity inflates the values of confidence intervals (CI) and standard errors (SE) leading to unreliable values of the coefficients per specific independent variable (Kothari & Gaurav, 2014). Multicollinearity test was checked using corresponding values of Variance Inflation Factor (VIF) and Tolerance. The results are presented in Table 27.

Table 27: Multicollinearity Test Using Tolerance and VIF

Collinearity Statistics		
Variable	Tolerance	VIF
Shareholder Strategy	.583	1.715
Reciprocal Strategy	.573	1.746
Altruistic Strategy	.504	1.984
Citizenship Strategy	.655	1.527
Demographic features	.408	2.449

Source: Field Data Output (2022)

The result indicate that all the variables had a tolerance values >0.2 and VIF values <10 as shown in Table 27, hence there was no Multicollinearity concern in the data. According to Senaviratna & Cooray (2019), tolerance value indicates variance percentage that cannot be explained by the other independent variables when regressed against, while VIF values are simply reciprocal of tolerance values. The rule of thumb for both Tolerance and VIF values are greater than 0.2 and less than 10 respectively. VIF values of greater than 2.5 and 10 indicates the independent variable has Multicollinearity concern in respect to the other independent variables (Senaviratna & Cooray, 2019). The problem with the existence of Multicollinearity is that the regression model will not accurately relate the variance in the predicted variable (Dependent), thus one of the highly correlated variables would have to be dropped from the model (Daoud, 2017).

4.4.3 Linearity Test

Linearity was assessed by examining a graph plot of all predictor variables against that of predicted variable to determine whether there would be a straight-line relationship with the dependent variable. Scatter plot provides a visual display for linkage that exists. Thus

the linearity of the variables can be seen by looking at a display of the data array (Ching *et al.*, 2015; Kothari & Gaurav, 2014). The results are displayed in Figure 2-6.

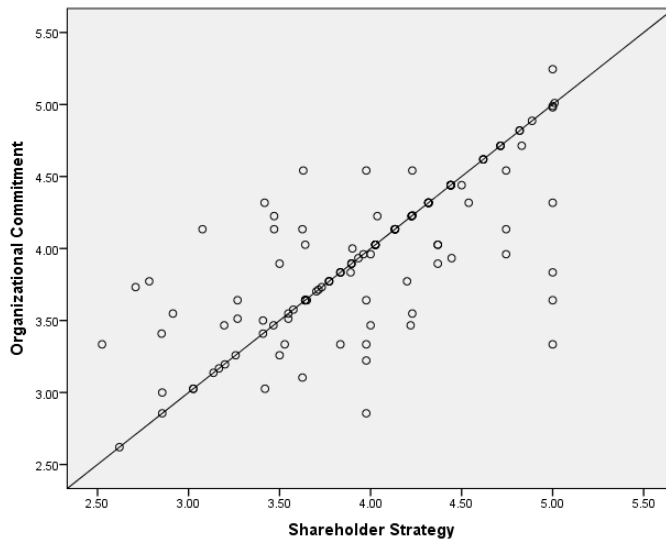


Figure 2: Scatter Plot showing Shareholder Strategy

Figure 2 indicates a positive straight-line relationship Shareholder Strategy has with the Organizational Commitment. This result confirms the linearity assumption and hence validate the application of the regression analysis.

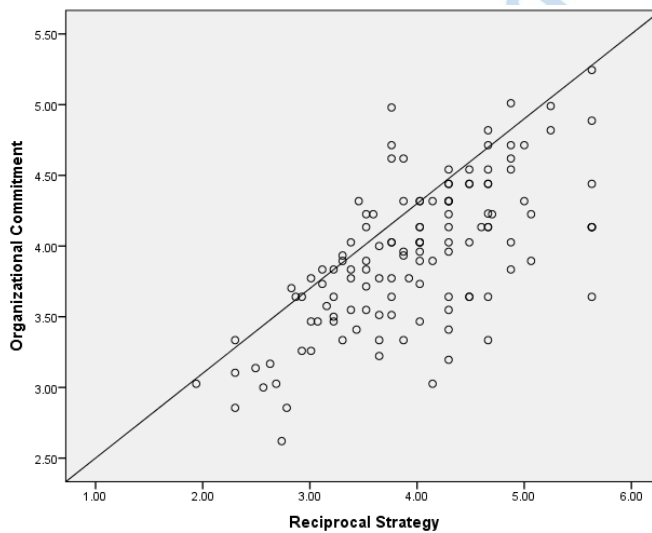


Figure 3: Scatter Plot showing Reciprocal Strategy

Figure 3 shows a positive straight-line relationship Reciprocal Strategy has with the Organizational Commitment. This result confirms the linearity assumption and hence validate the application of the regression analysis.

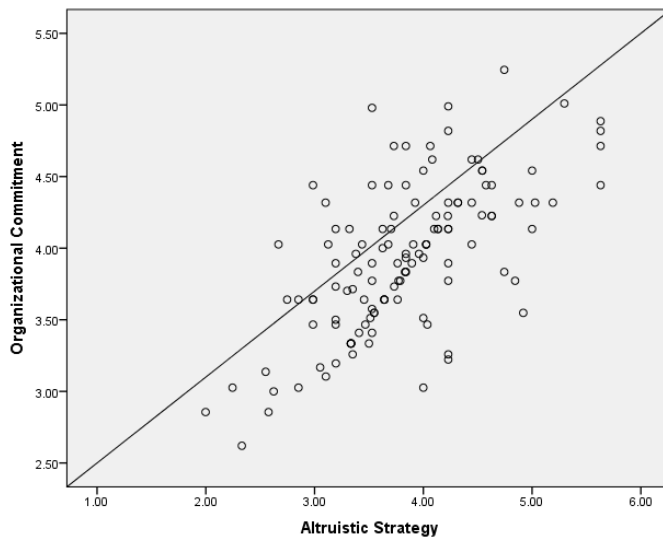


Figure 4: Scatter Plot showing Altruistic Strategy

Figure 4 indicates a positive straight-line relationship Altruistic Strategy has with the Organizational Commitment. This result confirms the linearity assumption and hence validate the application of the regression analysis.

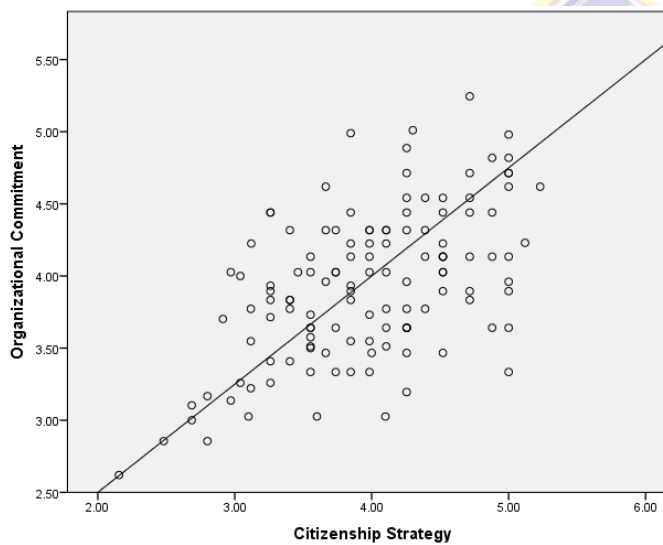


Figure 5: Scatter Plot showing Citizenship Strategy

Figure 2 indicates a positive straight-line relationship Citizenship Strategy has with the Organizational Commitment. This result confirms the linearity assumption and hence validate the application of the regression analysis.

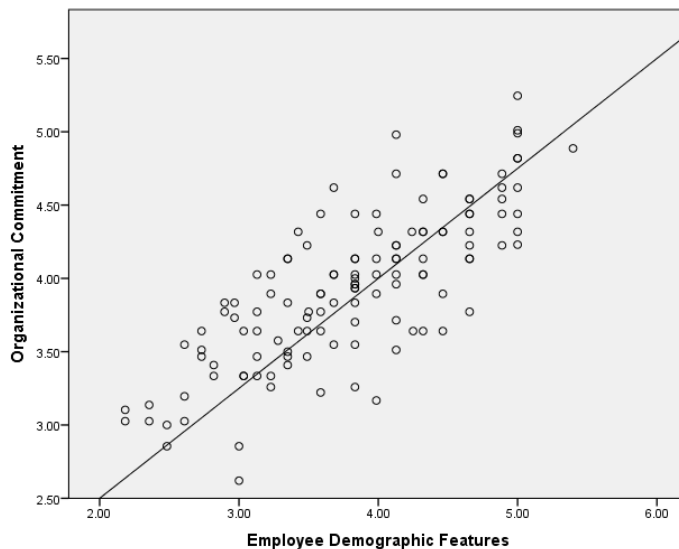


Figure 6: Scatter Plot showing Demographic Features

Source: Field Data Output (2022)

Figure 6 indicates a positive straight-line relationship Employee Demographic Features has with the Organizational Commitment. This result confirms the linearity assumption and hence validate the application of the regression analysis.

4.4.4 Heteroscedasticity

Testing heteroscedasticity, the study adopted the Breusch-Pagan tests as recommended by Waldman (1983). Heteroscedasticity is existence of non-constant values in the residuals of dependent variable in relation to the values of independent variables which affects reliability of the hypotheses testing and confidence interval. Heteroscedasticity occurs when the standard deviation (SD)s are non-constant for all the predicted variable (Klein, Gerhard, Büchner, Diestel & Schermelleh-Engel, 2016). This being a crucial and key assumption for regression modelling to be run, the assumption asserts identical distribution of the error term; otherwise, heteroscedasticity within the data is evidently present (Klein *et al.*, 2016). Table 28 show the heteroscedasticity test results.

Table 28: Breusch-Pagan / Cook-Weisberg test for heteroscedasticity

Ho: Constant	
Variables: Organizational Commitment	
Chi-Square	= 0.29
Probability > Chi-Square	= 0.5889

Source: Field Data Output (2022)

In this study, the chi-square probability value was found to be 0.5889, greater than 0.05 confirming lack of heteroscedasticity in the collected data.

4.5 Descriptive Analysis

Descriptive analysis is statistical method to display the characteristics the study data. They provide a simplified summary on the sampled data and the study measures which forms the foundation for the quantitative analysis by displaying the averages (mean) and standard deviation (SD)s (Field, 2013). The descriptive analysis for shareholder strategy, reciprocal strategy, altruistic strategy, citizenship strategy, demographic features and organizational commitment are presented in this section.

4.5.1 Organizational Commitment

A worker's commitment toward an organisation, regardless whether it is called as employee's or organisational commitment, is defined as the worker's acknowledgment with the values, objectives along with principles of the organisation, giving a genuine requirement to keep the worker stay with the firm and additionally to invigorate all effort and commitment to enhance the organisation's goal (Armstrong, 2016). Organisational commitment was used as the dependent variable in this study. The researcher sought to have the respondents indicate their own opinion regarding the level of commitments among the employees in their organizations. Each statement was meant to capture an individual's voluntary conviction, determination and mind-set with regards to the level

of commitment among the operations and line managers in the organization. Table 29 shows the descriptive analysis results on organizational commitment.

Table 29: Descriptive Summary Statistics on Organizational Commitment

Statement	Mean	Std. Dev.
Affective Organizational Commitment		
Workers feel the problems facing this hotel to be facing them too.	3.815	1.054
Workers always feel like they are part and parcel of the hotel as a family member.	3.742	1.209
This hotel occupies worker's heart with a feeling of personal meaning to them.	3.902	1.146
Workers feel a solid personal sense that they belong to this hotel.	3.839	1.232
Workers enjoy having discussion with outside people about their hotel.	3.800	1.157
Normative organizational commitment		
For workers to be thankful to the hotel for various benefits, they have to be obliged to it.	3.936	1.120
Workers think the hotel owes them a lot for what it has done for them.	3.734	1.257
The good treatment workers receive from the hotel deserves complete faith and loyalty to it.	3.887	1.135
If workers decide to leave the organization, some feel to have let down their co-employees and the hotel.	3.856	1.216
Jumping from one company to another is unethical to me.	3.832	1.216

Continuance Organizational Commitment

If workers leave their current work for another opportunity in hand, some expressed to have a feeling of scary of what might happen to the hotel.	3.880	1.021
Even if workers want to leave their current work, it is extremely difficult to quit this hotel right away.	4.000	1.078
If workers decide to leave their current work now, some have expressed that a lot of their life will get disrupted.	3.776	1.211
I don't feel that I have few options to consider leaving my organization. (R)	4.152	0.984
Among the main reasons for workers to stay working here is that leaving this hotel requires huge personal sacrifice that might not match benefits received here.	4.096	1.110
Overall	3.883	1.143

SD=Strongly Disagree, D = Disagree, N=Neutral, A= Agree, SA= Strongly Agree,

Source: Field Data Output (2022)

Based on the descriptive statistics results in Table 29, it is evident that majority (62.90%) of the hotel managers felt that the problems facing the hotel faced them too. The responses had an average (mean) of 3.815 and a standard deviation (SD) of 1.054. Additionally, a majority (62.10%) of the hotel managers felt like they are part and parcel of the hotel as a family member. The responses had a mean and standard deviation (SD) of 3.742 and 1.209 respectively. The table also shows that a majority (67.20%) of respondents agreed that the hotel occupies worker's heart with a feeling of personal meaning to them. This was affirmed by an average (mean) of 3.902 and a standard deviation (SD) of 1.146. In addition, a majority (66.10%) of the hotel managers felt a solid personal sense that they

belong to the hotel. The responses had an average (mean) of 3.839 and a standard deviation (SD) of 1.232. A majority (63.20%) of respondents agreed that they enjoy having discussion with outside people about their hotel as shown by an average (mean) of 3.8 and a standard deviation (SD) of 1.157.

The results in table 29 also show that a majority (74.40%) of respondents agreed that for workers to be thankful to the hotel for various benefits, they have to be obliged to it. The responses had a mean and standard deviation (SD) of 3.936 and 1.12 respectively. In addition, a majority (64.50%) of the hotel managers agreed the hotel owes them a lot for what it has done for them as seen in the mean of 3.734 and standard deviation (SD) of 1.257. The table also reveals that a majority (70.20%) of the hotel managers felt that the good treatment workers receive from the hotel deserves complete faith and loyalty to it. This was affirmed by a mean and standard deviation (SD) of 3.887 and 1.135 respectively. Additionally, a majority of the hotel managers (64.00%) felt that if workers decide to leave the organization, they would have let down their co-employees and the hotel. This was supported by an average (mean) of 3.856 and a standard deviation (SD) of 1.216. Most (65.60%) of the hotel managers also felt that jumping from one company to another is unethical to them as seen in an average (mean) of 3.832 and a standard deviation (SD) of 1.216.

The results also reveal that most (76.80%) of the hotel managers felt that if workers leave their current work for another opportunity in hand, some expressed to have a feeling of scary of what might happen to the hotel. The responses had an average (mean) of 3.88 and a standard deviation (SD) of 1.021. In Addition, most (74.80%) of the managers were in agreement that even if workers want to leave their current work, it is extremely difficult to quit this hotel right away as was seen by a mean and a standard deviation (SD) of 4 and 1.078 respectively. Additionally, the results indicate that most (69.60%) respondents felt

that if workers decide to leave their current work now, some have expressed that a lot of their life get disrupted. This was confirmed by the mean and a standard deviation (SD) of 3.776 and 1.211 respectively.

The results also indicate that most (81.60%) of the managers were in agreement that they don't feel that they have few options to consider leaving their organization. The responses had an average (mean) of 4.152 and a standard deviation (SD) of 0.984. Finally, the results show that a majority (74.40%) of the managers were in agreement that among the main reasons for workers to stay working here is that leaving this hotel requires huge personal sacrifice that might not match benefits received here. This was supported by an average (mean) 4.096 and standard deviation (SD) of 1.11. Generally, the results show an average (mean) of 3.883 and a standard deviation (SD) of 1.143 which infers that most of the hotel managers involved in the study are committed to the organization. The results are consistent with the assertions by Karim and Rehman (2012) that, workers with higher level of commitment towards the company are viewed to be extra productive, have harmonious, develop better loyalty in the direction of their job, as well as additionally have higher obligation and also function fulfilment. Moreover, workers with solid commitment toward organisation are probably to develop psychological attachment to their respective organisations, additionally feel contented with higher desires in making substantial repayments to the organization.

4.5.2 Shareholder Strategy and Organizational Commitment

The first research objective in this study was to assess the influence of Shareholder Strategy on Organizational Commitment in five star hotels in Kenya. The respondents were asked to indicate their levels of agreement or disagreements with regards to constructs of Shareholder Strategy in relation to organizational commitment in five star hotels in Kenya. The responses were as shown in Table 30.

Table 30: Descriptive Summary Statistics on Shareholder Strategy

Statement	Mean	S. Dev.
The hotel involves workers in decision making.	4.096	1.043
Workers' opinions are considered in decision making.	3.848	1.198
There are some decisions that are made at department level.	3.720	1.195
The hotel involves Workers in solving problems.	4.120	0.930
Workers' suggestions are considered in solving problems.	3.992	1.012
There are some problems that are solved at department level.	3.840	1.095
The hotel encourages workers to come up with new ideas.	4.192	0.973
The hotel involves workers in the planning of activities.	4.000	1.092
Group work is encouraged across	4.072	1.009
Overall	3.987	1.061

SD=Strongly Disagree, D = Disagree, N=Neutral, A= Agree, SA= Strongly Agree,

Source: Field Data Output (2022)

The results in table 30 indicate that a majority (76.80%) of the managers were in agreement that the hotel involves workers in decision making as was seen by the mean of 4.096 and a standard deviation (SD) of 1.043. Additionally, the results reveal that most (71.20%) of the managers were in agreement that Workers' opinions are considered in decision making. The responses had an average (mean) of 3.848 and a standard deviation (SD) of 1.198. Further, a majority (63.20%) of the managers were in agreement that there are some decisions that are made at department level as was indicated by an average (mean) and standard deviation (SD) (SD) of 3.720 and 1.195 respectively. The results also indicated that most (76.80%) of all respondents agreed with the statement that the hotel involves workers in solving problems. The responses had an average (mean) of 4.120 and a standard deviation (SD) of 0.930. Most (73.60%) of the hotel managers

involved in the study also agreed that workers' suggestions are considered in solving problems. This was affirmed by a mean and standard deviation (SD) of 3.992 and 1.012 respectively.

The results further showed that a majority (68.00%) of all respondents agreed that there are some problems that are solved at department level (Mean=3.840 and SD=1.095). In addition, a majority (76.80%) of respondents agreed that the hotel encourages workers to come up with new ideas as was indicated by the mean of 4.192 and standard deviation (SD) of 0.973. The results also established that a majority (68.80%) of respondents agreed that the hotel involves workers in the planning of activities (Mean=4.000 and SD=1.092). Finally, the results indicated that majority (72.80%) of the hotel managers agreed with the statement that group work is encouraged across the hotel as was indicated by an average (mean) of 4.072 and standard deviation (SD) of 1.009. The overall mean of 3.987 and standard deviation (SD) of 1.061 infers that most of the hotel managers in the study agreed with shareholder strategies with regards to the organizational commitment among five star hotels in Kenya. The descriptive analysis results agree with the conclusion made by Mishra and Modi (2016) that, Shareholder Strategy is embedded as an influential view to push managers through empowering them to realise the best interest of the shareholders which is utilization of the firm's resources for wealth increment which is a mutual benefit to both shareholders and stakeholders respectively in a direct and indirect way.

The respondents were further asked to indicate how frequent their organizations were involving workers in decision making. Most of the hotel managers indicated that:

Workers in this hotel, are at all times involved in various managerial process such as decision-making and planning process by encouraging them to do things through teamwork because when workers freely share information and work as team they develop self belonging and ensure organizational goals are successfully achieved. Teamwork and team spirit is stimulated by the rate at which information is shared between workers and this enhances commitment towards the organization. Views collection and active participation contributes to the effectiveness and efficiency in making things workout to the best possible scenarios.

They also asked to give their opinion on how effective involving workers in solving problems for the organization is. Most of them indicated that:

In our hotel, taking part in decision-making process provides every worker here with a chance to express their views and exchange among themselves their experience, knowledge and skills. This strengthens the Manager-Employee relations and inculcate a strong bond of working together. Workers involved in the organizational discussions (Decision-making, conflict resolutions, teamwork, planning and arena to suggest for the best way of working) have a great feeling of being valued, strengthens work-relations with their managers, co-workers and subordinates. While the workers feel a great responsibility in shaping up the organization towards its performance and competitiveness, hence workers become more productive and tend to contribute further and this leads to job satisfaction and high morale to all workers.

The qualitative statements provided by the respondents agree with and support the quantitative data output that decision-making and planning activities as components of the Shareholder Strategy influences organizational Commitment. Shareholder Strategy was measured as a composition of three measurements; decision making, problem solving and planning activities. The finding agrees with study conducted by AlKahtani, Iqbal, Sohail, Sheraz, Jahan, & Haider (2021) on workers' empowerment and commitment in four & five star hotels in Pakistani. The study concluded that empowering workers in form of enabling them to make necessary work-related own decisions to plan for their daily activities and functions influences commitment.

4.5.3 Reciprocal Strategy and Organizational Commitment

The second research objective in this study was to examine the influence of Reciprocal Strategy on organizational commitment in five star hotels in Kenya. The respondents were asked to indicate their levels of agreement or disagreements with regards to constructs of Reciprocal Strategy in relation to organizational commitment in five star hotels in Kenya. The responses were as shown in Table 31.

Table 31: Descriptive Summary Statistics on Reciprocal Strategy

Statement	Mean	S. Dev.
Our hotel takes care of my health and safety.	3.728	1.173
Workers are aware of all the health and safety issues in their work station.	3.544	1.147
Our hotel is concerned with the health and safety of workers' family members.	3.568	1.187
Our hotel provides workers with clear work schedule that they can plan for their personal life.	4.048	1.046
The hotel allows workers to attend urgent family matters at no deduction of their leave days or pay cut.	4.008	1.074
Our hotel has flexible work schedule that allows workers attend to their personal life matters.	3.904	1.117
Our hotel recognizes and rewards fairly for workers performance.	4.024	0.971
To get more rewards workers perform their work to the best of their ability.	4.072	1.009
Our hotel sets realistic performance targets that workers and their co-workers can achieve.	4.072	1.017
Overall	3.885	1.082

SD=Strongly Disagree, D = Disagree, N=Neutral, A= Agree, SA= Strongly Agree,

Source: Field Data Output (2022)

The results from table 31 show that a majority (62.20%) of respondents felt that their hotel takes care of their health and safety and that. The responses had an average (mean) of 3.728 and a standard deviation (SD) of 1.173. Additionally, the results show that most

(52.80%) of the managers were in agreement that workers are aware of all the health and safety issues in their work station. This was affirmed by a mean and standard deviation (SD) of 3.544 and 1.147 respectively. Additionally, a majority (52.00%) of the managers were in agreement that their hotel is concerned with the health and safety of workers' family members as was seen by the mean of 3.568 and 1.187. Further, the results revealed that most (75.20%) of the managers were in agreement that their hotel provides workers with clear work schedule that they can plan for their personal life. This was affirmed by an average (mean) of 4.048 and a standard deviation (SD) of 1.046. The results also established that a majority (72.80%) of respondents agreed that their hotel allows workers to attend urgent family matters at no deduction of their leave days or pay cut. The responses had an average (mean) of 4.008 and a standard deviation (SD) of 1.074.

Moreover, most (68.80%) of the managers were in agreement that their hotel has flexible work schedule that allows workers attend to their personal life matters. This was seen in the mean of 3.904 and a standard deviation (SD) of 1.117. Most (71.20%) of the hotel managers also agreed that their hotel recognizes and rewards fairly for workers' performance as was seen in the mean of 4.024 and standard deviation (SD) of 0.971. The results further point out that most (76.80%) of the managers were in agreement that to get more rewards workers perform their work to the best of their ability. The responses had a mean and standard deviation (SD) of 4.072 and 1.009 respectively. Finally, the results indicated that a majority (76.00%) of respondents agreed that their hotel sets realistic performance targets that workers and their co-workers can achieve. This was backed by an average (mean) of 4.072 and a standard deviation (SD) of 1.017. An overall mean and standard deviation (SD) of 3.885 and 1.082 respectively indicate that most of the hotel managers agreed with the constructs of Reciprocal Strategy in five star hotels in Kenya and that the responses did not vary greatly from the mean. The above results are consistent

with the findings of Ahmad (2018) who studied the reciprocation perspective of relationship between job features, organizational Commitment and turnover intentions in India. He found that intrinsic & extrinsic job factors associated with reciprocity influence organizational commitment.

The respondents were also asked to indicate what their organizations were doing to manage workers' health and safety. Most of the hotel managers indicated that:

As part of the duties and responsibilities of the hotel in line with the laws and regulation of the country, the management has put in place workers' safety & health mechanism in place with accessibility and sufficiency. The hotel management has shown a great commitment and leadership in establishing Occupational Health & Safety activities, systems and policies with the help and involvement of all the workers, is the most precious and important thing to have at a workplace, having such system inculcates workers comfort and willingness to stay longer with productivity sense.

In addition, the respondents were asked to indicate the kind of rewards their organizations were awarding the best performing workers. In response, most of the hotel managers indicated that:

Best performers among the workers in our hotel are motivated through rewarding them with professional development, personal growth and retirement benefits (in form of monthly token), balance between work and individual life with wellness program initiatives (medical and physical care such as health insurance, gyms, and on-job child care), this coupled with performance appraisal and conducive work environment.

The qualitative statements provided by the respondents agree with and support the quantitative data output that Health & Safety and Rewarding System as components of the Reciprocal Strategy influences organizational Commitment. Reciprocal Strategy was measured as a composition of three measurements; health & safety, work-life balance and reward system. The above results are consistent with the argument of Nazir, Shafi, Qun, Nazir and Tran (2016) that rewarding systems intrinsic and extrinsic rewards are positively related with organizational commitment. The findings are in line with the findings of study conducted by Li & Ye (2021) on Reward system and organization commitment among Secondary School teachers in China. The study found a significant relation between Reward System and Organization Commitment. The results are also in

line with the conclusion by Widodo and Damayanti (2020) that rewarding system and job satisfaction have positive influence on Organizational Commitment.

4.5.4 Altruistic Strategy and Organizational Commitment

The third research objective in this study was to establish the influence of Altruistic Strategy on organizational commitment in five star hotels in Kenya. The respondents were asked to indicate their levels of agreement or disagreements with regards to constructs of Altruistic Strategy in relation to organizational commitment in five star hotels in Kenya. The responses were as shown in Table 32.

Table 32: Descriptive Summary Statistics on Altruistic Strategy

Statement	Mean	Std. Dev.
The hotel encourages group work to achieve tasks.	3.928	1.158
Workers can easily discuss work issues with their supervisor.	3.920	1.029
Workers have a good work relation with their co-workers at all levels.	3.840	1.081
Our hotel allows workers to join labour unions.	4.056	1.200
In our hotel there exist welfare committee.	3.912	1.270
Our hotel has a working complaint mechanism in place.	3.888	1.321
The hotel hires workers of diverse background.	4.112	1.165
Our hotel treats well people with disability.	4.064	1.183
Workers don't get stopped from practicing their religion at workplace.	4.064	1.216
Overall	3.976	1.180

SD=Strongly Disagree, D = Disagree, N=Neutral, A= Agree, SA= Strongly Agree,

Source: Field Data Output (2022)

The results in table 32 reveal that a majority (72.00%) of respondents agree with the construct that the hotel encourages group work to achieve tasks. The responses had an average (mean) of 3.928 and a standard deviation (SD) of 1.158. Additionally, the results show that a majority (73.60%) of the hotel managers agree that workers can easily discuss work issues with their supervisor as shown by the mean of 3.920 and standard deviation (SD) of 1.029. Further, most (66.40%) of the hotel managers agree with the construct that workers have a good work relation with their co-workers at all levels as seen by the mean and standard deviation (SD) of 3.840 and 1.081 respectively. The results also indicate that a majority (73.60%) of the hotel managers felt that their hotel allows workers to join labour unions. The responses had an average (mean) of 4.056 and standard deviation (SD) of 1.200. In addition, most (67.20%) of the managers were in agreement that in their hotel there exists welfare committees (Mean=3.912 and SD=1.270).

The results also show that a majority (64.00%) of respondents agreed that their hotel has a working complaint mechanism in place as shown by an average (mean) of 3.888 and standard deviation (SD) of 1.321. Most (76.00%) of the hotel managers also agreed that the hotel hires workers of diverse background (Mean=4.112 and SD=1.161). In addition, the results also established that a majority (71.20%) of the hotel managers agree that their hotel treats people with disability well as seen in the mean of 4.064 and standard deviation (SD) of 1.183. Finally, a majority (70.40%) of respondents were in agreement that workers don't get stopped from practicing their religion at workplace. This was affirmed by a mean and standard deviation (SD) of 3.72 and 1.365. A general mean of 3.976 and standard deviation (SD) of 1.180 indicate that most of the hotel managers involved in the study agree with the Altruistic Strategy of five star hotels in Kenya on organizational commitment. The results are in line with study conducted by METE (2019) who studied the relationship between Altruism, Job satisfaction and Commitment among hotel

workers in Turkey and found a positive and significant influence between Altruism and Commitment.

The respondents were additionally asked to indicate how much they thought workplace diversity is important toward workers' motivation. Most of the hotel managers asserted that:

A workplace diversity is a platform that acknowledges and build on the individual worker's strength contributing to the benefit this brings to the organization. Accommodating and embracing the individual difference brings on board everyone in the organization which forms the key milestone for successful workforce due to a workplace with fair treatment. Workers at the hotel, come from diverse culture and background which translates to divergent abilities, skills and experiences forming a basis for learning and growth within the organization enhancing innovation, creativity, teamwork, accommodation despite the individual differences in serving group, individual and organizational interests.

The researcher moreover asked the respondents to indicate the labour relations that workers practice within and outside the organization. Most of them replied by indicating that:

Hotel industry being a customer based service delivery, managers in our hotels provide a breathing space for workers to engage themselves through Labour Relations and Social Dialogue fora (forming unions and committees within and outside the hotels) which motivates and by extension this is replicated by serving better customers, bringing new ideas, innovation and creativity learnt from other individuals outside the organization.

The qualitative statements provided by the respondents agree with and supports the quantitative data output that Labour Relations and Work-Place Diversity as components of the Altruistic Strategy influences organizational Commitment. Altruistic Strategy was measured as a composition of three measurements; labour relations, social dialogue and workplace diversity. The finding is in line with the finding by Thang & Fassin (2017) in Vietnam to determine the effect of Internal CSR; Labour relations, Social Dialogue, Training & Development, health & safety and balance between work & life on Organizational Commitment. A sample of 256 workers in service firms were interviewed and the findings indicated that Labour relations have positive impact on Organizational Commitment.

4.5.5 Citizenship Strategy and Organizational Commitment

The fourth research objective in this study was to assess the influence of Citizenship Strategy on Organizational Commitment in five star hotels in Kenya. The respondents were asked to indicate their levels of agreement or disagreements with regards to constructs of Citizenship Strategy in relation to organizational commitment in five star hotels in Kenya. The responses were as shown in Table 33.

Table 33: Descriptive Summary Statistics on Citizenship Strategy

Statement	Mean	Std. Dev.
Our hotel provides training that helps workers in performing my work.	3.688	1.160
Workers receive training that can help them develop their career in the hotel industry.	3.672	1.262
Our hotel fairly offers training opportunities to those in need at all levels.	3.656	1.314
Our hotel organizes career counselling sessions for workers.	3.992	1.059
Our hotel provides individual career guidance.	3.920	0.912
The career counselling has had an effect on the way of workers work.	3.856	1.014
Our hotel uses various learning methods to train workers.	3.720	1.215
The learning methods used make workers understand easily.	3.112	1.488
Our hotel supports and promotes lifelong learning.	2.848	1.503
Overall	3.607	1.214

SD=Strongly Disagree, D = Disagree, N=Neutral, A= Agree, SA= Strongly Agree,

Source: Field Data Output (2022)

Descriptive summary results in table 33 reveal that a majority (60.00%) of the hotel managers agree that their hotel provides training that helps workers in performing their work. This was affirmed by a mean and standard deviation (SD) of 3.688 and 1.160 respectively. In addition, the results established that a majority (55.20%) of the hotel managers agree with the construct that workers receive training that can help them develop their career in the hotel industry (Mean=3.672 and SD=1.262). Further, the study results indicated that majority (55.20%) of the managers were in agreement that their hotel fairly offers training opportunities to those in need at all levels. The responses had an average (mean) of 3.656 and standard deviation (SD) of 1.314.

The results also show that a majority (72.80%) of the hotel managers involved in the study agree that their hotel organizes career counselling sessions for workers (Mean=3.992 and SD= 1.059). The results also reveal that most (72.80%) of the hotel managers agree that their hotel provides individual career guidance as was seen by a mean and standard deviation (SD) of 3.920 and 0.912 respectively. The results also indicate that a majority (61.60%) of the hotel managers agreed with the statement that the career counselling has had an effect on the way of workers work (Mean=3.856 and SD=1.014).

Additionally, the results show that most responses (60.80%) agreed that their hotel uses various learning methods to train workers (Mean=3.720 and SD=1.215). The results further indicate that a majority (44.00%) of the hotel managers agree that the learning methods used make workers understand easily (Mean=3.112 and SD=1.488). Finally, the results show that most (36.80%) of the managers were in agreement that their hotel supports and promotes lifelong learning as seen by the mean of 2.848 and standard deviation (SD) of 1.503. An overall mean and standard deviation (SD) of 3.607 and 1.214 respectively indicate that most of the hotel managers were in line with the constructs of Citizenship Strategy with regards to organizational commitment among five star hotels in

Kenya. The results concur with the findings made by Rosaria, Marquez, Zayas, & Lopez (2020), who found a statistically significant influence of Citizenship on Commitment in Puerto Rico Banks' workers.

In addition to the above results, the respondents were asked to indicate the kind of trainings their organizations were providing to the workers. The responses were as follows:

Apprenticeship, Coaching, On-Job training and Job rotation among others are the most common ways of enhancing training and transferring skills to workers within our hotels. Training is thus, systematically planned and adapted based on needs to develop the appropriate modules. The hotel provides diverse learning methodology in enhancing staff development by conducting learning events, teaching programs & learning instructions through workshops & Seminars, enabling workers achieve necessary competency; skills and knowledge for effective and efficient performance. The hotels also plan for in-house training to orient workers with organization culture, vision, mission and objective for them to develop an attachment to the organization and adapt to the core values.

They were also asked to give their opinions on how career counselling help workers perform their work effectively. Most of the hotel managers indicated that:

The hotel has counselling programs led by qualified counsellors in a private and confidential sessions to enable staff make the right and appropriate career choices for the junior or stating levels. While they also provide guidance to the seniors in charting career growth path or improvement via new skills, courses or managing the psychosocial aspect during a staff layover as a result of redundancy or resizing the workforce. These services enable workers make the right choices and decision in a well-informed ground and form a strong bond between workers and their organization as it sorts out mutual problems and enhance collective and individual performance.

The qualitative statements provided by the respondents agree with and supports the quantitative data output that Staff Training, Career Counselling and Learning Methodology as components of the Citizenship Strategy influences organizational Commitment. Citizenship Strategy was measured as a composition of three measurements; staff training, career counselling, learning methodology. This finding agrees with study conducted by Kaya & Ceylan (2014) in Nigeria on Career development programs on Commitment, it revealed that Career programs (Career counselling, Career Advancement and Career Opportunities) have significant influence on Employees Commitment. This is also in line with study conducted by Zareie & Navimipour (2016)

on the effect of learning systems on Commitment, their study revealed that the learning system (Free access to learning materials, Efficiency, personalised learning-approach and learners' satisfaction) have significant influence on Commitment. The finding also agrees with the study conducted by Ocen, Francis & Angundaru (2017) on the role of training to commitment, who found a positively significant influence of staff training on commitment. Similarly, the findings concur with the revelation by Kulundu (2013) that, training increases employees' communication, which can even more counter the numerous straight and indirect costs associated with workers' turnover.

4.5.6 Employee's Demographic Features and Organizational Commitment

The fifth research objective in this study was to examine the effect of employee's demographic features as moderating variable on the relationship between Internal CSR strategies and organizational commitment in five star hotels in Kenya. The respondents were asked to indicate their levels of agreement or disagreements with regards to constructs of employee's demographic features in relation to organizational commitment in five star hotels in Kenya. The responses were as shown in Table 34.

Table 34: Descriptive Summary Statistics on Employee's Demographic Features

Statement	Mean	Std. Dev.
In our hotel, old aged workers are more committed to the organization than young aged workers.	3.752	1.280
In our hotel, age is related to innovation, agility, knowledge, skills and risk appetite.	3.680	1.242
In our hotel, gender is a critical factor considered in choosing leadership.	3.848	1.192
In our hotel, female are more committed to the organization than their male counterparts.	3.928	1.158

In our hotel, education level plays important role in organizational commitment.	3.863	1.212
In Our hotel, education level is related to innovation, agility, knowledge, skills and risk appetite.	3.712	1.127
In our hotel, the more you stay working the more you become committed to the organization.	3.656	1.245
In our hotel, the longer you work with the organization is related to innovation, agility, knowledge, skills and risk appetite.	3.886	1.168
Overall	3.791	1.203

SD=Strongly Disagree, D = Disagree, N=Neutral, A= Agree, SA= Strongly Agree,

Source: Field Data Output (2022)

The results in table 34 indicate that a majority (63.20%) of the hotel managers agree that in their hotel, old aged workers are more committed to the organization than young aged workers. The responses had an average (mean) of 3.752 and standard deviation (SD) of 1.28. In addition, the results show that most (61.60%) of the hotel managers were in agreement that in their hotel, age is related to innovation, agility, knowledge, skills and risk appetite (Mean=3.68 and SD=1.242). Further, the results also revealed that a majority (72.80%) of the managers were in agreement that in their hotel, gender is a critical factor considered in choosing leadership. This was affirmed by a mean and standard deviation (SD) of 3.848 and 1.192 respectively. The results of the study also established that a majority (68.80%) of the managers were in agreement that in their hotel, female workers are more committed to the organization than their male counterparts (Mean=3.928 and SD=1.158). The results also indicate that most (66.10%) of the hotel managers agree that education level plays important role in organizational commitment in their hotel as shown by the mean of 3.863 and standard deviation (SD) of 1.212.

The study results further revealed that a majority (59.20%) of the hotel managers were in agreement that in their hotel, education level is related to innovation, agility, knowledge, skills and risk appetite (Mean=3.712 and SD=1.127). Additionally, the results indicated that most (60.00%) of the hotel managers agreed with the statement that in their hotel, the more you stay working the more you become committed to the organization. This was affirmed by a mean and standard deviation (SD) of 3.656 and 1.245 respectively. Finally, the results from the study revealed that majority (65.80%) of those involved in the study felt that in their hotel, the longer you work with the organization is related to innovation, agility, knowledge, skills and risk appetite. This was backed by an average (mean) of 3.886 and a standard deviation (SD) of 1.168.

Overall, the results had an average (mean) of 3.791 and standard deviation (SD) of 1.203. This infers that most of the managers were in agreement that demographic features had an effect on organizational commitment among five star hotels in Kenya. The findings are in line with assertion by James, McKenzie & Swanberg, (2010) that different disciplines focus on specific demographic attributes, for instance, management studies have used variables such as gender, level of education, age and duration of work in an organization while others in sociology and marketing use level of income and gender. However, lack of consensus within the researchers on conceptualization of elements to be used in the employee's demographic details exist, but majority agree on elements such as age which indicates chronological number of years, sociological and functional abilities which are based on social and psychological capabilities respectively.

The respondents were also asked to indicate how age of the worker affect the worker-organization relation. Most of the hotel managers indicated that:

Age (young, middle or elderly) is a very distinct feature among workers in an organization, and this put them in different expectation in life and from the organization due their life expectations and experiences plus the particular defining moment in life. The above perspective greatly influences and affect organizational outlook and vision

planning for short and long term desired goals. While gender differences enable organization to place workers according to abilities and experiences in various positions tapping their potentials for individual growth and organizational performance.

Finally, they were asked to indicate how gender affect the worker-organization relation.

Most of the hotel managers responded by indicating that:

Gender-based consideration for their work is considered as a fair treatment due to the vulnerability level of male and female biological factors and associated responsibilities. Despite the fact that work is work and people are equal in performing their duties, specific measures are usually put in place at the hotel without overburdening or denying others opportunities rather compensates and treats with equal and fair rules.

The qualitative statements provided by the respondents partly agree with and supports the quantitative data output that Age and gender as component of the Employee Demographic Features fully and partly influences the Worker-organization relations. However, the respondents reported that their hotels subject all gender to the same treatment and rules, hence, gender does not affect worker-organization relation. This is in disagreement with quantitative data output that show an overall positive effect of the Employee Demographic Features on the relationship between Internal CSR and Organizational Commitment. Alternatively, the results are in line with conclusion made by Luu (2020) on the effect of Internal CSR and Commitment, which found that gender and age had significant influence on the ICSR and Commitment among workers in the banking sector in Vietnam.

4.6 Correlation Analysis

Correlation is the process used to find the connection between two or even more variables. This analysis is fundamentally based on the assumption of a straight –line linear relationship between the quantitative variables and it measures the strength or the extent of a relationship between the variables and also its direction. This section presents the correlation analysis results to show the strength and nature of the relationship between study variables. The results for each study variable are in form of Pearson Correlation Coefficient (r). With the corresponding probability value of less than 0.05 at confidence

level (95%), this determines significant and direction of relationship among the different variables in the study. Correlation analysis can establish the degree, direction and strength of that connection. According to Gogtay & Thatte (2017), correlation analysis depicts correlation coefficient with values which may assume -1 to +1. A value of +1 suggests two variables are perfectly connected in a favourable (straight) way, -1 shows two variables are perfectly related in an unfavourable [straight] way, while 0 shows none linear relationship between the study variables.

In this study, correlation analysis was run to determine the relationship strength between the study independent variables of Shareholder Strategy, Reciprocal Strategy, Altruistic Strategy, Citizenship Strategy, moderating variable employee's demographic features and the dependent variable organizational commitment. SPSS version 28 was used to generate Pearson correlation coefficients for all the study variables. Scholars argued that correlation coefficients greater than 0.5 are strong, 0.3 to 0.5 (moderate), and less than 0.3 (weak) (Heale & Twycross, 2015). The results for the correlation in the study are as presented on Table 35.

Table 35: Correlation Matrix

		SS	RS	AS	CS	ED	OC
SS	Pearson Correlation	1	.462	.480	.366	.613	.729
RS	Pearson Correlation	.462**	1	.446	.565	.480	.661
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000
AS	Pearson Correlation	.480**	.446**	1	.359	.690	.652
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000
CS	Pearson Correlation	.366**	.565**	.359**	1	.401	.551
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000

ED	Pearson Correlation	.613**	.480**	.690**	.401**	1	.782
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000
OC	Pearson Correlation	.729**	.661**	.652**	.551**	.782**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000
	N	125	125	125	125	125	125

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

Key: OC=Organizational Commitment, SS=Shareholder Strategy, RS=Reciprocal Strategy, AS=Altruistic Strategy, CS=Citizenship Strategy, ED=Employees Demographic Features

Source: Field Data Output (2022)

Results in Table 35 show that there existed strong and positive relationship between internal CSR strategies and organizational commitment in five star hotels in Kenya.

4.6.1 Shareholder Strategy and Organizational Commitment

The results in Table 35 show that there was a strongly positive and significant relationship between Shareholder Strategy and the organizational commitment in five star hotels in Kenya ($r = 0.729$, P value of $0.000 < 0.05$). This infers that the Shareholder Strategy adopted by the hotels have strongly positive and significant influence on organizational commitment in five star hotels in Kenya. The result is consistent with findings by Nayak, Sahoo & Mohanty (2018) in a study on Workplace Empowerment and Commitment in Indian Health Sector, they found workers' empowerment to have a strongly positive correlation with commitment among workers in Health sector in India ($r = 0.613$, P value of $0.001 < 0.05$). It also agrees with the assertions by Mishra and Modi (2016) that Shareholder Strategy is embedded as an influential view to push managers through empowering them to realise the best interest of the shareholders' interest, which is

utilization of the firm's resources for wealth increment. This is a mutual benefit to both shareholders and stakeholders respectively in a direct and indirect way.

4.6.2 Reciprocal Strategy and Organizational Commitment

The results in Table 35 revealed that there was a strong positive and significant relationship between Reciprocal Strategy and the organizational commitment in five star hotels in Kenya ($r = 0.661$, P value of $0.000 < 0.05$). This infers that the Reciprocal Strategy adopted by the hotels have significant influence on the commitment in those hotels. The above results are consistent with the findings of Ahmad (2018) who studied the reciprocation perspective of relationship between job features, organizational Commitment and turnover intentions in India. He found that intrinsic & extrinsic job factors associated with reciprocity influence organizational commitment. The results are in line with the conclusion by Widodo and Damayanti (2020) that rewarding system and job satisfaction have positive influence on Organizational Commitment. Additionally, a study by Nazir, Shafi, Qun, Nazir, & Tran (2016) in China indicated that the rewarding systems, intrinsic and extrinsic rewards are positively related with Organizational Commitment mainly the affective and normative types of Commitments.

4.6.3 Altruistic Strategy and Organizational Commitment

The results in Table 35 revealed that there was a strongly positive and significant relationship between Altruistic Strategy and the organizational commitment in five star hotels in Kenya ($r = 0.652$, P value of $0.000 < 0.05$). This infers that the Altruistic Strategy adopted by the hotels have significant influence on the commitment in those hotels; The results are in line with study conducted by METE (2019) who studied the relationship between Altruism, Job satisfaction and Commitment among hotel workers in Turkey and found a positive and significant influence between Altruism and Commitment. Similarly, it concurs with the findings of a study by Mousa (2019) in Egypt on the effect of cultural

diversity and inclusion on organizational commitment among 150 medical physicians. The study found a positive relationship of the cultural diversity and organizational commitment.

4.6.4 Citizenship Strategy and Organizational Commitment

The results in Table 35 show a strongly positive and significant relationship between Citizenship Strategy and the organizational commitment in five star hotels in Kenya ($r = 0.551$, P value of $0.000 < 0.05$). This infers that the Citizenship Strategy adopted by the hotels have significant influence on their commitment. The results concur with the findings made by Rosaria, Marquez, Zayas, & Lopez (2020), who found a strongly positive correlation between Citizenship and Commitment among workers in Puerto Rico Banks with $r = 0.656$, P value of $0.01 < 0.05$.

4.6.5 Employee Demographic Features and Organizational Commitment

Finally, correlation analysis results in Table 35 show that there was a strongly positive and significant relationship between employee's demographic features and the organizational commitment in five star hotels in Kenya ($r = 0.782$, P value of $0.000 < 0.05$). This infers that the employee's demographic features in the hotels have a strongly positive and significant influence on the commitment in those hotels. The result is in disagreement with conclusion made by Ashraf (2020) who studied on demographic features and commitment in private universities in Bangladesh, he found that demographic features is weakly and negatively correlated with organizational commitment ($r = -0.14$; P value of $0.01 < 0.05$).

4.7 Regression Analysis

Data for independent and moderating variables of the study prior to any regression analysis (simple or multiple) were mean-centred (variable minus the mean) with the aim for collinearity reduction among the variables especially during the moderation analysis

(Iacobucci, Schneider, Popovich & Bakamitos, 2016). This was done through data transformation using SPSS to create mean-centred variable for each of the independent and moderating variables.

Regression analysis was done to determine the statistical significance and relationship between the predicting variables (Shareholder Strategy, Reciprocal Strategy, Altruistic Strategy, & Citizenship Strategy) and the dependent variable organizational commitment. Regression analysis was also conducted to show the moderating influence of employee's demographic features on the relationship between internal CSR strategies and organizational commitment in five star hotels in Kenya. Regression analysis is a set of statistical methods used for the estimation of relationships between a dependent variable and one or more independent variables (Gogtay, Deshpande and Thatte, 2017)

Gogtay *et al.*, (2017) asserts that analysis of a regression model assists in forming a mathematical equation that portrays statistically based relationship among and between predictor and the predicted variables. Simple and multiple regressions were run to determine the relationship between individual predicting variable against the dependent variable (Organizational Commitment) and overall effect of the study independent variables on the dependent variable.

For the results interpretation, Coefficient of Determination (R squared) was placed to determine the best model fit for the collected data (Gogtay *et al.*, 2017). A composite value for every study variables was calculated by dividing the total value of the responses against the measurement items in each variable. A multiple linear regression of Shareholder Strategy depicting the variable items (decision making, problem solving and planning activities) was computed. Reciprocal Strategy was measured as a composition of three measurements (health & safety, work-life balance and reward system). Further, Altruistic Strategy was measured as a composition of three measurements (labour

relations, social dialogue and workplace diversity). Finally, Citizenship Strategy was measured as a composition of three measurements (staff training, career counselling, learning methodology).

4.7.1 Overall Multiple Regression Model

In the study, overall multiple regression model was run to assess the overall impact of the four indicators of independent variable (shareholder strategy, reciprocal strategy, altruistic strategy, and citizenship strategy) on the dependent variable which is the organizational commitment. The results of the multiple linear regression analysis are presented in Table 36, 37 and 38 below.

Table 36: Model Summary for ICSR Strategies

Model	R		Std. Error		Change Statistics					
	R	Adjusted R Square	of the Estimate	R Square	F	Sig. F	Change	df1	df2	Change
1	.861 ^a	.742	.734	.26929	.742	86.356	4	120	0.001	

a. Predictors: (Constant), CS, RS, AS, SS

Source: Field Data Output (2022)

Table 36 shows Model Summary with determination Coefficient (R-Squared) of 0.742 from R 0.861 with significant value of P=0.001 less than P=0.05. The R-Square of 0.742 explains 74.2% variation of the Organizational Commitment is being contributed by internal CSR Strategies (shareholder strategy, reciprocal strategy, altruistic strategy and citizenship strategy) while the remaining 25.8% are contributed by other components not part of the study model. The result is in line with a study conducted by Luu (2020) on the internal CSR perception and affective organisational commitment among bank employees in Vietnam. The study found that Internal CSR has positive effect on commitment among the employees.

Table 37: ANOVA for ICSR Strategies

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	25.048	4	6.262	86.356	0.000 ^b
	Residual	8.702	120	.073		
	Total	33.750	124			

a. Dependent Variable: OC

b. Predictors: (Constant), CS, RS, AS, SS

Source: Field Data Output (2022)

Table 37 shows ANOVA output to determine the significance of the model explaining the influence of Citizenship Strategy to the Organizational Commitment in five star hotels in Kenya. The results show the model to be statistically significant in relation between Citizenship Strategy and Organizational Commitment through a p-value = $0.000 < 0.05$ and Calculated $F(4, 120) = 86.356 > \text{Critical } F(4, 120) = 2.4472$.

Table 38: Coefficients for ICSR Strategies

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.553	.192		2.875	0.005
	SS	.371	.049	.420	7.509	0.000
	RS	.164	.039	.255	4.185	0.000
	AS	.206	.040	.282	5.079	0.000
	CS	.120	.045	.152	2.659	0.009

a. Dependent Variable: Organizational Commitment

Source: Field Data Output (2022)

The coefficients in Table 38 of the Internal CSR Strategies show positive and significant influence on Organizational Commitment; Shareholder Strategy ($\beta=0.371$,

P=0.005<0.05), Reciprocal Strategy ($\beta=0.164$, P=0.00<0.05), Altruistic Strategy ($\beta=0.206$, P=0.00<0.05), and Citizenship Strategy ($\beta=0.120$, P=0.009<0.05).

The final model is presented below:

$$Y = 0.553 + 0.371SS + 0.164RS + 0.206AS + 0.120CS + \epsilon \dots\dots\dots \text{Equation 3}$$

Where:

Y = Organizational Commitment (OC)

SS = Shareholder Strategy

RS = Reciprocal Strategy

AS = Altruistic Strategy

CS = Citizenship Strategy

ϵ = Error term

The multiple regression model results also show that shareholder strategy had positive and significant influence on organizational commitment in five star hotels in Kenya ($\beta=.371$, P<0.05) inferring that a unit change in Shareholder Strategy leads to 0.371-unit improvement in organizational commitment in five star hotels in Kenya. This is consistent with the assertion by Butali and Njoroge (2018) that staff member engagement has a significant positive influence on organizational commitment and performance. Further, the study better revealed that affective, continuance and as well as normative commitment controlled the relation between staff member participation and organisation performance. The results also show that Reciprocal Strategy had positive and significant influence on organizational commitment in five star hotels in Kenya ($\beta=.164$, P<0.05) inferring that a unit change in Reciprocal Strategy leads to .164unit improvement in organizational commitment in five star hotels in Kenya. The result is in line with the conclusion made by Mory, Wirtz and Gottel (2016) that the reciprocal approach permits firm to develop a sustainable competitive advantage forming a connection in between CSR advertised

advancement as well as normative aspect of organizational commitment. The development of employees certainly makes them feel fairly have an obligation to enhance their job outcome if the business spends really own financial resources beforehand the staff members' abilities.

Further, the results also show that Altruistic Strategy had positive and significant influence on organizational commitment in five star hotels in Kenya ($\beta=.206$, $P<0.05$) inferring that a unit change in Altruistic Strategy leads to .206unit improvement in organizational commitment in five star hotels in Kenya.

Finally, the results depict that Citizenship Strategy had positive and significant influence on organizational commitment in five star hotels in Kenya ($\beta=.120$, $P<0.05$) inferring that a unit change in Citizenship Strategy leads to 0.120unit improvement in organizational commitment in five star hotels in Kenya. This is consistent with the assertions by Ketvirtis (2017) that as a company's commitment to firms' citizenship role increases, so do employees' interaction levels. The even more commitment an organization has to do with its corporate citizenship setting the extra humanitarian, area involvement as well as social innovation possibilities it commonly tends to use.

4.7.2 Influence of Shareholder Strategy on Organizational Commitment

This section presents the results of multiple linear regression analysis as guided by the first research objective in this study. The first objective was to assess the influence of Shareholder Strategy on Organizational Commitment in five star hotels in Kenya using primary data. In this study, Shareholder Strategy depicts workers' participation strategy; S1: involvement in scheduling of activities, S2: decision-making and S3 a platform for them to provide suggestion for the execution and performance of tasks and solve problems. A multiple regression of Shareholder Strategy components against

Organizational Commitment was regressed. The results of the linear regression analysis are presented in Tables 39, 40 and 41.

Table 39: Model Summary for Shareholder Strategy

Model ^a	Change Statistics								
	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.729	.531	.35860	.531	139.452	1	123	0.001	

a. Predictors: (Constant), S1(Decision-Making), S2 (Problem-Solving), S3 (Planning Activities)

Source: Field Data Output (2022)

Table 39 shows Model Summary with determination Coefficient (R-Squared) of 0.531 from R 0.729 with significant value of P=000 less than P=0.05. The R-Square of 0.531 explains 53.1% variation of the Organizational Commitment is being contributed by Shareholder Strategy. The adjusted R-Square value of 0.528 indicates the variation contribution by Shareholder Strategy alone without the constant, to Organizational Commitment while the remaining 46.9% are contributed by other components not part of the study model. The deviation average of the Shareholder Strategy from the best-fit line is shown by Standard Error (0.35860) indicating its vital contribution to Organizational Commitment in five Star hotels in Kenya.

Table 40: ANOVA for Shareholder Strategy

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	17.933	1	17.933	139.452	0.000 ^b
Residual	15.817	123	.129		
Total	33.750	124			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), S1(Decision-Making), S2 (Problem-Solving), S3 (Planning Activities)

Source: Field Data Output (2022)

Table 40 shows ANOVA output to determine the significance of the model explaining the influence of Shareholder Strategy to the Organizational Commitment in five star hotels in Kenya. The results show the model to be statistically significant in relation between Shareholder Strategy and Organizational Commitment through a p-value = $0.000 < 0.05$ and Calculated $F(1, 123) = 139.452 > \text{Critical } F(1, 123) = 3.918$. The results provided a basis to test hypothesis through decision rule to reject hypothesis if P Value is less than 0.05 and Calculated F value is greater than the critical F value. Hence, the results led the study to adapt alternative hypothesis by rejecting the null hypothesis: Shareholder Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya. Proving that Shareholder Strategy significantly influences organizational commitment in five star hotels in Kenya.

Table 41: Coefficients for Shareholder Strategy

Model ^a	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	0.52	.26	0.00	1.97	0.051
S1	.25	.06	.29	4.01	0.001
S2	.29	.06	.31	4.66	0.001
S3	.34	.07	.36	5.02	0.001

a. Dependent Variable: Organizational Commitment

Source: Field Data Output (2022)

The final model for Shareholder Strategy and organizational Commitment is presented below:

$$Y = 0.52 + 0.25S_1 + 0.29S_2 + 0.34S_3 + \epsilon \dots\dots\dots \text{Equation 4}$$

Where:

Y = Organizational Commitment (OC)

S₁ = Decision-Making

S₂ = Problem-Solving

S₃ = Planning Activities

ε = an error term

The results in Table 41 show that the coefficient of the measurements on decision-making (S₁) is positive and significant ($\beta=.25$, $P<0.05$). The beta coefficient of .25 suggests that a unit change in involvement of workers in decision making in the hotels is associated with .25 unit change in organizational commitment in five star hotels. The findings match the research conclusions reached in a study by Wainana, Iravo & Waititu (2014) who found participation in decision-making to have had a positive effect on organizational Commitment among University staff in Kenya. Similarly, it agrees with the assertions by Mensah, Agyapong and Nuertey (2017) that individuals, teams, areas, firms, organizations, societies and furthermore the natural surroundings may commonly accredit as genuine influence for stakeholders given that they can all be influenced or can influence the commitment and operations of the company. The study outcomes are also in line with findings by Irawanto (2015) who examined the impact of worker involvement in decision-making on organizational commitment in state-owned business in Indonesia. Indicating a considerable correlation between worker's involvements in decision-making with their commitment toward the organization. The study is also in line with Mory *et al.*, (2016) who studied on ICSR empowerment strategy, found to positively and significantly influence commitment.

The coefficient of the statements on problem solving (S₂) is positive and significant against organizational commitment ($\beta=.29$, $P<0.05$) inferring that a unit improvement in involvement of workers in solving problems in the organization results into .290 unit

change in organizational commitment in five star hotels in Kenya. This finding is in line with study conducted by Owoseni (2012) on Problem-Solving (conflict management strategies) and Organizational Commitment in selected Manufacturing firms in Nigeria, which revealed that problem solving on Commitment. Similarly, it agrees with study conducted by Lassoued *et al.*, (2020) in United Arab Emirates on the effect of problem solving abilities among employees in a university setting. The study interviewed 82 workers working in administrative position at Abu Dhabi University and the results showed that empowerment had a moderate impact on problem solving and decision making abilities among the workers.

The results further show that the coefficient of the statements on planning activities (S3) is positive and significant against organizational commitment ($\beta=.34$, $P<0.05$) inferring that a unit change in the involvement of workers in the planning of activities in the organization results into .340 unit change in organizational commitment in five star hotels in Kenya. The finding agrees with study conducted by AlKahtani, Iqbal, Sohail, Sheraz, Jahan, & Haider (2021) on workers' empowerment and commitment in four & five star hotels in Pakistani. The study concluded that empowering workers in form of enabling them to make necessary work-related own decisions to plan for their daily activities and functions influences commitment.

4.7.3 Influence of Reciprocal Strategy on Organizational Commitment

This section presents the results of multiple linear regression analysis as guided by the second research objective in this study. The second research objective in this study was to examine the influence of Reciprocal Strategy on organizational commitment in five star hotels in Kenya. Reciprocal Strategy was measured as a composition of three measurement indicators (R1: health & safety, R2: work-life balance and R3: reward

system). The results of the simple linear regression analysis are presented in Table 42, 43 and 44.

Table 42: Model Summary for Reciprocal Strategy

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.661	.437	.432	.39308	.437	95.426	1	123	0.000

a. Predictors: (Constant), R1 (Health & Safety), R2 (Work-Life Balance) and R3 (Reward System)

Source: Field Data Output (2022)

Table 42 shows Model Summary with determination Coefficient (R-Squared) of 0.437 from R 0.661 with significant value of P=0.000 less than P=0.05. The R-Square of 0.437 explains 43.7% variation of the Organizational Commitment is being contributed by Reciprocal Strategy. The adjusted R-Square value of 0.432 indicates the variation contribution by Reciprocal Strategy alone without the constant, to Organizational Commitment while the remaining 66.3% are contributed by other components not part of the study model. The deviation average of the Reciprocal Strategy from the best-fit line is shown by Standard Error (0.39308) indicating its vital contribution to Organizational Commitment in five Star hotels in Kenya.

Table 43: ANOVA for Reciprocal Strategy

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.745	1	14.745	95.426	0.000 ^b
	Residual	19.005	123	.155		
	Total	33.750	124			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), R1 (Health & Safety), R2 (Work-Life Balance) and R3 (Reward System)

Source: Field Data Output (2022)

Table 43 shows ANOVA output to determine the significance of the model explaining the influence of Reciprocal Strategy to the Organizational Commitment in five star hotels in Kenya. The results show the model to be statistically significant in relation between Reciprocal Strategy and Organizational Commitment through a p-value = 0.000 < 0.05 and Calculated F (1, 123) = 95.426 > Critical F (1, 123) = 3.918. The results provided a basis to test hypothesis through decision rule to reject hypothesis if P Value is less than 0.05 and Calculated F value is greater than the critical F value. Hence, the results lead the study to adapt alternative hypothesis by rejecting the null hypothesis: Reciprocal Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya. Proving that Reciprocal Strategy significantly influences organizational commitment in five star hotels in Kenya.

Table 44: Coefficients for Reciprocal Strategy

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.43	.34	.00	2.27	0.048
R1	.17	.05	.21	3.21	0.002
R2	.31	.05	.38	5.90	0.000
R3	.43	.06	.49	7.37	0.000

a. Dependent Variable: Organizational Commitment

Source: Field Data Output (2022)

The final model for Reciprocal Strategy and organizational Commitment is presented below:

$$Y = 0.43 + 0.17R_1 + 0.31R_2 + 0.43R_3 + \epsilon \dots\dots\dots \text{Equation 5}$$

Where:

Y = Organizational Commitment (OC)

R₁ = Health & Safety

R₂ = Work-Life Balance

R₃ = Reward System

ε = Error term

The coefficients in Table 44 shows the coefficients of the health & safety (R1) as positive and significant against organizational commitment ($\beta=.17$, $P<0.05$). The beta coefficient of .17 suggests that a unit improvement in care of employee health and safety in the hotels is associated with .17 unit change in organizational commitment in five star hotels. The findings are in line with Thang & Fassin (2017) who conducted a study in Vietnam to determine the effect of health & safety on organizational Commitment. A sample of 256 workers in service firms interviewed and the findings indicated that health & Safety positively relate with Organizational Commitment.

The coefficient of the statements on work-life balance is positive and significant against organizational commitment ($\beta=.31$, $P<0.05$) inferring that a unit change improvement in flexibility of work schedule that allows workers attend to their personal life matters in the organization results into 0.31 unit change in organizational commitment in five star hotels in Kenya. The findings disagree with the findings by Thang & Fassin (2017) study in Vietnam to determine the effect of balance between work & life on Organizational Commitment, which did not find work-life balance positively influence Organizational Commitment. The findings are in line with the findings in a study conducted in Nigeria by Oyewobi, Oke, Adeneye & Jimoh (2019) that found Work-Life balance to have a positive influence on Organizational Commitment.

The results additionally depict that the coefficient of the statements on reward system is positive and significant against organizational commitment ($\beta=.43$, $P<0.05$) inferring that a unit improvement in recognition and rewarding of workers' performance fairly in the organization lead to 0.43-unit improvement in organizational commitment in five star hotels in Kenya. The findings are in line with the findings of study conducted by Li & Ye (2021) on Reward system and organization commitment among Secondary School teachers in China. The study found a significant relation between Reward System and Organization Commitment. The results are also in line with the conclusion by Widodo and Damayanti (2020) that rewarding system and job satisfaction have positive influence on Organizational Commitment. Additionally, a study by Nazir, Shafi, Qun, Nazir, & Tran (2016) in China indicated that the rewarding systems, intrinsic and extrinsic rewards are positively related with Organizational Commitment mainly the affective and normative types of Commitments.

4.7.4 Influence of Altruistic Strategy on Organizational Commitment

This section presents the results of multiple linear regression analysis as guided by the third research objective in this study. The third research objective in this study was to establish the influence of Altruistic Strategy on Organizational Commitment in five star hotels in Kenya. Altruistic Strategy was measured as a composition of three measurement indicators (labour relations, social dialogue and workplace diversity). The results of the simple linear regression analysis are presented in Table 45, 46 and 47.

Table 45: Model Summary for Altruistic Strategy

					Change Statistics				
Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.652 ^a	.425	.39734	.425	90.765	1	123	0.001	

a. Predictors: (Constant), A1 (Labour Relations), A2 (Social Dialogue), A3 (Work-Place Diversity)

Source: Field Data Output (2022)

Table 45 shows Model Summary with determination Coefficient (R-Squared) of 0.425 from R 0.652 with significant value of P=000 less than P=0.05. The R-Square of 0.425 explains 42.5% variation of the Organizational Commitment is being contributed by Altruistic Strategy. The adjusted R-Square value of 0.425 indicates the variation contribution by Altruistic Strategy alone without the constant, to Organizational Commitment while the remaining 67.5% are contributed by other components not part of the study model. The deviation average of the Reciprocal Strategy from the best-fit line is shown by Standard Error (0.39734) indicating its vital contribution to Organizational Commitment in five Star hotels in Kenya.

Table 46: ANOVA for Altruistic Strategy

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.330	1	14.330	90.765	0.000 ^b
	Residual	19.420	123	.158		
	Total	33.750	124			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), A1 (Labour Relations), A2 (Social Dialogue), A3 (Work-Place Diversity)

Source: Field Data Output (2022)

Table 46 shows ANOVA output to determine the significance of the model explaining the influence of Altruistic Strategy to the Organizational Commitment in five star hotels in Kenya. The results show the model to be statistically significant in relation between Altruistic Strategy and Organizational Commitment through a p-value = 0.000 < 0.05 and Calculated F (1, 123) = 90.765 > Critical F (1, 123) = 3.918. The results provided a basis to test hypothesis through decision rule to reject hypothesis if P Value is less than 0.05 and Calculated F value is greater than the critical F value. Hence, the results lead the study to adapt alternative hypothesis by rejecting the null hypothesis: Altruistic Strategy does

not significantly influence Organizational Commitment in five star hotels in Kenya. Proving that Altruistic Strategy significantly influences organizational commitment in five star hotels in Kenya.

Table 47: Coefficients for Altruistic Strategy

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.51	.30	.00	4.96	0.000
	A1	.24	.06	.30	4.13	0.000
	A2	.14	.06	.22	2.36	0.020
	A3	.24	.07	.33	3.57	0.000

a. Dependent Variable: Organizational Commitment

Source: Field Data Output (2022)

The final model for Altruistic Strategy and organizational Commitment is presented below:

$$Y = 1.51 + 0.24A_1 + 0.14A_2 + 0.24A_3 + \epsilon \dots\dots\dots \text{Equation 6}$$

Where:

Y = Organizational Commitment (OC)

A₁ = Labour Relations

A₂ = Social Dialogue

A₃ = Work-Place Diversity

ε = Error term

The coefficients in Table 47 of the measurements on Labour Relations is positive and significant against organizational commitment (β=.24, P<0.05). The beta coefficient of .24 suggests that a unit improvement in care of employee Labour Relations in the hotels is associated with .24 unit change in organizational commitment in five star hotels. The finding is in line with the finding by Thang & Fassin (2017) in Vietnam to determine the effect of Internal CSR; Labour relations, Social Dialogue, Training & Development, health & safety and balance between work & life on Organizational Commitment. A sample of 256 workers in service firms were interviewed and the findings indicated that Labour relations have positive impact on Organizational Commitment.

The coefficient of the statements on Social Dialogue is positive and significant against organizational commitment ($\beta=.14$, $P<0.05$) inferring that a unit change improvement in Social Dialogue in the organization results into .14 unit change in organizational commitment in five star hotels in Kenya. The finding is contrary to the conclusion by Thang & Fassin (2017) in Vietnam to determine the effect of Internal CSR; Labour relations, Social Dialogue, Training & Development, health & safety and balance between work & life on Organizational Commitment. A sample of 256 workers in service firms were interviewed and the findings indicated that Social Dialogue does not have positive impact on Organizational Commitment.

The results additionally depict that the coefficient of the statements on Work-Place Diversity is positive and significant against organizational commitment ($\beta=.24$, $P<0.05$) inferring that a unit improvement in recognition and rewarding of workers' performance fairly in the organization leads to .432-unit improvement in organizational commitment in five star hotels in Kenya. This finding corroborates the findings of a study by Divya & Ganesh (2018) on diversity management and commitment in India, the study found that firms with workplace diversity (gender, affirmative-action, & religious) have a positive influence on commitment. Similarly, Mousa (2019) found a positive relationship of the cultural diversity and organizational Commitment. The findings are in line with the findings of a study by Mory, Wirtz and Gattel (2016) which found that mutual work-employee relation between organizations and their internal stakeholders done through internal CSR-practice significantly affect the relations contributing toward organizational commitment. Mory et al., (2016) further demonstrated the appropriateness of the Social Exchange Theory (SET) which forms basis of reciprocal model of exchange in conceptualizing the employee's perceived CSR in Reciprocal Strategy toward organizational commitment.

4.7.5 Influence of Citizenship Strategy on Organizational Commitment

This section presents the results of multiple linear regression analysis as guided by the fourth research objective in this study. The fourth research objective in this study was to assess the influence of Citizenship Strategy on organizational commitment in five star hotels in Kenya. Citizenship Strategy was measured as a composition of three measurement indicators (staff training, career counselling, learning methodology). The results of the multiple linear regression analysis are presented in Table 48, 49 and 50.

Table 48: Model Summary for Citizenship Strategy

Model	R		Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
	R	Square				F	df1	df2	
1	.551	.304	.298	.43715	.304	53.605	1	123	0.000

a. Predictors: (Constant), C1 (Staff Training), C2 (Career Counselling), C3 (Learning Methodology)

Source: Field Data Output (2022)

Table 48 shows Model Summary with determination Coefficient (R-Squared) of 0.304 from R 0.551 with significant value of P=000 less than P=0.05. The R-Square of 0.304 explains Citizenship Strategy is contributing 30.4% variation of the Organizational Commitment. The adjusted R-Square value of 0.304 indicates the variation contribution by Citizenship Strategy alone without the constant, to Organizational Commitment while the remaining 69.4% are contributed by other components not part of the study model. The deviation average of the Citizenship Strategy from the best-fit line is shown by Standard Error (0.43715) indicating its vital contribution to Organizational Commitment in five Star hotels in Kenya.

Table 49: ANOVA for Citizenship Strategy on Organizational Commitment

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.244	1	10.244	53.605	0.000 ^b
	Residual	23.506	123	.191		
	Total	33.750	124			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), C1 (Staff Training), C2 (Career Counselling), C3 (Learning Methodology)

Source: Field Data Output (2022)

Table 49 shows ANOVA output to determine the significance of the model explaining the influence of Citizenship Strategy to the Organizational Commitment in five star hotels in Kenya. The results show the model to be statistically significant in relation between Citizenship Strategy and Organizational Commitment through a p-value = 0.000 < 0.05 and Calculated F (1, 123) = 53.605 > Critical F (1, 123) = 3.918. The results provided a basis to test hypothesis through decision rule to reject hypothesis if P Value is less than 0.05 and Calculated F value is greater than the critical F value. Hence, the results lead the

study to adapt alternative hypothesis by rejecting the null hypothesis: Citizenship Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya. Proving that Citizenship Strategy significantly influences organizational commitment in five star hotels in Kenya.

Table 50: Coefficients for Citizenship Strategy on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.48	.29	.00	5.14	0.000
	C1	.55	.07	.56	7.69	0.004
	C2	.45	.07	.49	6.50	0.000
	C3	.15	.05	.24	3.01	0.003

a. Dependent Variable: Organizational Commitment

Source: Field Data Output (2022)

The final model for Citizenship Strategy and organizational Commitment is presented below:

$$Y = 1.48 + 0.55C_1 + 0.45C_2 + 0.15C_3 + \varepsilon \dots\dots\dots \text{Equation 7}$$

Where:

Y = Organizational Commitment (OC)

C₁ = Staff training

C₂ = Career Counselling

C₃ = Learning Methodology

ε = Error term

The coefficients in Table 50 of staff training is positively and significantly related with organizational commitment in five star hotels in Kenya (β=.55, P<0.05). The beta coefficient of .55 suggests that a unit change improvement in staff training within the five star hotels in Kenya results to a unit improvement of the organizational commitment in five star hotels by .55 units, but insignificantly. These finding agree with the study conducted by Ocen, Francis & Angundaru (2017) on the role of training to commitment,

who found a positively significant influence of staff training on commitment. Similarly, the findings concur with the revelation by Kulundu (2013) that, training increases employees' communication, which can even more counter the numerous straight and indirect costs associated with workers' turnover.

The findings further show that the coefficient of the statement on career counselling is positive and significant against organizational commitment ($\beta=.45, P<0.05$) inferring that a unit change improvement in career counselling among the workers within the hotel environment results into .45 unit change in organizational commitment in five star hotels in Kenya. This finding agrees with study conducted by Kaya & Ceylan (2014) in Nigeria on Career development programs on Commitment, it revealed that Career programs (Career counselling, Career Advancement and Career Opportunities) have significant influence on Employees Commitment.

The results also depict that the coefficient of the statement on learning methodology is positive and significant against organizational commitment ($\beta=.15, P<0.05$) inferring that a unit change in learning methodology leads to .15-unit improvement in organizational commitment in five star hotels in Kenya. The result is in line with study conducted by Zareie & Navimipour (2016) on the effect of learning systems on Commitment, their study revealed that the learning system (Free access to learning materials, Efficiency, personalised learning-approach and learners' satisfaction) have significant influence on Commitment.

4.7.6 Moderating Effect of Employee's Demographic Features

The fifth objective of this study was to examine the effect of Employee's demographic features as moderating variable on the relationship between Internal CSR strategies and organizational commitment in five star hotels in Kenya. All the independent variables were interacted with the moderating variable Employee's demographic features to give a

composite variable, which was then regressed against the dependent variable organizational commitment and the results were as presented in Table 51.

Table 51: Model Summary for Moderating Effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.891 ^a	.795	.786	.24132	.795	92.107	5	119	0.00
2	.916 ^b	.839	.826	.21733	.044	7.931	4	115	0.00

a. Predictors: (Constant), ED, CS, SS, RS, AS

b. Predictors: (Constant), ED, CS, SS, RS, AS, CS*ED, RS*ED, AS*ED, SS*ED

c. Dependent Variable: OC

Source: Field Data Output (2022)

The results in Table 51 show the multiple regression results of the moderating effect of employee's demographic features on the relationship between internal CSR strategies and organizational commitment in five star hotels in Kenya. The results show that the R squared after moderation by employee's demographic features was 0.839 which is more than the non-moderated effect which had its R square being 0.795. This infers that employee's demographic features moderate the relationship between internal CSR strategies and organizational commitment in five star hotels in Kenya and explain 83.9% of the variations in organizational commitment in five star hotels in Kenya as compared to non-moderated model of 79.5%.

Table 52: ANOVA for the Moderating Effect of Employee's Demographic Features

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.820	5	5.364	92.107	0.00 ^b
	Residual	6.930	119	.058		
	Total	33.750	124			
2	Regression	28.318	9	3.146	66.616	0.00 ^c
	Residual	5.432	115	.047		
	Total	33.750	124			

a. Dependent Variable: OC

b. Predictors: (Constant), ED, CS, SS, RS, AS

c. Predictors: (Constant), ED, CS, SS, RS, AS, CS*ED, RS*ED, AS*ED, SS*ED

Source: Field Data Output (2022)

The ANOVA output in Table 52 with 2-model approach (with and without interaction term) was used to determine the significance of the model explaining the moderating effect of Employee Demographic Features between the Internal CSR and the Organizational Commitment in five star hotels in Kenya. The results show the model had statistically significant moderation effect between Internal CSR Strategies and Organizational Commitment through a $p\text{-value} = 0.000 < 0.05$ and Calculated $F(1, 123) = 66.616 > \text{Critical } F(9, 115) = 1.96225$. The results provided a basis to test hypothesis through decision rule to reject hypothesis if P Value is less than 0.05 and Calculated F value is greater than the critical F value. Hence, the results led the study to adapt alternative hypothesis by rejecting the null hypothesis: Employee Demographic Features do not significantly moderate between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya. Proving that Employee Demographic Features do significantly moderate between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya.

Table 53: Coefficients for the Moderating Effect

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.629	.173		3.636	0.001
	SS	.269	.048	.304	5.593	0.001
	RS	.145	.035	.226	4.117	0.001
	AS	.181	.043	.151	3.905	0.039
	CS	.101	.041	.128	2.496	0.014
	ED	.251	.045	.359	5.516	0.001
2	(Constant)	1.017	.184		5.521	0.001
	SS	.211	.045	.240	4.685	0.001
	RS	-.137	.063	-2.058	-4.587	0.008
	AS	.150	.046	.205	3.253	0.002
	CS	.076	.038	.097	2.004	0.047
	ED	.269	.045	.384	5.927	0.001
	SS*ED	.064	.018	.621	3.608	0.001
	RS*ED	-.023	.012	-.223	-2.013	0.046

AS*ED	-.043	.011	-.409	-3.962	0.001
CS*ED	.022	.009	.213	2.519	0.013

a. Dependent Variable: OC

Source: Field Data Output (2022)

The final model is presented below:

$$Y = 1.017 + 0.064SS*ED - 0.023RS*ED - 0.043AS*ED + 0.022CS*ED + \epsilon \text{ Equation 8}$$

Where:

Y = Organizational Commitment

SS*ED = Shareholder Strategy* Employee's Demographic Features

RS*ED = Reciprocal Strategy* Employee's Demographic Features

AS*ED = Altruistic Strategy* Employee's Demographic Features

CS*ED = Citizenship Strategy* Employee's Demographic Features

ϵ = Error term

Regression coefficients in Table 53 after moderation using employee's demographic features revealed that Shareholder Strategy was positive ($\beta = 0.064$) and significant ($P=0.00 < 0.05$). This infers that employee's demographic features strengthened the relationship between the Shareholder Strategy and organizational commitment in five star hotels in Kenya. The results also show that Reciprocal Strategy after moderation with interaction variable was negative ($\beta = -0.23$) and significant ($P=0.046 < 0.05$). This infers that employee's demographic features weakened the magnitude of the relationship between the Reciprocal Strategy and organizational commitment in five star hotels in Kenya. Similarly, the results show that Altruistic Strategy after moderation with interaction variable was negative ($\beta = -0.043$) and significant ($P=0.000 < 0.05$). This infers that employee's demographic features weakened the magnitude of the relationship between the Altruistic Strategy and organizational commitment in five star hotels in Kenya. The results also show that Citizenship Strategy after moderation with interaction variable was positive ($\beta = 0.022$) and significant ($P=0.013 < 0.05$). This infers that

employee's demographic features positively moderate the relationship between the Citizenship Strategy and organizational commitment in five star hotels in Kenya.

4.8 Hypotheses Testing

Hypotheses were tested using simple regression for every independent variable and 2-step linear regression analysis for moderating variable against dependent variable. The decision to either reject or fail to reject the null hypothesis was based on p-value and F-test from regression table. If the p-value is less than 0.05, similarly, if F Statistics is greater than the critical F, the H_0 is rejected but if P-value is greater than 0.05, and F Statistics is less than critical F, then the study fails to reject H_0 .

4.8.1 Shareholder Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya.

The hypothesis was tested using a linear regression model to generate model summary and ANOVA table to test for the null hypothesis.

Table 37 shows ANOVA output to determine the significance of the model explaining the influence of Shareholder Strategy to the Organizational Commitment in five star hotels in Kenya. The results show the model to be statistically significant in relation between Shareholder Strategy and Organizational Commitment through a p-value = $0.000 < 0.05$ and Calculated F (1, 123) = $139.452 > \text{Critical F (1, 123) = } 3.918$. The results provided a basis to test hypothesis through decision rule to reject hypothesis if P Value is less than 0.05 and Calculated F value is greater than the critical F value. Hence, the results led the study to adapt alternative hypothesis by rejecting the null hypothesis: Shareholder Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya. Proving that Shareholder Strategy significantly influences organizational commitment in five star hotels in Kenya.

4.8.2 Reciprocal Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya.

The hypothesis was tested using a linear regression model to generate model summary and ANOVA table to test for the null hypothesis.

Table 40 shows ANOVA output to determine the significance of the model explaining the influence of Reciprocal Strategy to the Organizational Commitment in five star hotels in Kenya. The results show the model to be statistically significant in relation between Reciprocal Strategy and Organizational Commitment through a p-value = $0.000 < 0.05$ and Calculated $F(1, 123) = 95.426 > \text{Critical } F(1, 123) = 3.918$. The results provided a basis to test hypothesis through decision rule to reject hypothesis if P Value is less than 0.05 and Calculated F value is greater than the critical F value. Hence, the results lead the study to adapt alternative hypothesis by rejecting the null hypothesis: Reciprocal Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya. Proving that Reciprocal Strategy significantly influences organizational commitment in five star hotels in Kenya.

4.8.3 Altruistic Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya

The hypothesis was tested using a linear regression model to generate model summary and ANOVA table to test for the null hypothesis.

The hypothesis was tested using a simple linear regression model to generate model summary and ANOVA table as shown in table 44 below: Table 43 shows ANOVA output to determine the significance of the model explaining the influence of Altruistic Strategy to the Organizational Commitment in five star hotels in Kenya. The results show the model to be statistically significant in relation between Altruistic Strategy and Organizational Commitment through a p-value = $0.000 < 0.05$ and Calculated $F(1, 123)$

=90.765 > Critical F (1, 123) = 3.918. The results provided a basis to test hypothesis through decision rule to reject hypothesis if P Value is less than 0.05 and Calculated F value is greater than the critical F value. Hence, the results lead the study to adapt alternative hypothesis by rejecting the null hypothesis: Altruistic Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya. Proving that Altruistic Strategy significantly influences organizational commitment in five star hotels in Kenya.

4.8.4 Citizenship Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya

The hypothesis was tested using a linear regression model to generate model summary and ANOVA table to test for the null hypothesis.

Table 46 shows ANOVA output to determine the significance of the model explaining the influence of Citizenship Strategy to the Organizational Commitment in five star hotels in Kenya. The results show the model to be statistically significant in relation between Citizenship Strategy and Organizational Commitment through a p-value = 0.000 < 0.05 and Calculated F (1, 123) = 53.605 > Critical F (1, 123) = 3.918. The results provided a basis to test hypothesis through decision rule to reject hypothesis if P Value is less than 0.05 and Calculated F value is greater than the critical F value. Hence, the results lead the study to adapt alternative hypothesis by rejecting the null hypothesis: Citizenship Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya. Proving that Citizenship Strategy significantly influences organizational commitment in five star hotels in Kenya.

4.8.5 Employee's demographic feature does not significantly moderate the relationship between internal CSR Strategies and organizational commitment in five star hotels in Kenya

The hypothesis was tested using a 2-step multiple linear regression model incorporating moderating variable as an independent in model 1 and in the second model include the interaction term (ICSR strategies and Employee Demographic Features) to generate model summary table as shown in table 51.

The ANOVA output in Table 51 model 2 was used to determine the significance of the model explaining the moderating effect of Employee Demographic Features to the Organizational Commitment in five star hotels in Kenya. The results show the model had statistically significant moderation effect between Internal CSR Strategies and Organizational Commitment through a p-value = $0.000 < 0.05$ and Calculated $F(1, 123) = 66.616 > \text{Critical } F(9, 115) = 1.96225$. The results provided a basis to test hypothesis through decision rule to reject hypothesis if P Value is less than 0.05 and Calculated F value is greater than the critical F value. Hence, the results led the study to adapt alternative hypothesis by rejecting the null hypothesis: Employee Demographic Features do not significantly moderate between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya. Proving that Employee Demographic Features do significantly moderate between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya.

To determine the moderation effect for every individual strategy against organizational Commitment in five star hotels in Kenya, the study revealed that Shareholder Strategy was positive ($\beta = 0.064$) and significant ($P = 0.00 < 0.05$). This infers that employee's demographic features positively moderate the relationship between the Shareholder Strategy and organizational commitment in five star hotels in Kenya. The results also show that Reciprocal Strategy after moderation with interaction variable was negative ($\beta = -0.23$) and significant ($P = 0.046 < 0.05$). This infers that employee's demographic features weakened the magnitude of the relationship between the Reciprocal Strategy and

organizational commitment in five star hotels in Kenya. Similarly, the results show that Altruistic Strategy after moderation with interaction variable was negative ($\beta = -0.043$) and significant ($P = 0.000 < 0.05$). This infers that employee's demographic features weakened the relationship between the Altruistic Strategy and organizational commitment in five star hotels in Kenya. The results also show that Citizenship Strategy after moderation with interaction variable was positive ($\beta = 0.022$) and significant ($P = 0.013 < 0.05$). This infers that employee's demographic features positively moderate the relationship between the Citizenship Strategy and organizational commitment in five star hotels in Kenya.

Table 54 below shows the summary of the hypothesis testing results and conclusions.

Table 54: Hypothesis testing summary table

Hypothesis	Decision Rule	Results	Conclusion
H₀₁ Shareholder Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya.	$P < 0.05$ $F_{cal} > F_{crit}$	$P = 0.000 < 0.05$ $F_{cal} (1, 123) = 139.452 > F_{crit} (1, 123) = 3.918$	Null Hypothesis rejected
H₀₂ Reciprocal Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya.	$P < 0.05$ $F_{cal} > F_{crit}$	$P = 0.000 < 0.05$ $F_{cal} (1, 123) = 95.426 > F_{crit} (1, 123) = 3.918$	Null Hypothesis rejected
H₀₃ Altruistic Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya.	$P < 0.05$ $F_{cal} > F_{crit}$	$P = 0.000 < 0.05$ $F_{cal} (1, 123) = 90.765 > F_{crit} (1, 123) = 3.918$	Null Hypothesis rejected

H₀₄ Citizenship Strategy does not significantly influence Organizational Commitment in five star hotels in Kenya.	$P < 0.05$ $F_{cal} > F_{crit}$	$P = 0.000 < 0.05$ $F_{cal} (1, 123) = 53.605 > F_{crit} (1, 123) = 3.918$	Null Hypothesis rejected
H₀₅ Employee's demographic feature does not significantly moderate the relationship between internal CSR Strategies and Organizational Commitment in five star hotels in Kenya.	$P < 0.05$ $F_{cal} > F_{crit}$	$P = 0.000 < 0.05$ $F_{cal} (66.616) > F_{crit} (1.96225)$	Null Hypothesis rejected

Source: Field Data Output (2022)

4.9 Discussion

The purpose of the study was to analyse the influence of internal CSR strategies on organizational commitment in five star hotels in Kenya. Literature review and results of empirical study in accordance to research objectives were presented against the analysed data to test for the study hypotheses and relate to findings obtained by other studies in the same or equivalent study field.

The demographic information obtained from the respondents indicated that most 66 (52.80%) of the hotel managers were male compared to 59 (47.2%) female respondents. This points to the fact that the five star hotels in Kenya have almost achieved gender balance in their workforce since the number of male and female operations and line managers in the studied hotels depicted almost the same number with males being slightly more than female. Results on age revealed that most 54 (43.20%) were aged between 36–45 years, 32 (25.60%) were within the age bracket of 18–35 years, while 24 (19.20%) were aged between 46–55 years. The study further found that 15 (12%) of the study

participants were aged at least 56 years. The responses on age distribution of the hotel managers imply that most of the operations and line managers in five star hotels in Kenya are mature people aged at least 36 years.

With regards to level of education, majority of the hotel managers 85 (68%) were holders of bachelor's degree, 17 (13.60%) were diploma holders, while 14 (11.20%) were master's degree holders. The study discovered that only 4 (3.20%) of the hotel managers possessed highest academic qualification of doctorate, with 5 (4%) being certificate holders. According to Andriushchenko (2020), hotel management covers all issue related to the operations of the hotel, it is therefore necessary that operations managers acquire skills; ranging from Managing techniques such as administration, marketing, catering, accounting and housekeeping services. The aim of having management in place is to ensure successful operations with result-based outcomes.

Regarding level of experience, the study found that most of the hotel managers 44 (35.20%) indicated that they had been working in their respective organizations for a period of between 6-10 years, 40 (32%) indicated between 3-5 years, while 16 (12.80%) had worked in their respective hotels for a period of between 11-20 years. The study also established that 11 (8.80%) of the operations and line managers had worked in their respective hotels for a period of between 1-2 years, while 8 (6.40%) of the hotel managers were found to have worked in their organizations for at least 21 years, with only 6 (4.80%) having worked for less than one year in their organizations.

4.9.1 Internal CSR Strategies on Organizational Commitment

Internal CSR strategies were studied under four variables; shareholder strategy, reciprocal strategy, altruistic strategy and citizenship strategy and how they influence organizational commitment in five star hotels in Kenya. The regression analysis results revealed that the four independent variables used in this study were satisfactory variables in explaining

organizational commitment in five star hotels in Kenya. This is displayed by the coefficient of determination (R-squared) of 0.742, inferring that that Internal CSR Strategies (Shareholder, Reciprocal, Altruistic and Citizenship) jointly explain 74.2 percent of the variations in organizational commitment in five star hotels in Kenya. This result is in line with recent conclusion made by Luu (2020) that internal CSR positively and significantly have an impact on Organizational Commitment among bank employees in Vietnam. Similarly, the study is in line with study conducted by Adu-Gyamfi, Nyame, Boahen and Frempong (2021) who found a substantial effect of Internal CSR on the performance of both the organization and employees. Therefore, the positive effect of Internal CSR Strategies on organizational commitment is both consistent with theoretical and empirical perspectives.

The ANOVA output in table 38 indicated the strength, direction and statistical significance of each of the independent variable (Internal CSR strategies) to dependent variable (Organizational commitment); The shareholder strategy was found leading among the other internal corporate social responsibility strategies with coefficient ($\beta=0.371$, $P<0.05$), compared to reciprocal strategy ($\beta=0.164$, $P<0.05$), altruistic strategy ($\beta=0.206$, $P<0.05$), and citizenship strategy ($\beta=0.120$, $P<0.05$), indicating the importance of shareholder strategy over the other strategies in achieving organizational commitment. The result provides a practical solution to the research problem; high turnover among employees in five Star hotels in Kenya through the influence of internal CSR on organizational Commitment as supported by the assertion made by recent studies; Guzeller & Celiker (2019), Abdurrahim, Anisah and Maya (2019), Ooi and Teoh (2021) on their studies about the relationship between Commitment and turnover intentions among workers in hotel industry, Indonesian workers and Manufacturing firms in Malaysia respectively. They all found and concluded that Commitment has a negative

and statistically significant effect on turnover intentions, meaning high level of commitment displays low turnover intentions.

The results for the individual objectives are discussed as presented below:

4.9.2 Shareholder Strategy on Organizational Commitment

The first research objective in this study was to assess the influence of Shareholder Strategy on Organizational Commitment in five star hotels in Kenya. Based on the descriptive statistics results, the study found that Shareholder Strategy is important to the five star hotels in Kenya because it enhances commitment in the organization. Majority of the hotel managers were in agreement that the problems facing the hotel faced them too, majority agreed that the hotel occupies worker's heart with a feeling of personal meaning to them, while most of the hotel managers felt a solid personal sense that they belong to the hotel. The results further showed that a majority of respondents were in support of the statement that they enjoy having discussion with outside people about their hotel. A majority of respondents were found to be in line with the fact that for workers to be thankful to the hotel for various benefits, they have to be obliged to it. It was also discovered that majority of the hotel managers agreed the hotel owes them a lot for what it has done for them. This was found to be consistent with the assertions by Mishra and Modi (2016) that Shareholder Strategy is embedded as an influential view to push managers through empowering them to realise the best interest of the shareholders which is utilization of the firm's resources for wealth increment which is a mutual benefit to both shareholders and stakeholders respectively in a direct and indirect way.

Correlation analysis was conducted to assess the nature and strength of the relationship between Shareholder Strategy and organizational commitment in five star hotels in Kenya. The correlation analysis results revealed a strong positive and significant relationship between Shareholder Strategy and the organizational commitment in five star

hotels in Kenya ($r = 0.729$, P value of $0.000 < 0.05$), which meant that the Shareholder Strategy adopted by the hotels have significant influence on organizational commitment in five star hotels in Kenya. The result is consistent with findings by Nayak, Sahoo & Mohanty (2018) in a study on Workplace Empowerment and Commitment in Indian Health Sector, they found workers' empowerment to have a strongly positive correlation with commitment among workers in Health sector in India ($r = 0.613$, P value of $0.001 < 0.05$).

The study regressed Shareholder Strategy with its components (Decision-Making, Problem-Solving and Planning Activities) against Organizational Commitment in Five star hotels in Kenya. The results indicated the components have significant and positive influence on Organizational Commitment with decision-making ($\beta = .25$, $P < 0.05$) agreeing with study conducted by Wainana, Iravo & Waititu (2014) who found participation in decision-making to have had a positive effect on organizational Commitment among University staff in Kenya. Similarly, Problem solving with $\beta = .29$, $P < 0.05$, in line with study conducted by Owoseni (2012) on Problem-Solving (conflict management strategies) and Organizational Commitment in selected Manufacturing firms in Nigeria, which revealed that problem solving influence Commitment. Planning activities $\beta = .34$, $P < 0.05$, which agrees with study conducted by AlKahtani, Iqbal, Sohail, Sheraz, Jahan, & Haider (2021) on workers' empowerment and commitment in four & five star hotels in Pakistani. The study concluded that empowering workers in form of enabling them to make necessary work-related own decisions to plan for their daily activities and functions influences commitment.

The study regressed Shareholder Strategy composite together with other Internal CSR Strategies to determine the overall effect Internal CSR Strategies have on Organizational Commitment in Five Star hotels in Kenya. The results revealed that Shareholder Strategy

has a positive ($\beta = 0.371$) and significant ($P = 0.000 < 0.05$) influence on Organizational Commitment in Five Star hotels in Kenya. This is consistent with the assertion by Butali and Njoroge (2018) that staff member engagement has a significant positive influence on organizational commitment and performance.

The study finally tested a null hypothesis that Shareholder Strategy does not significantly influence organizational commitment in five star hotels in Kenya. On the basis of the results which revealed a $p\text{-value} < 0.05$ and Calculated F greater than Critical F, the null hypothesis was rejected and the alternative objective adopted that, Shareholder Strategy significantly influences organizational commitment in five star hotels in Kenya. The findings in this study are consistent with the assertions by Mensah, Agyapong and Nuertey (2017) who found a positive and significant influence on organizational Commitment in Banking sector in Ghana and concluded that individuals, teams, areas, firms, organizations, societies and furthermore the natural surroundings may commonly accredit as genuine influence for stakeholders given that they can all be influenced or can influence the commitment and operations of the company. The study outcomes are also in line with findings by Irawanto (2015) who examined the impact of worker involvement in decision-making on organizational commitment in state-owned business in Indonesia. Indicating a considerable correlation between worker's involvements in decision-making with their commitment toward the organization. The study is also in line with Mory *et al.*, (2016) who studied on ICSR empowerment strategy, found to positively and significantly influence commitment.

4.9.3 Reciprocal Strategy on Organizational Commitment

The second research objective in this study was to examine the influence of Reciprocal Strategy on Organizational Commitment in five star hotels in Kenya. The study found out that Reciprocal Strategy such as mutual work-employee relation between organizations

and their internal stakeholders; workers in this case done through internal CSR-practice significantly affect the relations contributing toward organizational commitment. Majority of respondents felt that their hotel takes care of their health and safety, most of the managers were in agreement that workers are aware of all the health and safety issues in their workstation.

The study additionally found that a majority of the hotel managers were in line with the fact that their hotel is concerned with the health and safety of workers' family members 88.80% agreed that their hotel provides workers with clear work schedule that they can plan for their personal life, while a majority of them agreed that their hotel allows workers to attend urgent family matters at no deduction of their leave days or pay cut. The findings further depicted that most of the hotel managers agreed their hotels have flexible work schedule that allows workers attend to their personal life matters, most of the hotel managers also agreed that their hotel recognizes and rewards fairly for workers' performance while majority of the managers were in agreement that to get more rewards workers perform their work to the best of their ability. Finally, the findings revealed that a majority of respondents were in agreement that their hotel sets realistic performance targets that workers and their co-workers can achieve.

Correlation analysis results revealed that there exists a strong positive and significant relationship between Reciprocal Strategy and the organizational commitment in five star hotels in Kenya ($r = 0.661$, P value of $0.000 < 0.05$). This infers that the Reciprocal Strategy adopted by the five star hotels in Kenya have significant influence on the commitment in those hotels. The results were found to be in line with the conclusion by Widodo and Damayanti (2020) that rewarding system and job satisfaction have positive influence on Organizational Commitment; however, the study recommended further studies with additional variables and CSR dimensions to ascertain the outcome.

Additionally, agreed with a study by Nazir, Shafi, Qun, Nazir, & Tran (2016) in China indicated that the rewarding systems, intrinsic and extrinsic rewards are positively related with Organizational Commitment mainly the affective and normative types of Commitments.

With regards to the regression analysis, Reciprocal Strategy was measured as a composition of three measurement indicators (health & safety, work-life balance and reward system). The findings revealed that the influence of Reciprocal Strategy on organizational commitment in five star hotels in Kenya was significant ($R^2=.437$, $p<0.05$), with coefficient of determination inferring that 43.7 percent of variation in organizational commitment in five star hotels in Kenya is explained by Reciprocal Strategy.

The study regressed Reciprocal Strategy with its components (Health & Safety, Work-Life balance and Reward System) against Organizational Commitment in five star hotels in Kenya. The results indicated that the three components were positive and significantly influences Organizational Commitment with Health & Safety $\beta=.17$, $P<0.05$, in line with Thang & Fassin (2017) who conducted a study in Vietnam to determine the effect of health & safety on organizational Commitment. Work-life balance $\beta=.31$, $P<0.05$, in line with the findings in a study conducted in Nigeria by Oyewobi, Oke, Adeneye & Jimoh (2019) that found Work-Life balance to have a positive influence on Organizational Commitment. Finally, Reward system $\beta=.43$, $P<0.05$) in line with the findings of study conducted by Li & Ye (2021) on Reward system and organization commitment among Secondary School teachers in China. The study found a significant relation between Reward System and Organization Commitment.

The study regressed Reciprocal Strategy together with other Internal CSR Strategies to determine the overall effect Internal CSR Strategies have on Organizational Commitment

in Five Star hotels in Kenya. The results revealed that Reciprocal Strategy has a positive ($\beta = 0.164$) and significant ($P = 0.000 < 0.05$) influence on Organizational Commitment in Five Star hotels in Kenya. The above results are consistent with the findings of Ahmad (2018) who studied the reciprocation perspective of relationship between job features, organizational Commitment and turnover intentions in India. He found that intrinsic & extrinsic job factors associated with reciprocity influence organizational commitment. Finally, null hypothesis that Reciprocal Strategy does not significantly influence organizational commitment in five star hotels in Kenya was tested using simple linear regression model and on the basis of the findings; $P < 0.05$ and calculated F greater than Critical F, the null hypothesis was rejected and the alternative objective adopted that, Reciprocal Strategy significantly influences organizational commitment in five star hotels in Kenya.

The findings were in line with the findings of a study by Mory *et. al* (2016) which found that mutual work-employee relation through ICSR Motivation strategy between organizations and their internal stakeholders done through internal CSR-practice significantly affect the relations contributing toward organizational commitment.

4.9.4 Altruistic Strategy on Organizational Commitment

The third research objective in this study was to establish the influence of Altruistic Strategy on organizational commitment in five star hotels in Kenya. The study established that altruistic technique in the context of internal CSR represents staff members' checked out objectives, reasons and intentions of the five star hotels in Kenya to carry out socially accountable activities towards employees, Altruistic Strategy depicts inculcation of workers' labour relations, Social dialogue and workplace diversity. The study found that workers' motivation in a competition-motivated hotel is a social obligation in addition to the debatable goal of simply CSR application to outshine competition; it enters the mind

of the employees exactly how workers assess the particular motivation toward their business when taking part in inner socially accountable habits.

The study findings revealed that a majority were certain that the hotel encourages group work to achieve tasks, a majority agreed that workers can easily discuss work issues with their supervisor and most were in agreement that the workers have a good work relation with their co-workers at all levels as seen by the mean and standard deviation (SD) of 4.08 and 1.029 respectively. The findings also asserted that the hotels allow workers to join labour unions as supported by a majority of the hotel managers. In addition, most of the managers were in agreement that in their hotel there exists welfare while a majority of respondents agreed that their hotel has a working complaint mechanism in place. It was further established that most of the hotel managers were in line with the fact that the hotel hires workers of diverse background, inferring that there is diversity in five star hotels in Kenya. In addition, the study established that a majority of the hotel managers agree their hotel treats people with disability well as was confirmed by an average (mean) of 3.704 and standard deviation (SD) of 1.356. Finally, a majority of respondents were in agreement that workers don't get stopped from practicing their religion at workplace.

In addition, correlation analysis was conducted to ascertain the relationship between Altruistic Strategy as an independent variable and the dependent variable organizational commitment. The correlation analysis results revealed a strong positive and significant relationship between Altruistic Strategy and the organizational commitment in five star hotels in Kenya ($r = 0.652$, P value of $0.000 < 0.05$), a clear testimony that the Altruistic Strategy adopted by the hotels (labour relations, social dialogue and workplace diversity) have significant influence on the commitment in those hotels. This was corroborated by the findings of a study by which concurs Mousa (2019) which found a positive relationship of the cultural diversity and organizational Commitment.

In an attempt to assess the statistical relationship between the two variables, the study carried out regression analysis and the findings revealed that the influence of Altruistic Strategy on organizational commitment in five star hotels in Kenya was significant ($R^2=.425$, $p<0.05$), inferring that 42.5 percent of variation in organizational commitment in five star hotels in Kenya is explained by Altruistic Strategy. The results are in line with study conducted by METE (2019) who studied the relationship between Altruism, Job satisfaction and Commitment among hotel workers in Turkey and found a positive and significant influence between Altruism and Commitment.

The study regressed Altruistic Strategy with its components (Labour Relations, Social Dialogue and Workplace Diversity) against Organizational Commitment in Five star hotels in Kenya. The findings revealed that the three components positively and significantly influence Organizational Commitment with Labour Relations $\beta=.24$, $P<0.05$, in line with the finding by Thang & Fassin (2017) in Vietnam to determine the effect of Internal CSR; Labour relations, Social Dialogue, Training & Development, health & safety and balance between work & life on Organizational Commitment. Social Dialogue $\beta=.14$, $P<0.05$), in contrary to the conclusion by Thang & Fassin (2017) in Vietnam to determine the effect of Internal CSR; Labour relations, Social Dialogue, Training & Development, health & safety and balance between work & life on Organizational Commitment. A sample of 256 workers in service firms were interviewed and the findings indicated that Social Dialogue does not have positive impact on Organizational Commitment. Work-Place Diversity $\beta=.24$, $P<0.05$, which corroborates with the findings of a study by Divya & Ganesh (2018) on diversity management and commitment in India, the study found that firms with workplace diversity (gender, affirmative-action, & religious) have a positive influence on commitment.

The study regressed Altruistic Strategy together with other Internal CSR Strategies to determine the overall effect Internal CSR Strategies have on Organizational Commitment in Five Star hotels in Kenya. The results revealed that Altruistic Strategy has a positive ($\beta = 0.206$) and significant ($P = 0.000 < 0.05$) influence on Organizational Commitment in Five Star hotels in Kenya.

The study concluded on the variable by testing a null hypothesis that Altruistic Strategy does not significantly influence organizational commitment in five star hotels in Kenya. Results revealed a p-value < 0.05 and Calculated F greater than the Critical F. The null hypothesis was therefore rejected and the alternative objective adopted that, Altruistic Strategy significantly influences Organizational Commitment in five star hotels in Kenya. The conclusion therefore is that there exists a significant relationship between Altruism and organizational commitment in five star hotels in Kenya, a positive as well as significant relationship exists between selflessness. The study is also in line with Mory *et al.*, (2016) who studied on ICSR participation strategy, found to positively and significantly influence commitment.

4.9.5 Citizenship Strategy on Organizational Commitment

The fourth research objective in this study was to assess the influence of Citizenship Strategy on organizational commitment in five star hotels in Kenya. Due to its voluntary nature, five star hotels in Kenya engage its workers in a variety of citizenship strategies; ranging from philanthropic donations to establishing volunteer programs with non-profit organizations to preserving environmental resources to using core competencies to create products or services that help solve social issues, due to their voluntary nature. While the study specifically focused on the internal aspect of Citizenship Strategy which involves its workers in life-long learning aspects. The findings of this study revealed that a majority of the hotel managers were certain that their hotel provides training that helps workers in

performing their work, a majority (52.40%) of the hotel managers agree with the construct that workers receive training that can help them develop their career in the hotel industry. Further, the study results indicated that majority of the managers were in agreement that their hotel fairly offers training opportunities to those in need at all levels.

The results also showed that a majority of the hotel managers involved in the study agreed that their hotel organizes career counselling sessions for workers, most of the agreed that their hotel provides individual career guidance, while a majority of the agreed with the statement that the career counselling has had an effect on the way of workers work. Additionally, the results indicated that majority of the managers were in agreement that their hotel uses various learning methods to train workers. The results further indicate that a majority of the hotel managers agree that the learning methods used make workers understand easily. Finally, the results indicated that majority of the managers were in agreement that their hotel supports and promotes lifelong learning as seen.

Correlation analysis results revealed that there existed a strong positive and significant relationship between Citizenship Strategy and the organizational commitment in five star hotels in Kenya ($r = 0.593$, P value of $0.000 < 0.05$). This attestation that the Citizenship Strategy adopted by the hotels have significant influence on their commitment. Regression analysis carried out to assess the statistical relationship between Citizenship Strategy and organizational commitment revealed that the influence of Citizenship Strategy (staff training, career counselling, learning methodology) on organizational commitment in five star hotels in Kenya was significant ($R^2 = .406$, $p < 0.05$), inferring that 40.6 percent of variation in organizational commitment in five star hotels in Kenya is explained by Citizenship Strategy. This agreed with the study conducted by Ocen, Francis & Angundaru (2017) on the role of training to commitment, who found a positively significant influence of staff training on commitment. Similarly, the findings concur with

the revelation by Kulundu (2013) that, training increases employees' communication which can even more counter the numerous straight and indirect costs associated with workers' turnover.

The study regressed Citizenship Strategy with its Components (Staff training, Career Counselling and Learning Methodology) against Organizational Commitment in five star hotels in Kenya. The findings showed that the three components positively and significantly influence the Organizational Commitment with staff training $\beta=.55$, $P<0.05$, agreeing with the study conducted by Ocen, Francis & Angundaru (2017) on the role of training to commitment, who found a positively significant influence of staff training on commitment. On career counselling $\beta=.45$, $P<0.05$, which agrees with study conducted by Kaya & Ceylan (2014) in Nigeria on Career development programs on Commitment, it revealed that Career programs (Career counselling, Career Advancement and Career Opportunities) have significant influence on Employees Commitment and on learning methodology $\beta=.15$, $P<0.05$, in line with study conducted by Zareie & Navimipour (2016) on the effect of learning systems on Commitment, their study revealed that the learning system (Free access to learning materials, Efficiency, personalised learning-approach and learners' satisfaction) have significant influence on Commitment.

The study regressed Citizenship Strategy together with other Internal CSR Strategies to determine the overall effect Internal CSR Strategies have on Organizational Commitment in Five Star hotels in Kenya. The results revealed that Citizenship Strategy has a positive ($\beta = 0.120$) and significant ($P = 0.009 < 0.05$) influence on Organizational Commitment in Five Star hotels in Kenya. Empirically, this confirmed relationship is consistent with several previous studies such as Madison, Ward, & Royalty (2012) and Rosario, Marquez, Zayas and Lopez (2020) studied on different sectors. Therefore, the positive effect of

Citizenship Strategy on organizational commitment is both consistent with theoretical and empirical perspectives.

Finally, the study tested a null hypothesis that Citizenship Strategy does not significantly influence organizational commitment in five star hotels in Kenya. Results in revealed a $p\text{-value} < 0.05$ and Calculated F greater than the Critical F. The null hypothesis was therefore rejected and the alternative objective adopted that, Citizenship Strategy significantly influences Organizational Commitment in five star hotels in Kenya.

4.9.6 Moderating effect of Employee's Demographic Features

Finally, the fifth research objective in this study sought to examine the effect of Employee's demographic features as moderating variable on the relationship between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya. Based on the descriptive analysis results, a majority of the hotel managers agree that in their hotels, old age was associated with high level of commitment, they indicated that old aged workers are more committed to the organization than young aged workers.

The results indicated that majority of the hotel managers were in agreement that in their hotel, age is related to innovation, agility, knowledge, skills and risk appetite, majority were certain that in their hotel, gender is a critical factor considered in choosing leadership. The results of the study also established that a majority of the hotel managers were in line with the fact that in their hotel, female workers are more committed to the organization than their male counterparts. Most of the hotel managers agree that education level plays important role in organizational commitment in their hotel as shown by the mean of 3.863 and standard deviation (SD) of 1.212.

The study results further revealed that a majority of the hotel managers were in agreement that in their hotel, education level is related to innovation, agility, knowledge, skills and risk appetite. Additionally, the results indicated that most of the hotel managers agreed

with the statement that in their hotel, the more you stay working the more you become committed to the organization. This was affirmed by a mean and standard deviation (SD) of 3.656 and 1.245 respectively. Finally, the results from the study revealed that majority of those involved in the study felt that in their hotel, the longer you work with the organization is related to innovation, agility, knowledge, skills and risk appetite.

The findings revealed that Demographic data; gender, education qualification level, age and the length of service also determine the organizational commitment. Based on the findings, among the demographic variable gender plays a significant role viewing that female workers feel more committed as against male. Studies demonstrate that there is a positive correlation between age and commitment. The study also indicates that elderly seem more committed than young generation and the newly recruited workers. The results indicated personal characteristics such as marital status, age, duration of working and educational level to have a positive and relationship with organizational commitment.

With regards to correlation analysis the results revealed that there was a strong positive and significant relationship between employee's demographic features and the organizational commitment in five star hotels in Kenya ($r = 0.782$, P value of $0.000 < 0.05$).

This infers that the employee's demographic features in the hotels have significant influence on the commitment in those hotels. The results are consistent with the arguments of James, McKenzie and Swanberg (2010) that different disciplines focus on specific demographic attributes, for instance, management studies have used variables such as gender, level of education, age and duration of work in an organization while others in sociology and marketing use level of income and gender variables.

The study further statistically assessed the effect of Employee's demographic features as moderating variable on the relationship between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya using multiple linear regression

SE model and the findings revealed that the R squared after moderation by employee's demographic features was 0.839, higher than the non-moderated effect which had its R square being 0.795. This infers that employee's demographic features moderate the relationship between internal CSR strategies and organizational commitment in five star hotels in Kenya and explain 83.9% of the variations in organizational commitment in five star hotels in Kenya.

The study tested the null hypothesis, and showed the model had statistically significant moderation effect between Internal CSR Strategies and Organizational Commitment through a p-value = $0.000 < 0.05$ and Calculated F (1, 123) = $66.616 > \text{Critical F (9, 115)} = 1.96225$. The results provided a basis to test hypothesis through decision rule to reject hypothesis if P Value is less than 0.05 and Calculated F value is greater than the critical F value. Hence, the results led the study to adapt alternative hypothesis by rejecting the null hypothesis: Employee Demographic Features do not significantly moderate between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya. Accepting the hypothesis that Employee Demographic Features do significantly moderate between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya.

To determine the moderation effect for every individual strategy (Shareholder, Reciprocal, Altruistic and Citizenship) against organizational Commitment in five star hotels in Kenya, the study revealed that Shareholder Strategy was positive ($\beta = 0.064$) and significant ($P = 0.00 < 0.05$). This infers that employee's demographic features positively moderate the relationship between the Shareholder Strategy and organizational commitment in five star hotels in Kenya. The results also show that Reciprocal Strategy after moderation with interaction variable was negative ($\beta = -0.23$) and significant ($P = 0.046 < 0.05$). This infers that employee's demographic features negatively moderate

the relationship between the Reciprocal Strategy and organizational commitment in five star hotels in Kenya. Similarly, the results show that Altruistic Strategy after moderation with interaction variable was negative ($\beta = -0.043$) and significant ($P = 0.000 < 0.05$). This infers that employee's demographic features negatively moderate the relationship between the Altruistic Strategy and organizational commitment in five star hotels in Kenya. The results also show that Citizenship Strategy after moderation with interaction variable was positive ($\beta = 0.022$) and significant ($P = 0.013 < 0.05$). This infers that employee's demographic features positively strengthened the relationship between the Citizenship Strategy and organizational commitment in five star hotels in Kenya.

The findings of the study are in line with recent studies conducted by Aggarwal & Singh (2021) who found demographic features to have positive and significant effect on the relation between Internal and External CSR on Commitment. Similarly, the study is in line with outcome of study by Islam, Ali, & Sheikh (2018), found a positive and significant moderating effect while the findings are in contrary to the conclusion made by Ahmed & Tahir (2019) on workers' perception of CSR on Commitment in Public Listed Companies in Malaysia, found that demographic factors to have no overall moderating effect on the relationship between CSR and Commitment with P Value greater than 0.05 but found age as a component of demographic factor to be the only significant moderator.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings, conclusions and recommendations based on literature review, study objectives and results of the hypotheses that was tested.

5.2 Summary of the findings

The study objectives were to assess the influence of Internal CSR Strategies (Shareholder, Reciprocal, Altruistic and Citizenship) on Organizational Commitment in five star hotels in Kenya and the effect of employee's demographic features as moderating variable on the relationship between internal CSR strategies and organizational commitment in five star hotels in Kenya. The quantitative data collected was analysed with the aid of SPSS using descriptive and inferential statistics.

5.2.1 Internal CSR Strategies on Organizational Commitment

The study found that the overall purpose of the study on the influence of Internal CSR strategies was found to significantly influence Organizational Commitment in five star hotels in Kenya with determination Coefficient (R-Squared) of 0.742 from R 0.861 with significant value of P=000 less than P=0.05. The R-Square of 0.742 explains that Internal CSR Strategies are contributing 74.2% variation of the Organizational Commitment while the remaining 25.8% are attributed to other components not part of the study model. The overall model is as shown below:

$$Y = 0.553 + 0.371SS + 0.164RS + 0.206AS + 0.120CS + \epsilon$$

Where:

Y = Organizational Commitment (OC)

SS = Shareholder Strategy

RS = Reciprocal Strategy

AS = Altruistic Strategy

CS = Citizenship Strategy

ε = Error term

The ANOVA output in table 38 indicated the strength, direction and statistical significance of each of the independent variable (Internal CSR strategies) to dependent variable (Organizational commitment); The shareholder strategy was found leading among the other internal corporate social responsibility strategies with coefficient ($\beta=0.371$, $P<0.05$), compared to reciprocal strategy ($\beta=0.164$, $P<0.05$), altruistic strategy ($\beta=0.206$, $P<0.05$), and citizenship strategy ($\beta=0.120$, $P<0.05$), indicating the importance of shareholder strategy over the other strategies in achieving organizational commitment.

5.2.2 Shareholder Strategy on Organizational Commitment

The first research objective in this study was to assess the influence of Shareholder Strategy on Organizational Commitment in five star hotels in Kenya. The study found that Shareholder Strategy has a strongly positive and significant correlation with Organizational commitment with $r = 0.729$ and P value of $0.000<0.05$. Similarly, when regressed with its measurement indicators (Decision-Making, Problem-Solving and Planning Activities) against Organizational Commitment, it was found to significantly influence Organizational Commitment with coefficient of determination; R Squared ($R^2=0.531$, $p<0.05$), inferring that 53.1 percent of variation in organizational commitment in five star hotels in Kenya is explained by Shareholder Strategy.

The study regressed Shareholder Strategy composite together with other Internal CSR Strategies to determine the overall effect Internal CSR Strategies have on Organizational Commitment in Five Star hotels in Kenya. The results revealed that Shareholder Strategy has a positive ($\beta = 0.371$) and significant ($P = 0.000 < 0.05$) influence on Organizational Commitment in Five Star hotels in Kenya.

The study tested a null hypothesis that Shareholder Strategy does not significantly influence organizational commitment in five star hotels in Kenya. Based on the results which revealed a $p\text{-value} = 0.000 < 0.05$ and Calculated $F(1, 123) = 139.452 > \text{Critical } F(1, 123) = 3.918$, the null hypothesis was rejected and the alternative hypothesis adopted that, Shareholder Strategy significantly influences organizational commitment in five star hotels in Kenya.

5.2.3 Reciprocal Strategy on Organizational Commitment

The second research objective in this study was to examine the influence of Reciprocal Strategy on Organizational Commitment in five star hotels in Kenya. The study found out that Reciprocal Strategy has a strong and positive correlation with Organizational Commitment with $r = 0.661$, P value of $0.000 < 0.05$. Similarly, when Reciprocal Strategy is regressed with its measurement indicators (Health & safety, work-life balance and reward system) against Organizational Commitment, it was found to significantly influence Organizational Commitment with coefficient of determination; $R^2 = .437$, $p < 0.05$. This infers that 43.7 percent of variation in organizational commitment in five star hotels in Kenya is explained by Reciprocal Strategy.

The study regressed Reciprocal Strategy together with other Internal CSR Strategies to determine the overall effect Internal CSR Strategies have on Organizational Commitment in Five Star hotels in Kenya. The results revealed that Reciprocal Strategy has a positive ($\beta = 0.164$) and significant ($P = 0.000 < 0.05$) influence on Organizational Commitment in Five Star hotels in Kenya.

Finally, null hypothesis that Reciprocal Strategy does not significantly influence organizational commitment in five star hotels in Kenya was tested using simple linear regression model and on the basis of the findings; $P\text{-value} = 0.000 < 0.05$ and Calculated $F(1, 123) = 95.426$ greater than Critical $F(1, 123) = 3.918$. The null hypothesis was thus,

rejected and the alternative objective adopted that, Reciprocal Strategy significantly influences organizational commitment in five star hotels in Kenya.

5.2.4 Altruistic Strategy on Organizational Commitment

The third research objective in this study was to establish the influence of Altruistic Strategy on organizational commitment in five star hotels in Kenya. The study found out that Altruistic Strategy has a strong and positive correlation with Organizational Commitment with ($r = 0.652$, P value of $0.000 < 0.05$). Similarly, when Altruistic Strategy is regressed with its measurement indicators (Labour Relations, Social Dialogue and Workplace Diversity) against Organizational Commitment, it was found to significantly influence Organizational Commitment with coefficient of determination; R Squared ($R^2 = 0.425$, $p < 0.05$), inferring that 42.5 percent of variation in organizational commitment in five star hotels in Kenya is explained by Altruistic Strategy. The final model for Reciprocal Strategy and organizational Commitment is as presented in an equation below: The study regressed Altruistic Strategy together with other Internal CSR Strategies to determine the overall effect Internal CSR Strategies have on Organizational Commitment in Five Star hotels in Kenya. The results revealed that Altruistic Strategy has a positive ($\beta = 0.206$) and significant ($P = 0.000 < 0.05$) influence on Organizational Commitment in Five Star hotels in Kenya.

Finally, the study tested the null hypothesis that Altruistic Strategy does not significantly influence organizational commitment in five star hotels in Kenya. Results revealed a p -value = $0.000 < 0.05$ and Calculated $F(1, 123) = 90.765$ greater than Critical $F(1, 123) = 3.918$. The null hypothesis was thus, rejected and the alternative objective adopted that, Altruistic Strategy significantly influences Organizational Commitment in five star hotels in Kenya.

5.2.5 Citizenship Strategy on Organizational Commitment

The fourth research objective in this study was to assess the influence of Citizenship Strategy on organizational commitment in five star hotels in Kenya. The study found out that Altruistic Strategy has a strong and positive correlation with Organizational Commitment with ($r = 0.551$, P value of $0.000 < 0.05$). Similarly, when Citizenship Strategy is regressed with its measurement indicators (Staff Training, Career Counselling and Learning Methodology) against Organizational Commitment, it was found to significantly influence Organizational Commitment with coefficient of determination; R Squared ($R^2 = 0.304$, $p < 0.05$), inferring that 30.4 percent of variation in organizational commitment in five star hotels in Kenya is explained by Citizenship Strategy.

The study regressed Citizenship Strategy together with other Internal CSR Strategies to determine the overall effect Internal CSR Strategies have on Organizational Commitment in Five Star hotels in Kenya. The results revealed that Citizenship Strategy has a positive ($\beta = 0.120$) and significant ($P = 0.012 < 0.05$) influence on Organizational Commitment in Five Star hotels in Kenya.

Finally, the study tested a null hypothesis that Citizenship Strategy does not significantly influence organizational commitment in five star hotels in Kenya. Results in revealed a p -value = $0.000 < 0.05$ and Calculated $F(1, 123) = 53.605 > \text{Critical } F(1, 123) = 3.918$. The null hypothesis was therefore, rejected and the alternative objective adopted that, Citizenship Strategy significantly influences Organizational Commitment in five star hotels in Kenya.

5.2.6 Moderating effect of Employee's Demographic Features

The fifth research objective in this study sought to examine the effect of Employee's demographic features as moderating variable on the relationship between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya. The study found

that Employee Demographic Features has a strong and positive correlation with Organizational Commitment with $r = 0.782$, P value of $0.000 < 0.05$). The study further assessed the effect of Employee's demographic features as moderating variable on the relationship between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya. Using a multiple linear regression 2-step model and the findings revealed that the R squared after moderation by employee's demographic features was 0.839, higher than the non-moderated effect, which had its R square being 0.795. This infers that employee's demographic features moderate the relationship between internal CSR strategies and organizational commitment in five star hotels in Kenya and explain 83.9% of the variations in organizational commitment in five star hotels in Kenya.

The study tested the null hypothesis, and showed the model had statistically significant moderation effect between Internal CSR Strategies and Organizational Commitment through a p-value = $0.000 < 0.05$ and Calculated $F(1, 123) = 66.616 > \text{Critical } F(9, 115) = 1.96225$. Hence, the results led the study to adapt alternative hypothesis by rejecting the null hypothesis: Employee Demographic Features do not significantly moderate between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya. Proving that Employee Demographic Features do significantly moderate between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya.

To determine the moderation effect for every individual strategy against organizational Commitment in five star hotels in Kenya, the study revealed that Shareholder Strategy was positive ($\beta = 0.064$) and significant ($P = 0.00 < 0.05$). This infers that employee's demographic features strengthened the relationship between the Shareholder Strategy and organizational commitment in five star hotels in Kenya. The results also show that Reciprocal Strategy after moderation with interaction variable was negative ($\beta = -0.23$) and significant ($P = 0.046 < 0.05$). This infers that employee's demographic features weakened

the relationship between the Reciprocal Strategy and organizational commitment in five star hotels in Kenya. Similarly, the results show that Altruistic Strategy after moderation with interaction variable was negative ($\beta = -0.043$) and significant ($P = 0.000 < 0.05$). This infers that employee's demographic features weakened the magnitude of the relationship between the Altruistic Strategy and organizational commitment in five star hotels in Kenya. The results also show that Citizenship Strategy after moderation with interaction variable was positive ($\beta = 0.022$) and significant ($P = 0.013 < 0.05$). This infers that employee's demographic features strengthened the relationship between the Citizenship Strategy and organizational commitment in five star hotels in Kenya.

5.3 Conclusion

Based on the study findings, the study concludes that internal CSR Strategies (Shareholder, Reciprocal, Altruistic and Citizenship) give concrete outcome benefits for the five star hotels on employee retention through organizational commitment. The study found the Internal CSR Strategies to be positive and significantly contributing by 74.2% to the organizational Commitment among the workers who are the main stakeholders of five star hotels in Kenya. This highlights the magnitude of the influence these strategies have to retain the skilled workers through commitment that enhances performance and reduces turnover intentions which is the research problem of this study; high turnover among workers in five star hotels in Kenya. The Shareholder Strategy was leading among the other Internal CSR Strategies with coefficient ($\beta = 0.371$, $P = 0.005 < 0.05$), compared with Reciprocal Strategy ($\beta = 0.164$, $P = 0.00 < 0.05$), Altruistic Strategy ($\beta = 0.206$, $P = 0.00 < 0.05$), and Citizenship Strategy ($\beta = 0.120$, $P = 0.009 < 0.05$), indicating the importance of Shareholder Strategy in achieving Organizational Commitment.

The ANOVA output in table 38 indicated the strength, direction and statistical significance of each of the independent variable (Internal CSR strategies) to dependent

variable (Organizational commitment); The shareholder strategy was found leading among the other internal corporate social responsibility strategies with coefficient ($\beta=0.371$, $P<0.05$), compared to reciprocal strategy ($\beta=0.164$, $P<0.05$), altruistic strategy ($\beta=0.206$, $P<0.05$), and citizenship strategy ($\beta=0.120$, $P<0.05$), indicating the importance of shareholder strategy over the other strategies in achieving organizational commitment. The first research objective in this study was to assess the influence of Shareholder Strategy on Organizational Commitment in five star hotels in Kenya. Based on the findings of this study, involvement of workers in decision-making process positively and significantly influences organizational commitment in five star hotels in Kenya. Additionally, engaging stakeholders in problem solving within the hotel positively and significantly influences organizational commitment in five star hotels in Kenya. Further, it suffices to conclude that involvement of workers and other stakeholders within the hotel business in planning activities have positive and significant influence on organizational commitment in five star hotels in Kenya. This point to the fact that Shareholder Strategy significantly influences organizational commitment in five star hotels in Kenya and concludes that CSR confirms the appropriateness in involving stakeholder in ensuring organizational profit making and social corporate responsible strategies that covers the stakeholders' interests in sorting out social problems within the organization. Among the Shareholder Strategy components, the study found planning activities with high coefficient ($\beta=.34$, $P<0.05$); compared to Decision-making ($\beta=.25$, $P<0.05$) and problem solving ($\beta=.29$, $P<0.05$). Management of CSR system is strengthened by the level of stakeholder participation to realise the balance between the interest of individual and the one for the organization for it to promote organizational commitment.

The second research objective in this study was to examine the influence of Reciprocal Strategy on Organizational Commitment in five star hotels in Kenya. Based on the results,

the study concludes that Reciprocal Strategy with its measures; Health & safety, work-life balance and reward system positively and significantly influences organizational commitment in five star hotels in Kenya. The study further concludes that mutual work-employee relation between organizations and their internal stakeholders done through internal CSR-practice significantly affect the relations contributing toward organizational commitment. The study concludes that Reciprocal Strategy enhances mutual work-employee relation between organizations and their internal stakeholders; workers through internal CSR-practice significantly affects the relations contributing toward organizational commitment. Among the Reciprocal Strategy components, the study found Reward System with high coefficient ($\beta=.43$, $P<0.05$), compared to Health & safety ($\beta=.17$, $P<0.05$) and work-life balance ($\beta=.31$, $P<0.05$), indicating the important role Reward system plays in ensuring organizational Commitment.

The third research objective in this study was to establish the influence of Altruistic Strategy on Organizational Commitment in five star hotels in Kenya. Based on the results, the study concludes that Altruistic Strategy with its measures; Labour Relations, Social Dialogue and Work-Place Diversity positively and significantly influences organizational commitment in five star hotels in Kenya. Altruistic Strategy depicts inculcation of workers' labour relations, Social dialogue and workplace diversity. In the light of the above findings, this study concludes that creating an enabling environment where workers can easily discuss work issues with their supervisors and in addition, workers will have a good work relation with their co-workers at all levels. This helps in regulating relations between workers and employers as the union fight for better working conditions and remuneration for the workers. Accommodating and embracing the individual difference brings on board everyone in the organization which forms the key milestone for successful workforce due to a workplace with fair treatment. Workers at the hotel, come

from diverse culture and background which translates to divergent abilities, skills and experiences forming a basis for learning and growth within the organization enhancing innovation, creativity, teamwork, accommodation despite the individual differences in serving group, individual and organizational interests. Among the Altruistic Strategy Components; Labour Relations ($\beta=.24$, $P<0.05$) and Work-Place Diversity ($\beta=.24$, $P<0.05$) were found with similar and high coefficients as compared to Social Dialogue ($\beta=.14$, $P<0.05$) and this infers the important role Labour Relations and Social Dialogue play in inculcating organizational Commitment among workers in five star hotels in Kenya.

The fourth research objective in this study was to assess the influence of Citizenship Strategy on Organizational Commitment in five star hotels in Kenya. Based on the results, the study concludes that Citizenship Strategy with its measures; Staff Training, Career Counselling and Learning Methodology positively and significantly influences organizational commitment in five star hotels in Kenya. The study concludes that staff training with career counselling and learning methodology play a very key tool that assist five star hotels in Kenya through an effective training program that can help to establish employee investment, reciprocity, identification, and by limiting alternative employment options, an effective training program can lead to greater commitment and lower employee turnover. Among the Citizenship Strategy Components; Staff training was found to have a high coefficient ($\beta=.55$, $P<0.05$) compared with Career counselling ($\beta=.45$, $P<0.05$) and Learning methodology ($\beta=.15$, $P<0.05$) and this infers the important role Staff training play in inculcating organizational Commitment among workers in five star hotels in Kenya. The study concludes that Citizenship Strategy positively and significantly influences organizational commitment in five star hotels in Kenya.

The fifth research objective in this study was to assess the influence of Employee Demographic Features on the relationship between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya. The study conclude that Employee Demographic Features significantly strengthens the relationship Shareholder Strategy ($\beta = 0.022$, $P=0.013 < 0.05$) and Citizenship Strategy ($\beta = 0.064$, $P=0.00 < 0.05$) have with Organizational Commitment, while it significantly weakens the relationship Reciprocal Strategy ($\beta = -0.23$, $P=0.046 < 0.05$) and Altruistic Strategy ($\beta = -0.043$, $P=0.000 < 0.05$). This infers that employee's demographic features moderates the relationship between the Internal CSR Strategies and organizational commitment in five star hotels in Kenya by strengthening some and weakening others.

5.4 Recommendations for Practice

5.4.1 Policy Makers

The study recommends to Federation of Kenya Employers (FKE) and Kenya Association of Hotelkeepers & Caterers (KAHC) to:

- i. Embrace and introduce Internal CSR strategies to their member hotels to enable mutual benefit generated in enabling employee commitment towards the organization and in return perform well. Considering Shareholder strategy as the most influential in developing organizational commitment in five star hotels.
- ii. Develop policy that provides framework for Internal CSR implementation in the hotel industry.

5.4.2 Hotel Managers

The study recommends to the hotel managers to:

- i. Embrace the knowledge contribution made by this study through implementation of Internal CSR strategies in addressing the high turnover in the hotel industry.

Shareholder Strategy as the strategy with the highest influence on organizational commitment.

- ii. Capitalise on Shareholder Strategy with emphasis on planning activities as an important component that enhances Organizational Commitment among the hotel workers.
- iii. Enhance Reciprocal Strategy toward their workers with focus on Reward System, due to its important role in ensuring organizational Commitment among the hotel workers.
- iv. Promote Altruistic Strategy through enabling workers to have freedom in forming Labour Relations and having Work-Place Diversity.
- v. Focus on Citizenship Strategy with Staff training and Career counselling as key components due to their strength in influencing organizational commitment hence reduce high turnover.
- vi. Consider the Employee Demographic Features during the formulation of Internal CSR strategies as they strengthen some and weakens others.

5.4.3 Contribution to Knowledge

By analysing the influence of Internal CSR Strategies on Organizational Commitment in five star hotels in Kenya the study makes a number of contributions to the development of internal CSR Strategies literature. While previous studies have focused on CSR strategies in totality, this study has gone further to give detailed and elaborate empirical exposition of significance of Internal CSR Strategies on organizational commitment in hotel sector with focus on five star hotels. The study therefore fills this knowledge gap by laying more emphasis on the contribution of internal CSR Strategies on organizational commitment in five star hotels in Kenya, such as the influence of Shareholder Strategy, Reciprocal Strategy, Altruistic Strategy, Citizenship Strategy, and moderating effect of

employee's demographic features. By carrying out this study, the researcher has been able to contribute to advancing empirical literature on adoption of internal CSR strategies in hotel sector and how they influence organizational commitment. Gaps in areas of concern were identified and flagged out for further research.

The research work contributes to the application of Resource Based Theory in Internal CSR on Organizational Commitment. Study on CSR conducted by Hart (1995) is considered to be the first CSR study to apply RBT asserting that the CSR component is a resource or capability which is a leading potential to sustainable competitive edge. This theory was considered suitable to this study as it addresses the significance of investing in employees as intangible resources through the internal CSR strategies; Shareholder, Reciprocal, Altruistic and Citizenship and in return expects the workers develop organizational commitment.

This research offers some contributions to the literature in the hotel sector. Primarily, the study increases more knowledge on the crucial role played by internal CSR on the level of organizational commitment, impact of employees' demographic characteristics on the relationship between internal CSR strategies and organizational commitment. The policymakers may be accorded support and be given guidance on areas that require to be underscored in the policy to improve the quality and sustainability of internal CSR strategies in five star hotels in Kenya. It may also assist future researchers in a similar field of study by clarifying areas of interest, which may need further study and more in-depth analysis. Finally, most of the previous studies were conducted without moderating variable, this study therefore adds to the limited literature on CSR and organizational commitment that have incorporated moderating variable.

5.5 Suggestion for Further Studies

The study successfully analysed the influence of Internal CSR Strategies on Organizational Commitment in five star hotels in Kenya with focus on Internal CSR Strategies; Shareholder Strategy, Reciprocal Strategy, Altruistic Strategy, Citizenship Strategy on Organizational Commitment in five star hotels in Kenya. The effect of Employee's demographic features as moderating variable on the relationship between Internal CSR Strategies and Organizational Commitment in five star hotels in Kenya. Further research in the hotel sector has recommended using ICSR Strategies on Turnover Intentions with mediating effect of organizational commitment.

This study also provides a basis for future studies on level of adoption of internal CSR strategies in the hotel sector in Kenya and how they affect organizational commitment at various levels since there are few studies conducted in this area before. Further, the study can also be done in one, two, three and four star hotels since the study concentrated on five star hotels. When other scholars conduct further research, there is need for inclusion of a moderating variable such as government policies and regulations.

The findings revealed that the independent variables used in this study; Shareholder Strategy, Reciprocal Strategy, Altruistic Strategy, Citizenship Strategy could explain 74.2 percent of the variations in organizational commitment in five star hotels in Kenya, inferring that the remaining 25.8% of the variation could be explained by other factors which were not part of the current study model. Further research thus recommended in discovering the variables responsible for the deficit of 25.8%.

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APPENDICES

Appendix A: Introductory Letter

Bashir M. Maalim

Registration Number: PHDBA/2017/77169

Email: bashir.maalim@gmail.com

Telephone 0724342399

TO

Human Resource Manager,
Five Star Hotels in Kenya,

Greetings,

RE: REQUEST FOR DATA COLLECTION FOR ACADEMIC RESEARCH

My name is **Bashir M. Maalim**, a Mount Kenya University student undertaking doctorate program in Business Management. Currently at thesis stage and my research title is “**Analysis of Internal CSR strategies on Organizational Commitment in Five Star Hotels in Kenya**”

Your hotel has been chosen as part of the selected samples of all the 5 star hotels in Kenya. This is to humbly request your esteemed office to allow administration of a questionnaire to 9 heads of departments: Operations/Hotel Manager, HR, Sales, Finance, IT, F&B services, Housekeeping, Transport and SPA at your hotel.

Your facilitation of the above will greatly contribute to the study.

Yours sincerely,



Bashir Mohamud Maalim

Appendix B: Consent Form for Respondent

You are kindly requested to participate in a study titled: **Analysis of Internal CSR Strategies on Organizational Commitment in Five Star Hotels in Kenya**. You have been selected as respondent and your consent to this is key to the success of this study. Please read the statements below, if you agree, acknowledge and willing to participate, please sign at the end of the form.

1. Participation to this study is on voluntary basis; you have the right to participate or decline.
2. Even after you agree to participate, you can withdraw at any stage or decide not to answer some or all questions and there will be no consequence whatsoever.
3. The purpose for this data collection has been clarified to be exclusively for academic purpose on the subject matter: **Analysis of Internal CSR Strategies on Organizational Commitment in Five Star Hotels in Kenya**, and you had opportunity to get more details for further understanding.
4. Any use of the collected data for other purpose other than the one stated, a consent has to be sorted from you and you have the right to grant or reject.
5. There are no benefits pledged or attached to this data collection that influenced your acceptance to participate in this study.
6. The collected data will be treated with utmost confidentiality, data protection and protect your rights as participant.
7. Personal details and identity will be anonymously used in the research report by applying codes that will not reveal any personal details or opinions that can personally identify you.
8. The opinions and answers to you provide the question without concealing your identity will be cited in various platforms such as conferences, journal publication, thesis reports in soft and hardcopies.
9. Any potential risks affecting you or any other respondent shared with the researcher can be reported to the relevant authorities.
10. This consent form when it is duly filled and signed will be sole property of Mount Kenya University and you have the right to access by request to the Directorate of Graduate studies.
11. Once the findings are published, you have the right to access like any other persons as part of knowledge dissemination through the right to information.
12. You are provided with contact details of the researcher to seek any further clarifications needed: **Bashir Mohamud Maalim +254724 342 399; Email: bashir.maalim@gmail.com**
13. For any complaints or wish to share information, you can reach the university: **Ethics Review Committee (ERC), Mount Kenya University, P.o Box 342 – 0100 Thika, Kenya.**

I, _____, declare to have read the points above, understood, and accept to voluntarily without any persuasion participate to provide answers to the questionnaire for this study and hereby grant an informed consent.

Signature (participant): _____ Date: _____

Acknowledged/witnessed the informed consent by the researcher:

Signature : _____ Date : _____

Appendix C : Questionnaire

QUESTIONNAIRE

This is a questionnaire designed for collection of primary data for academic research study in PhD program on the influence of internal CSR strategies on Organizational Commitment in 5-star hotels in Kenya. The collected information will exclusively be for academic motive only with assurances that it will be handled with utmost confidentiality for all personal details. We kindly request for your participation through answering set of questions itemised in various sections.

Section A: Demographic details

- i. Please what is the name of your hotel? _____
- ii. What is your department? _____
- iii. What is your gender? Male Female Other
- iv. What is your age in the age brackets below?
18 – 35 36 – 45 46 – 55 56 and above
- v. What is your highest educational level?

Level	Tick
1. Certificate	
2. Diploma	
3. Bachelor	
4. Masters	
5. PhD	

- vi. In terms of experience, please tick the number of years you are working in this organization?

Duration	Please tick
Less than 1 year	
1 – 2 years	
3 – 5 years	
6 – 10 years	
11 – 20 years	
21 years and more	

Section B: Shareholder Strategy

To what extent are you in agreement or disagreement to each of the statements below in reference to CSR towards workers in your organization? Please indicate the answers of your choice by use of a tick (✓) in the spaces provided in the table below.

Statements for Shareholder Strategy	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Decision Making					
1. The hotel involves workers in decision making.					
2. Workers' opinions are considered in decision making.					
3. There are some decisions that are made at department level.					
Problem Solving					
4. The hotel involves Workers in solving problems.					
5. Workers' suggestions are considered in solving problems.					
6. There are some problems that are solved at department level.					
Planning Activities					
7. The hotel encourages workers to come up with new ideas.					

8. The hotel involves workers in the planning of activities.					
9. Group work is encouraged across the hotel.					

i. If any, how frequent does your organization involves workers in decision making?

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ii. How effective is involving workers in solving problems for the organization?

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iii. To what level do workers get involved in planning for activities in your organization?

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Section C: Reciprocal Strategy

To what extent are you in agreement or disagreement to each of the statements below in reference to CSR towards workers in your organization? Please indicate the answers of your choice by use of a tick (√) in the spaces provided in the table below.

Statements for Reciprocal Strategy	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Health & Safety					
1. Our hotel takes care of my health and safety.					
2. Workers are aware of all the health and safety issues in their work station.					
3. Our hotel is concerned with the health and safety of workers' family members.					
Work-Life Balance					
4. Our hotel provides workers with clear work schedule that they can plan for their personal life.					
5. The hotel allows workers to attend urgent family matters at no deduction of their leave days or pay cut.					
6. Our hotel has flexible work schedule that allows workers attend to their personal life matters.					

Reward System					
7. Our hotel recognizes and rewards fairly for workers performance.					
8. To get more rewards workers perform their work to the best of their ability.					
9. Our hotel sets realistic performance targets that workers and their co-workers can achieve.					

i. What does the organization do to manage workers' health and safety?

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ii. What kind of rewards does your organization award the best performing workers?

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Section D: Altruistic Strategy

To what extent are you in agreement or disagreement to each of the statements below in reference to CSR towards workers in your organization? Please indicate the answers of your choice by use of a tick (√) in the spaces provided in the table below.

Statements for Altruistic Strategy	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	2	3	4		

	1				5
Labour Relations					
1. The hotel encourages group work to achieve tasks.					
2. Workers can easily discuss work issues with their supervisor.					
3. Workers have a good work relation with their co-workers at all levels.					
Social Dialogue					
4. Our hotel allows workers to join labour unions.					
5. In our hotel there exist welfare committee.					
6. Our hotel has a working complaint mechanism in place.					
Workplace Diversity					
7. The hotel hires workers of diverse background.					
8. Our hotel treats well people with disability.					

9. Workers don't get stopped from practicing their religion at workplace.					
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i. In your opinion, how is workplace diversity important toward workers' motivation?

.....

ii. What labour relations do workers practice within and outside the organization?

.....

Section E: Citizenship Strategy

To what extent are you in agreement or disagreement to each of the statements below in reference to CSR towards workers in your organization? Please indicate the answers of your choice by use of a tick (√) in the spaces provided in the table below.

Statements for Citizenship Strategy	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Staff Training 1. Our hotel provides training that helps workers in performing my work.					

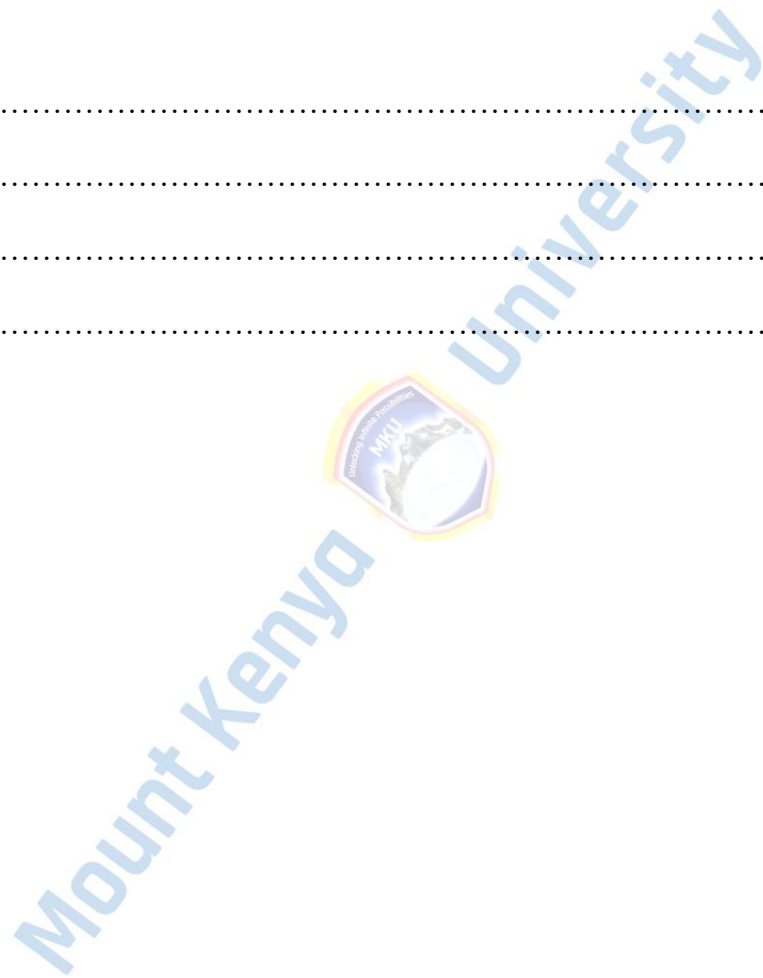
2. Workers receive training that can help them develop their career in the hotel industry.					
3. Our hotel fairly offers training opportunities to those in need at all levels.					
Career Counselling					
4. Our hotel organizes career counselling sessions for workers.					
5. Our hotel provides individual career guidance.					
6. The career counselling has had an effect on the way of workers work.					
Learning Methodology					
7. Our hotel uses various learning methods to train workers.					
8. The learning methods used make workers understand easily.					
9. Our hotel supports and promotes lifelong learning.					

i. What kind of trainings does your organization provide to the workers?

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ii. In your opinion, how does career counselling help workers perform their work effectively?

.....
.....
.....
.....



Section F: Demographic Features

To what extent are you in agreement or disagreement to each of the statements below in reference to CSR towards workers in your organization? Please indicate the answers of your choice by use of a tick (✓) in the spaces provided in the table below.

Statements for Demographic features	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Age					
1. In our hotel, old aged workers are more committed to the organization than young aged workers.					
2. In our hotel, age is related to innovation, agility, knowledge, skills and risk appetite.					
Gender					
3. In our hotel, gender is a critical factor considered in choosing leadership.					
4. In our hotel, female are more committed to the organization than their male counterparts.					
Level of Education					

5. In our hotel, education level plays important role in organizational commitment.					
6. In Our hotel, education level is related to innovation, agility, knowledge, skills and risk appetite.					
Work Duration					
7. In our hotel, the more you stay working the more you become committed to the organization.					
8. In our hotel, the longer you work with the organization is related to innovation, agility, knowledge, skills and risk appetite.					

i. How does age of the worker affect the worker-organization relation?

.....

.....

.....

.....

ii. How does gender affect the worker-organization relation?

.....

.....

.....

.....



Section G: Organizational Commitment

To what extent are you in agreement or disagreement to each of the statements below in reference to CSR towards workers in your organization? Please indicate the answers of your choice by use of a tick (√) in the spaces provided in the table below.

Statements for Organizational Commitment	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Affective Organizational Commitment – Statements					

1. Workers feel the problems facing this hotel to be facing them too.					
2. Workers always feel like they are part and parcel of the hotel as a family member.					
3. This hotel occupies worker's heart with a feeling of personal meaning to them.					
4. Workers feel a solid personal sense that they belong to this hotel.					
5. Workers enjoy having discussion with outside people about their hotel.					
Normative organizational commitment – Statements					
1. For workers to be thankful to the hotel for various benefits, they have to be obliged to it.					
2. Workers think the hotel owes them a lot for what it has done for them.					

3. The good treatment workers receive from the hotel deserves complete faith and loyalty to it.					
4. If workers decide to leave the organization, some feel to have let down their co-employees and the hotel.					
5. Jumping from one company to another is unethical to me.					
Continuance Organizational Commitment	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. If workers leave their current work for another opportunity in hand, some expressed to have a feeling of scary of what might happen to the hotel.					
2. Even if workers want to leave their current work, it is extremely difficult to quit this hotel right away.					
3. If workers decide to leave their current work now, some have expressed that a lot of their life will get disrupted.					

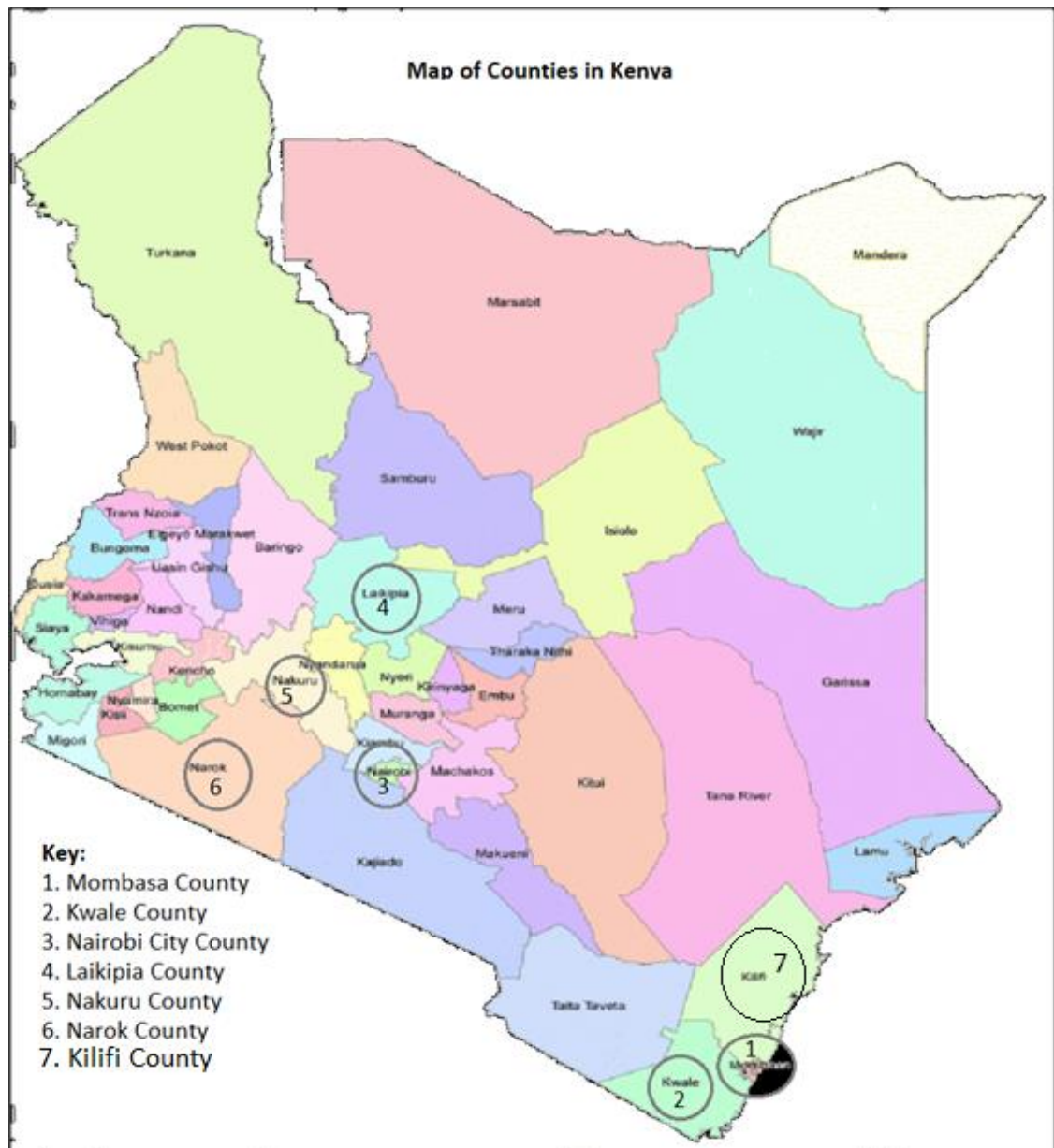
<p>4. I don't feel that I have few options to consider leaving my organization. (R)</p>					
<p>5. Among the main reasons for workers to stay working here is that leaving this hotel requires huge personal sacrifice that might not match benefits received here.</p>					

THANK YOU FOR PARTICIPATING



Mount Kenya University

Appendix D: Map showing the location of the study



Source: Map adopted and modified from Centre for Economic Governance (2019)

Appendix E: List of Five Star hotels in Kenya

No.	Hotel/Establishment	County	Region
1	Intercontinental Nairobi	Nairobi	Greater Nairobi
2	Radisson Blue Hotel Nairobi	Nairobi	Greater Nairobi
3	The Sarova Stanley	Nairobi	Greater Nairobi
4	Villa Rosa Kempinski	Nairobi	Greater Nairobi
5	Fairmont The Norfolk	Nairobi	Greater Nairobi
6	Sankara Nairobi	Nairobi	Greater Nairobi
7	The Boma Nairobi	Nairobi	Greater Nairobi
8	Crowne Plaza Nairobi Airport	Nairobi	Greater Nairobi
9	Tribe Hotel	Nairobi	Greater Nairobi
10	Dusit D2	Nairobi	Greater Nairobi
11	Hemingway's Nairobi	Nairobi	Greater Nairobi
12	Pride Inn Paradise	Mombasa	Coast
13	Leopard Beach Resort and Spa	Kwale	Coast
14	Heming ways Watamu	Kwale	Coast
15	Diani Reef Beach Resort & Spa	Kwale	Coast
16	Swahili Beach Resort	Kwale	Coast
17	Medina Palms Suites and Villas	Kilifi	Coast
18	Enashipai Resort and Spa	Nakuru	Central & Mount Kenya
19	Lake Elementaita Serena Camp	Nakuru	Central & Mount Kenya
20	Mara Serena Safari Lodge	Narok	South Rift
21	Cottars Nineteen Twenties Safari Camp	Narok	South Rift
22	Olare Mara Kempinski	Narok	South Rift

23	Panari Resort, Nyahururu	Laikipia	South Rift
24	Segeza Retreat Lodge	Laikipia	South Rift

Source: Tourism Regulatory Authority (2020)

* These are rating of hotel establishments based on set classification by Tourism Regulatory Authority in Kenya.



Appendix F: Sampled list of five star hotels in Kenya

Greater Nairobi Cluster

No.	Hotel/Establishment	County	Region	Rand()	Sampled
1	The Boma Nairobi	Nairobi	Greater Nairobi	0.005487	1
2	Hemingway's Nairobi	Nairobi	Greater Nairobi	0.050761	2
3	Fairmont The Norfolk	Nairobi	Greater Nairobi	0.349702	3
4	Villa Rosa Kempinski	Nairobi	Greater Nairobi	0.422359	4
5	Crowne Plaza Nairobi Airport	Nairobi	Greater Nairobi	0.44697	5
6	Radisson Blu Hotel Nairobi	Nairobi	Greater Nairobi	0.649439	6
7	Sankara Nairobi	Nairobi	Greater Nairobi	0.664305	7
8	Dusit D2	Nairobi	Greater Nairobi	0.757293	
9	Tribe Hotel	Nairobi	Greater Nairobi	0.867609	
10	Intercontinental Nairobi	Nairobi	Greater Nairobi	0.875462	
11	The Sarova Stanley	Nairobi	Greater Nairobi	0.933853	

Coast Cluster

No.	Hotel/Establishment	County	Region	Rand()	Sampled
12	Pride Inn Paradise	Mombasa	Coast	0.11932	1
13	Diani Reef Beach Resort & Spa	Kwale	Coast	0.30222	2
14	Heming ways Watamu	Kwale	Coast	0.349617	3
15	Swahili Beach Resort	Kwale	Coast	0.505091	4


16	Leopard Beach Resort and Spa	Kwale	Coast	0.696801
17	Medina Palms Suites and Villas	Kilifi	Coast	0.969984

Central & Mount Kenya and South Rift Cluster

No.	Hotel/Establishment	County	Region	Rand()	Sampled
18	Cottars Nineteen Twenties Safari Camp	Narok	South Rift	0.069650646	1
19	Segera Retreat Lodge	Laikipia	South Rift	0.358845099	2
20	Enashipai Resort and Spa	Nakuru	Central & Mount Kenya	0.493984186	3
21	Lake Elementaita Serena Camp	Nakuru	Central & Mount Kenya	0.718320703	4
22	Panari Resort, Nyahururu	Laikipia	South Rift	0.772828808	5
23	Olare Mara Kempinski	Narok	South Rift	0.779283144	
24	Mara Serena Safari Lodge	Narok	South Rift	0.889311244	

Source: Researcher (2021)

Appendix G: Ethical Clearance Certificate


Mount Kenya University

REF: MKU/ERC/1912 Date: 23 September 2021
TO: BASHIR M. MAALIM

REG: PHDBA/2017/77169

Dear Sir/Madam,

RE: ANALYSIS OF INTERNAL CORPORATE SOCIAL RESPONSIBILITY STRATEGIES ON ORGANIZATIONAL COMMITMENT IN FIVE STAR HOTELS IN KENYA

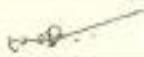
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **985**. The approval period is **23/09/2021 - 22/09/2022**.


This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**


Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,


Dr. Peter G. Kirira
Chairman, Mount Kenya University IERC


The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

Appendix H: University Introductory Letter


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

PHDBA/2017/77169
24th September, 2021

*The Director, Research Coordination Division
National Commission for Science, Technology & Innovation
Utalii House, 8th & 9th Floor
P.O Box 30623- 00100
NAIROBI*

Dear Sir/Madam,

RE: BASHIR M. MAALIM - REGISTRATION NO. PHDBA/2017/77169

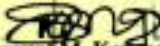
The purpose of this letter is to introduce the above named student who is pursuing Doctor of Philosophy in Business Administration in the Department of Accounting & Finance in the School of Business & Economics.

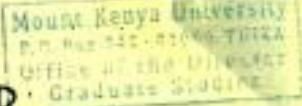
The title of his research is *"Analysis of Internal Corporate Social Responsibility Strategies on Organizational Commitment in Five Star Hotels in Kenya."*

He has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data for his research between **September and February, 2022.**

Any assistance accorded to him will be highly appreciated.


Thank you.


Dr. Samuel M. Kafenga, Ph.D.
Director, Graduate Studies
Enc.




Main Campus, General Kago Road, P.O. Box 342-01000 Thika, Tel: +254 67 2820 000,
Call: +254 720 790 796, 0709 153 000
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Appendix I: NACOSTI Research Permit



REPUBLIC OF KENYA
National Commission for Science, Technology and Innovation


Ref No: **948866**



**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Date of Issue: **14 October 2021**


RESEARCH LICENSE



This is to Certify that Mr. Bashir Mohamed Maalin of Mount Kenya University, has been licensed to conduct research in Garissa, Kwale, Lamu, Mandera, Nairobi, Nakuru, Narok on the topic: ANALYSIS OF INTERNAL CORPORATE SOCIAL RESPONSIBILITY STRATEGIES ON ORGANIZATIONAL COMMITMENT IN FIVE STAR HOTELS IN KENYA for the period ending - 14/October/2021.


License No: **NACOSTI/P/21/1384**

Applicant Identification Number
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Director General
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SCIENCE, TECHNOLOGY &
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Appendix J: Similarity Report

ANALYSIS OF INTERNAL CORPORATE SOCIAL RESPONSIBILITY STRATEGIES ON ORGANIZATIONAL COMMITMENT IN FIVE STAR HOTELS IN KENYA

ORIGINALITY REPORT

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