

Influence of Altruistic Strategy on Organizational Commitment in Five Star Hotels in Kenya

Bashir Mohamud Maalim, Jackson Ndolo, and Lucy W. Kibe

ABSTRACT

This study aimed at analysing altruistic strategy influence on organizational commitment in Five Star hotels in Kenya. Labour Relations, Social Dialogue and Work-place Diversity were employed as variables to study the altruistic strategy. The study was based on Resource-Based View, Social exchange and social identity theories. The study adopted mixed research methods. The target population of the study was 216 and a sample size of 144 senior managers was drawn from 24 Five Star hotels whose selection was based on hotel clustering and simple random selection. Data was collected through a self-administered questionnaire subjected to reliability and validity tests before undertaking actual fieldwork, field data was analysed using descriptive and inferential statistics and the findings presented in form in tables and figures. The study findings revealed that altruistic strategy positively and significantly influenced organizational Commitment contributing 42.5% its variations. Labour relations ($\beta=0.24$, $P<0.05$), Social dialogue ($\beta=0.14$, $P<0.05$) and work-place diversity ($\beta=0.24$, $P<0.05$) have positive and significant influence on organizational Commitment. The study recommends implementation of altruistic Strategy as an internal CSR strategic component for attracting, motivating and retaining workers in the organization. Similar studies may be undertaken to ascertain the moderating effect of firm's age.

Keywords: Altruistic Strategy, Hospitality Industry, Internal CSR Strategies, Organizational Commitment.

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I. INTRODUCTION

Hospitality and tourism sectors are among the intensive and large workforce industry in the world as it hires about one million Kenyans and over 300 million employees across the globe representing about 10% of entire white-collar employments in the world (KNBS, 2019; UNWTO, 2019). Five Star rated hotels are high-end luxurious service providing facilities for comforting tourists and other guests to the hotels. They provide 24 hours personalised services coupled with wide choices and range of entertainments, leisure and top-notch accommodations (Gicobi, 2016). However, the industry experiences a stiff competition that forces them to extensively rely on committed workers to obtain and maintain market relevance and sustain competitive advantage. The main concern in the industry is the high level of workforce turnover, workers' absence from their workstations, coupled with low esteem toward the assigned jobs and largely to the hotels (Fakhry *et al.*, 2022).

According to Kassim (2017), there is 73.8% and about 60% rates of staff turnover in hospitality industry in the world and Kenya respectively. In Kenya, the industry is leading in turnover at 17.2% in comparison with other sectors such as retail at 16.2% and professional services at 14.8% (Olwen, 2017). More so, Five-Star hotels lead the staff turnover at the rate of 68% within hospitality industry affecting performance (Sitati *et al.*, 2019). This has been exacerbated by the COVID-19 pandemic in 2020 that affected the industry's performance due to the government and global restrictions ranging between travel ban, social distance and lockdowns

leading to some hotels closing down. With the reduction of COVID-19 cases in 2021 and lifting of the restrictions in early 2022, the industry has started to regain market stability and return to normalcy (Wanjiku & Kungu, 2022).

Ooi and Teoh (2021) in their study assert that turnover intention among employees in hotel industry has statistical significance but negative effect on organizational commitment. This implies that the more the workers show commitment to their workplace the less the turnover intention. Islam *et al.* (2018) posit that implementation of Corporate Social Responsibility (CSR) in an organization provides a bond strengthening the relations workers have with the organization they work in, and by extension a source of inculcating attachment to the organization which enhances performance. Additionally, Kemper *et al.* (2013) assert the value of CSR implementation in an organization that operates in a stiff competition is to improve firm's efficiency.

Yang *et al.* (2013) spelled out the works of earlier authors on Internal CSR literatures and developed CSR strategies, among them Altruistic Strategy – a CSR philanthropic element that bestows the organization a duty to provide a philanthropic social space within their workforce not expecting a direct return. The social space in the workforce range between Workplace Diversity (WD), Labour Relations (LR) and Social Dialogue (SD).

Allen and Meyer (1990) established an Organizational Commitment (OC) model comprising of Three Component Model (TCM): Affective Organizational Commitment (AOC), Continuance Organizational Commitment (COC)

and Normative Organizational Commitment (NOC) where staff tends to stay with the firm because of the reward, benefits, investment received from their firms (Amin *et al.*, 2018).

Five star hotels in Kenya experience high turnover among the workers at the rate of 68% as compared to other establishments within the hospitality industry, hence affecting performance (Sitati *et al.*, 2019). Government of Kenya through the vision 2030 highlighted the necessity of attracting motivated and competent workforce, developing and retaining them for the flourishing of the tourism sector (GoK, 2017). The cost of replacing experienced staff through recruitment process, orienting and training newly hired staff remains an impediment and detrimental to the performance of the industry (Faldetta *et al.*, 2013). This derails the industry's business growth and the role it plays in the Kenya economy through Gross Domestic Product (GDP) of the country in realizing the vision 2030 (Wambugu, 2019).

Altruistic strategy as spelled out and developed by Yang *et al.* (2013) lacks attention of the ICSR authors to the empirical literature works on the relation between Altruistic Strategy and Organizational Commitment. Thus, posing a knowledge gap that the study tended to contribute to the body of knowledge through analysing the influence of altruistic Strategy on Organizational Commitment in Five-Star hotels in Kenya.

II. LITERATURE REVIEW

A. Theoretical Framework

1) Resource Based Theory

The Resource Based Theory (RBT) was founded by Penrose (1959) and later expounded by Wernerfelt (1984) to the current use in strategic management. The theory pegs sustainable competitive advantage and organizational performance of a firm to proper utilization of the rare resources that are intangible, hard to substitute, and valuable within the reach of an organization.

Quite many authors have applied RBT in their studies on CSR and organizational Commitment, asserting that CSR is a resource and capability triggering field that enables firm attain competitive advantage (Gibson *et al.*, 2021).

RBT was thus found to be apt theory to anchor the study on it as it highlights the value of investing on workers in an organization as the main immaterial resources whose value can be triggered by the implementation of internal CSR embedded Altruistic Strategy to enhance organizational commitment.

2) The Social Exchange Theory

Homans (1958) developed Social Exchange Theory (SET) which is a socio-physiological theory explaining the social based attitude of give and take resulting from an exchange process where human beings tend to assess the benefits or losses that can emerge from a relationship and in return form an attitude.

This theory has extensively been applied in the studies of the effect of CSR on Commitment highlighting the give and take attitude between workers and firms by numerous CSR authors (Kim *et al.*, 2020).

The theory provides an explanation to the link between Internal CSR Altruistic Strategy and Organizational Commitment in Five Star Hotels in Kenya.

3) Social Identity Theory

Tajfel and Turner (1979) founded Social Identity Theory (SIT) which is a Socio-psychology theory eluding that people as individuals have the nature of identifying or distance themselves within an association.

Social identity theory (SIT) tends to shed light in explaining the behaviours within the groups and associations with a setback of not factoring external influencers, nevertheless, the theory has been widely applied and considered as the only relevant view that can explain organizational commitment (Paruzel *et al.*, 2020).

SIT was considered to be the most suitable theory for this study on the commitment developed by staff after receiving ICSR an organization offers to them. Hence staff gets a strong justification, motivation and attraction to develop relation and identify themselves with their workplace, hence the dependent variable (Organizational Commitment).

B. Empirical Review

1) Altruistic strategy and organizational commitment

Mousa (2019) conducted a study to determine the relation between Cultural Diversity (CD) and Inclusion on Organizational Commitment (OC) to a sample size of one hundred and fifty medical doctors in Egypt. He applied Chi-Square statistical test to assess how Cultural Diversity Influences Organizational Commitment. The study findings revealed a positive and significant relation between CD and OC. Among the limitations to the study was the case study approach and having single sourced data that could not allow generalization of the findings, hence he recommended a repeat of a similar study in a broader context to determine the results he found.

In Vietnam, a study conducted by Thang and Fassin (2017) to assess the influence of Internal CSR practices; Social Dialogue (SD), Labour Relations (LR), Training and Development (T&D), Health and Safety (H&S), Work & Life Balance (WLB) influence on Organizational Commitment (OC). The study sampled a total of 256 staff at Service firms in Vietnam and the findings indicated that ICSR practices had significant and positive influence on Organizational Commitment with an exception to WLB and SD as they were not significant and negatively influence Organizational Commitment. However, these findings were in contradiction to the findings by a study conducted in Nigeria by Oyewobi *et al.* (2019) that revealed SD to have a positive and significant influence on OC.

A study in Ankara-Turkey by Mete (2019) on Altruism and Affective Organizational Commitment (AOC) among workers at Five Star Hotels in Turkey. The study took an in-depth analysis to determine the Altruistic component and its effect on Affective Organizational Commitment (AOC) in regard to its Psychological effect in enhancing the attachment and alignment to the hotels values and objectives and the turnover intention (TI). The results indicated a positive and significant relations between Altruistic and AOC. Additionally, a considerable effect to turnover intentions (TI) as Altruism had a negative effect on TI, indicating the inverse relation between OC and TI.

A study by Oh *et al.* (2021) in South Korea to assess the influence of workers' CSR perception on Organizational Commitment among 310 hotel staff across South Korea hotels (local and international brands). The study used Job level and Motivation as moderating and Mediating variables respectively to determine the relationship Internal CSR has on Organizational Commitment. The study findings revealed a positive and significant relations between ICSR and OC while Job level and motivation positively moderate and mediate the relations. Hence the hypothesis altruistic strategy does not significantly influence organizational commitment in Five Star hotels in Kenya.

C. Conceptual Framework

Study measures for Altruistic Strategy as displayed in the conceptual framework were three; Labour Relations (LR), Social Dialogue (SD) and Work-place Diversity (WD). The measures were borrowed from previous studies conducted by Mousa (2019) in Egypt (Cultural Diversity) and Mete (2019) in Turkey who used Altruism variables to determine the relation they have with OC and Turnover Intentions, In Vietnam *et al.* (2017) used ICSR: Social Dialogue, Labour Relations, Training & Development. Another study also applied similar measures such as Thang and Fassin (2017) in Vietnam to determine the effect of Internal CSR; Social Dialogue (SD), Labour Relations (LR), Training and Development (T&D), Health and Safety (H&S), Work & Life Balance (WLB) influence on Organizational Commitment (OC), In India, a study by Divya & Ganesh (2018) on the relationship Diversity has on Organizational Commitment and found diversity at workplace ranging between Affirmative action, Gender and religious factors to have significant and positive influence to Organizational Comment. The measures for the Organizational Commitment: Affective, Normative and Continuance commitment are modified and adapted from Youn *et al.* (2015. Employee Demographic Features (EDF) displayed as moderating variable has not been studied in this study, hence the show of dotted lines.

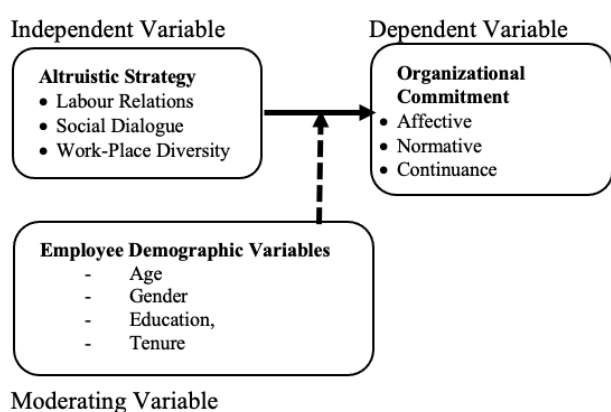


Fig. 1. Conceptual Framework.
Source: Researcher (2021)

III. RESEARCH METHODOLOGY

A. Research Philosophy, Design and Approach

Positivism philosophy has been adopted for the study whose intent is to have adopt a reality that gets backed up by assessed field figures to be able to generalize the findings.

The study utilised Descriptive Design and Cross-Sectional Approach to obtain field data to address the study objectives and test for the study hypothesis.

B. Sampling and Sample Size

The study target population was 216 top managers working at twenty-four (24) Five Star Hotels across Kenya as per Tourism Regulatory Authority (2021). A sample size of 144 top managers for the study was selected based on Yamane (1967) formula and on cluster, simple random for the hotel selection and census of all top managers in 16 of the selected hotels. The table below shows the breakdown.

TABLE I: SAMPLE SIZE

Top Managers	Clustered Regions				Total
	R1	R2	R3	R4	
Operations/Hotel	2	4	7	3	16
Human Resource	2	4	7	3	16
Sales & Marketing	2	4	7	3	16
Finance	2	4	7	3	16
ICT	2	4	7	3	16
Catering Services	2	4	7	3	16
Housekeeping	2	4	7	3	16
Transport	2	4	7	3	16
Spa & Recreation	2	4	7	3	16
Total	18	36	63	27	144

Source: Researcher (2022) Adapted & modified from Hassan *et al.* (2015); R1 = Central & Mt Kenya, R2 = Coast, R3=Greater Nairobi and R4 = South Rift

C. Data Collection and Analysis

Self-administered 5-Point Likert type scale questionnaire for closed and set of open-ended questions was used to collect data from the top managers in the hotels. The tool has been subjected pilot test to ascertain its reliability and validity before the actual data collection.

The study employed descriptive and inferential statistical approaches for data analysis and the output displayed in tables, figures and text. Regression model for the study is given in (1).

$$Y = \beta_0 + \beta_1LR + \beta_2SD + \beta_3WD + \epsilon \tag{1}$$

where: Y = Organizational Commitment (OC);
 β_0 = intercept (Constant term);
 $\{\beta_j$; where j = 1, 2, and 3} are Regression coefficients.
 LR = Labour Relations
 SD = Social Dialogue
 WD = Work-Place Diversity
 ϵ = error

IV. RESULTS

A. Pilot Results on Reliability Validity Test

The study prior to actual data collection conducted a pilot test of the questionnaire to 18 top managers in two Five Star hotels in Nairobi City County representing 13% of the sample size. Reciprocal Strategy (RS) with its 9 set of questions yielded a Cronbach Alpha of 0.800. According to Taber (2018) Cronbach Alpha of 0.7 and above in reliability testing can authoritatively be considered as sufficient for predicting assumptions and tests of data collection instrument. Hence conclude that the questionnaire used as reliable.

The pilot result was purposely used to test the tool and none used together with the actual data for testing hypothesis.

Validity check of the questionnaire was done in two fronts: Content validity was conducted through presenting the tool to experts to check whether it measures what it was intended for, while Construct validity, the pilot data was checked using Factor Analysis with Factor loading of equal or greater than 0.5, and Kaiser-Meyer-Olkin (KMO) equal or greater than 0.5 & significant Bartlett's Test of Sphericity.

TABLE II: VALIDITY TEST USING KMO AND BARTLETT'S TEST

Variable	KMO	Approx.	Df	Significance
	Adequacy	Chi-Square		
Altruistic Strategy	0.802	592.359	36	0.000
Organizational Commitment	0.766	536.389	105	0.000

Source: Field Data (2022)

Table II above revealed 0.802 and 0.766 as value for the KMO Adequacy greater than 0.5 and P value of 0.000 less than 0.05 for Altruistic Strategy and Organizational Commitment, while results for the Factor analysis are as shown in Table III.

TABLE III: FACTOR LOADING FOR ALTRUISTIC STRATEGY

Statement	Factor Loading
LR1	0.744
LR2.	0.884
LR3.	0.827
SD1	0.737
SD2	0.905
SD3	0.791
WD1	0.665
WD2	0.708
WD3	0.502

Source: Pilot Data (2022)

TABLE IV: 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	0.827	9.187	84.341	-	-	-
5	0.644	7.157	91.498	-	-	-
6	0.310	3.449	94.947	-	-	-
7	0.212	2.356	97.302	-	-	-
8	0.144	1.598	98.901	-	-	-
9	0.099	1.099	100.000	-	-	-

Extraction Method: Principal Component Analysis.

Source: Field Data (2022)

TABLE V: ROTATED COMPONENT MATRIX FOR ALTRUISTIC STRATEGY

	Component		
	1	2	3
LR1	0.831	0.228	-0.035
LR2.	0.919	0.040	0.197
LR3.	0.448	0.344	0.713
SD1	0.005	0.857	-0.055
SD2	0.078	-0.108	0.942
SD3	0.867	-0.046	0.587
WD1	0.771	0.047	0.263
WD2	0.018	0.830	0.139
WD3	0.205	0.877	-0.041

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Source: Field Data (2022)

Table III shows factor loading with values greater than 0.5. This indicated the data collection tool to be valid.

Table IV displays the Total Variance output for Altruistic Strategy. Additionally, applying Kaiser Principal (KP) with a cut off of eigenvalues equal or more than the value of 1 to ensure variables have sustained variable components. Altruistic constructs accounted for 75.2% having 3 factors ranging between 1 and 3 with contribution of 41.7%, 21.4% and 12.1% respectively.

Table V above shows Varimax rotated Kaiser Matrix with factors loading using the Total Variance Explained table with a cut off to determine simple structure as per the suggestion of Bruin (2016) who asserts that 0.7 and above as relevant variable items. Altruistic items such as “Workers can easily discuss issue with their supervisors”, “The hotel encourages group work to achieve tasks” and “The hotel hires workers of diverse background) had values 0.92, 0.83 and 0.77 respectively which indicates above 0.7 as relevant.

B. Descriptive Analysis

The respondents were requested to rate the Altruistic statements using the 5-Point Likert type Scale (1 for Strongly Disagree and 5 Strongly Agree with 3 as Neutral) and their responses are as in Table VI.

Table VI indicates all respondents rated all the statements with an average score of 3.976 which is above the neutral (3.0) showing agreement to the statements and Standard Deviation average value of 1.180 shows responses are within the mean range.

TABLE VI: DESCRIPTIVE SUMMARY STATISTICS

Statement	Mean	Std. Dev.
LR1	3.928	1.158
LR2.	3.920	1.029
LR3.	3.840	1.081
SD1	4.056	1.200
SD2	3.912	1.270
SD3	3.888	1.321
WD1	4.112	1.165
WD2	4.064	1.183
WD3	4.064	1.216
Overall	3.976	1.180

Source: Field Data (2023)

C. Correlation Analysis

Table VII indicates that the relationship Altruistic Strategy has on Organizational Commitment is positively strong and statistically significant with $r = 0.65$ and P value of 0.000 which is less than 0.05. The results elude that Altruistic Strategy significantly influences OC.

TABLE VII: CORRELATION MATRIX

		AS	OC
Altruistic Strategy	Pearson Correlation	1	-
	Sig. (2-tailed)	0.000	-
Organizational Commitment	Pearson Correlation	0.652**	1
	Sig. (2-tailed)	0.000	0.000
N		125	125

** Significant at the 0.01 level (2-tailed). AS = Altruistic Strategy; OC = Organizational Commitment
Source: Field Data (2023)

D. Regression Analysis and Hypothesis Testing

Altruistic Strategy had three variables to measure its impact: Labour Relations (LR), Social Dialogue (SD) and Workplace Diversity (WD) regressing against OC whose output is as shown in Table VIII.

TABLE VIII: MODEL SUMMARY FOR ALTRUISTIC STRATEGY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	0.652 ^a	0.425	0.420	0.39734	0.001

a. Predictors: (Constant), LR, SD, WD
Source: Field Data (2023)

Table VIII presents a Model Summary for the Altruistic Strategy model indicating a significant R-Square (coefficient of determination) with R-Square = 0.425 with R = 0.652 and P value of 001 less than the P value target of 0.05. This implies that Altruistic Strategy contributes 42.5% (R-Square = 0.425) to Organizational Commitment variation, where the difference 67.5 percent is explained by other factors not covered in the model of the study.

TABLE IX: ANOVA FOR ALTRUISTIC STRATEGY

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14.330	1	14.330	90.765	0.00 ^b
1 Residual	19.420	123	0.158	-	-
Total	33.750	124	-	-	-

a. Dependent Variable: Organizational Commitment
b. Predictors: (Constant), Labour Relations, Social Dialogue, Work-Place Diversity
Source: Field Data (2023)

Table IX is ANOVA results explaining how the model-fit for Altruistic Strategy influence on Organizational Commitment is significant with a P value of 0.000 less than 0.05 P value target and F statistics for calculated and critical values $F(1,123) = 90.77$ and $F(1,123) = 3.92$ which indicates $F_{calc} > F_{crit}$, hence figures to test for the hypothesis of the study. The rule of thumb to reject or fail to reject was based on P values and F statistics where P less than 0.05 and F_{calc} greater than F_{crit} .

The Output revealed P value of 0.000 which is less than 0.005 and F_{calc} equals to 90.77 greater than F_{crit} equals to 3.92. Hence, this justified the study conclusion to reject the null hypothesis and adopt the alternative which states that Altruistic Strategy significantly influences organizational commitment in five star hotels in Kenya.

TABLE X: COEFFICIENTS TABLE FOR ALTRUISTIC STRATEGY

Model	UC		SC	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.51	0.30	0.00	4.96	0.00
1 LR	0.24	0.06	0.30	4.13	0.00
WD	0.24	0.07	0.33	3.57	0.00
SD	0.14	0.06	0.22	2.36	0.02

a. Dependent Variable: Organizational Commitment; UC =Unstandardized Coefficient, SC = Standardized Coefficient
Source: Field Data (2023)

Table X represents coefficients for the measurement elements for Altruistic Strategy and indicated as follows;

Labour Relations (LR) has significant (P value less than 0.05) and a positive coefficient ($\beta=0.24$) relation with Organizational Commitment. This indicates that the 0.24 coefficient of LR is associated with a change of 0.24 unit to the workers' commitment at Five Star hotels in Kenya.

Workplace Diversity (WD) has significant (P value less than 0.05) and a positive coefficient ($\beta=0.24$) relation with Organizational Commitment. This indicates that the 0.24 coefficient of WD is associated with a change of 0.24 unit to the workers' commitment at Five Star hotels in Kenya

Similarly, Social Dialogue (SD) has significant (P value less than 0.05) and a positive coefficient ($\beta=0.14$) relation with Organizational Commitment. This indicates that the 0.14 coefficient of SD is associated with a change of 0.24 unit to the workers' commitment at Five Star hotels in Kenya

The regression model displaying the relation between the elements of Altruistic Strategy (AS) and organizational Commitment is as shown below:

$$Y = 1.51 + 0.24WD + 0.24LR + 0.14SD + \epsilon \quad (2)$$

where,

Y = Organizational Commitment (OC)

LR = Labour Relations

SD = Social Dialogue

WD = Work-Place Diversity

ϵ = Error

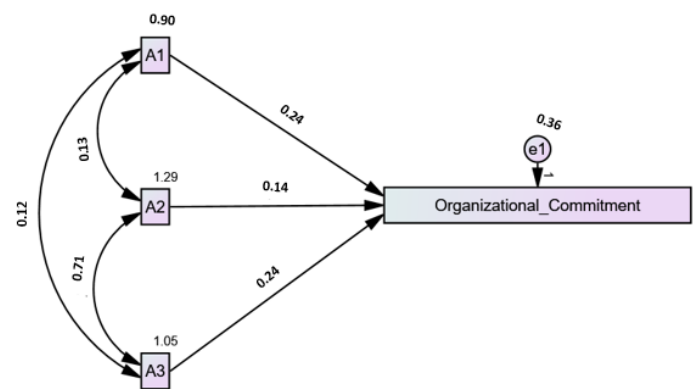


Fig. 2. Regression model showing the relationship between the elements of Altruistic Strategy on Organizational Commitment.
Source: Researcher (2023)

V. DISCUSSION

The study aimed at analysing the influence of Altruistic Strategy (AS) on Organizational Commitment (OC) among top managers at Five Star hotels in Kenya. Five Star hotels in Kenya experience high turnover at a rate of 68 percent in comparison to other star rated hotels within the industry.

Altruistic Strategy used three variables: Labour Relations, Social Dialogue and Workplace Diversity as components of Internal Corporate Social Responsibility (ICSR) provided by the Five Star hotels to their employees to attain Organizational Commitment with variables: Affective, Normative and Continuance Commitments towards the organization.

From the field data, it was evident in the descriptive statistics table that most of the top managers at Five Star hotels in Kenya agreed to all the statements for Altruistic Strategy that can influence Organizational Commitment among the workers stating as “*The hotel encourages group work to achieve tasks*”, “*workers can easily discuss work issues with their supervisor*” and “*workers have a good work relation with their co-workers at all levels*” “*Our hotel allows workers to join labour unions*”, “*In our hotel there exist welfare committee*”, “*Our hotel has a working complaint mechanism in place*”, “*The hotel hires workers of diverse background*”, “*Our hotel treats well people with disability*” and “*Workers don’t get stopped from practicing their religion at workplace*” supported by the overall mean of 3.976 (Above the neutral value of the 3 from 5-point Likert type scale as the average) and Standard Deviation of 1.18 showing the responses concentrate within the mean of the field data.

The results from the correlation test between Altruistic Strategy (Independent variable) and Organizational Commitment (Dependent Variable) has shown a significant with P value less than the threshold (0.05) and R value of 0.652 indicating a positive and significant influence the independent Variable (Altruistic Strategy) has on Dependent Variable (Organizational Commitment).

Study conducted regression analysis to determine the inferential statistics of the relation between the Independent and dependent variables. The results revealed a significant (P value less than 0.05) and R-square of 0.43 explaining that 43% of Organizational Commitment’s variation is from Altruistic Strategy. The elements of Altruistic Strategy have individually shown positive and significant influence with P value of less than 0.05 and $\beta=0.24$, $\beta=0.24$ and $\beta=0.14$ to Labour relations, Workplace Diversity and Social Dialogue respectively.

The findings are in agreement with what Mousa (2019) had in his study in Egypt with 150 Medical practitioners and applied Chi-Square statistical test to assess how Cultural Diversity (CD) Influences Organizational Commitment. The study findings revealed a positive and significant relation between CD and OC. Similarly, in agreement with a study by Oh *et al.* (2021) in South Korea to assess the influence of workers’ CSR perception on Organizational Commitment among 310 hotel staff across south Korea hotels (local and international brands) whose findings revealed a positive and significant relations between ICSR and OC. A study in Ankara-Turkey by Mete (2019) on Altruism and Affective Organizational Commitment (AOC) among workers at Five Star Hotels in Turkey. The study took an in-depth analysis to determine the Altruistic component and its effect on Affective Organizational Commitment (AOC) in regards to its Psychological effect in enhancing the attachment and alignment to the hotels values and objectives and the turnover intention (TI). The results indicated a positive and significant relations between Altruistic and AOC. Additionally, a

considerable effect to turnover intentions (TI) as Altruism had a negative effect on TI, indicating the inverse relation between OC and TI. In India, a study by Divya and Ganesh (2018) on the relationship Diversity has on Organizational Commitment and found diversity at workplace ranging between Affirmative action, Gender and religious factors to have significant and positive influence to Organizational Comment.

The study used the field data to test the study null hypothesis “*Altruistic Strategy does not significantly influence Organizational Commitment in Five Star hotels in Kenya*”. The results from ANOVA Table generated from the regression model for the study revealed P value less than 0.05 and the calculated F-statistics of 90.77 while Critical F for F (1,123) = 3.92 indicating F_{cal} is greater than F_{crit} . The rule of thumb to reject or fail to reject was based on P values and F statistics where P less than 0.05 and F_{cal} greater than F_{crit} . Hence, this justified the study conclusion to reject the null hypothesis and adopt the alternative which states that Altruistic Strategy significantly influences organizational commitment in five star hotels in Kenya.

Finally, the study in addressing the research problem of high turnover within the five-star hotel workers in Kenya, it has found a significant and positive relation between ICSR component-Altruistic Strategy and Organizational Commitment. Ooi and Teoh (2021) in their study assert that turnover intention among employees in hotel industry has statistical significance but negative effect on organizational commitment. This implies that the more the workers show commitment to their workplace the less the turnover intention. Hence ICSR implementation at the hotels strengthens organizational commitment which reduces the turnover intentions.

VI. CONCLUSION AND RECOMMENDATION

Reference to the results generated from the field data for the study, the study concludes that Altruistic Strategy as an overall and with its components (Labour Relations, Workplace Diversity and Social Dialogue) has a positive and significant influence on Organizational Commitment among the workers in Five Star hotels in Kenya. The findings elaborate the role of a conducive and friendly workplace environment with diverse workforce that enable staff to freely interact with their seniors, and a good working relation with other similar or high level staff, yields a cordial work relation between the workers and the firm by inculcating freedom to form and join unions such as Labour Union for the workers’ rights body, having cultural diversity within the workforces accommodating personal diversity bringing on board vast experience, skills and other capabilities that bonds the workers’ relations and commitment toward the hotels and in turn reduces the turnover intentions.

In order to reduce workers’ turnover in a workplace, from the findings, the study recommends to all stakeholder such as Kenya Association of Hotelkeepers & Caterers (KAHC) and Federation of Kenya Employers (FKE) and the hotels managers to make use of Altruistic Strategy – An Internal CSR in their strategies development towards the workers as evidently found to boost organizational commitment which is

inversely proportional to turnover intentions.

The study findings of this study makes contribution to the body of knowledge associated with effect of Altruistic Strategy – an ICSR application pegged on Resource-Based Theory towards Organizational Commitment as a solution to the challenges of turnover.

Providing a trigger to future research work on ICSR effect to Commitment, suggestions for further research work to ascertain the findings in different settings and determine the moderating effect of government policies and number of years a firm has been operational.

CONFLICT OF INTEREST

Authors declare that they do not have any conflict of interest.

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