

Original Research Article
**Assessment of Shareholder Strategy – An
Internal Corporate Social Responsibility
Perspective on Organizational Commitment
in Five-Star Hotels in Kenya**

ABSTRACT

The study aimed at assessing the influence of shareholder strategy on organizational commitment in Kenya based five star hotels. The study was anchored on Social Exchange theory. The study applied descriptive research design and cross-sectional approach to examine the study variables. The target population was 216 and sample size of 144 hotel managers selected. The study applied both descriptive and inferential statistical approaches for data analysis with tabulation, figures and narrative output presentation. The study found that Shareholder Strategy explains 53.1% variation of the Organizational Commitment in Five-Star hotels in Kenya and has statistically significant and positive effect on Organizational Commitment. The study recommends to the hotel management and Kenya Association of Hotelkeepers & Caterers to strive to formulate and implement CSR embedded Shareholder Strategy for raising workers' Commitment with the aim to attract, motivate, and retain workers. The study suggests replication of the study in the same or other sectors to develop further the Internal CSR field.

Keywords: Shareholder Strategy, Organizational Commitment, Internal CSR Strategies, Five-Star Hotels

1. INTRODUCTION

1.1 Background to the study

The hospitality 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. Tourism sector is earmarked by the Kenya Vision 2030 as one of the key sectors in the Economic Pillar that drives the economy 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 receipt an increase of 37.33% and 31.2% respectively as

compared to 2017 statistics (Tourism Research Institute, 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 and worldwide respectively (KNBS, 2019).

The hospitality industry faces intensive local and international competition and for hotels to remain relevant in the market, they heavily rely 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). Faldetta, Fasone, & Provenzano (2013) in their study highlight that high rate of employees' turnover is

unfavourable to hospitality 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.

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 major aspect of firm-level strategy and its daily operations has become an essential component that brought business and society together (Kramer & Porter, 2011). Concurrently CSR research has grown exponentially to become a mainstream topic of investigation for management scholars (Aguinis & Glavas, 2012).

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. 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) focus on issues related to corporate volunteerism, environmental protection and corporate philanthropy to address concerns related to secondary stakeholders such as suppliers and local communities. The Internal CSR (ICSR) dimension focus on workers and workers' relationship through providing a psychological and physical operating environment, individual development and motivation (Pietersz, 2011; Tilakasiri, 2012).

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). Yang, Colvin and Wong (2013) expounded the work of Galbreath (2006) on CSR strategic model derived from the Carroll'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).

Shareholder Strategy according to Yang *et al.*, (2013) is CSR economic component embedded as an influential view to push managers through involving them as participative and empowerment to realize 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 maximize 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 execution and delegation of powers bestowed upon them by the shareholders.

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). 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 (Kaplan & Kaplan, 2018). Most interestingly, Guzeller & Celiker (2019), Abdurrahim, Anisah and Maya (2019), Ooi and Teoh (2021) on studies about the relationship between Commitment and turnover intentions among workers in

hospitality industry found and concluded that Commitment has negative and statistically significant effect on turnover intentions, meaning high level of commitment displays low turnover intentions.

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 research and 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 embedded Shareholder Strategy 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 assess Shareholder Strategy – An Internal CSR perspective on Organizational Commitment in Five-Star hotels in Kenya.

i) Problem statement

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). Empirical studies indicate that the industry globally records 73.8% of workers' turnover whereas in Kenya is about 60% (Kassim, 2017). More so, the hospitality 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 Five-Star hotels are leading in employees' turnover within the hotel industry at 68% as compared to other establishments (Sitati, Were, Waititu & Miringu, 2019). This narrowed down the scope of the study to Five-Star hotels in Kenya due to the intensity of the turnover.

The high turnover trend among the employees in the industry may derails 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.*, 2017).

Authors of internal CSR suggested and recommended for in-depth studies to support

their findings and determine whether the relationship between internal CSR and Organizational Commitment is sustainable through application of more detailed analytical method which provides a better outcome and developing further the CSR field (Mory, Wirtz & Gattel, 2016). However, the Internal CSR embedded Shareholder Strategy as developed and recommended by Yang *et al.*, (2013) has not received empirical attention. This portrayed a research and knowledge gap to which this study tried to contribute. The aim of the study was to assess the influence of Shareholder Strategy – an Internal CSR perspective on Organizational Commitment in Five-Star-hotels in Kenya.

ii) Research Objective

The study objective was to assess the influence of Shareholder Strategy on Organizational Commitment in Five-Star hotels in Kenya.

iii) Research Hypothesis

H₀ Shareholder Strategy does not significantly influence Organizational Commitment in Five-Star hotels in Kenya.

H₁ Shareholder Strategy significantly influences Organizational Commitment in Five-Star hotels in Kenya.

2 Literature Review

a) Theoretical Framework

The Social Exchange Theory

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).

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 exchange model that explains the relation between Internal CSR embedded Shareholder Strategy and Organizational Commitment.

b) Empirical Literature

i) CSR Concept and Strategic Model

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 Carroll’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. 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 studies conducted by Mensah, Agyapong and Nuerthey (2017), Thang & Fassin (2017) and others. However, the ICSR strategies as recommended by Yang, Colvin and Wong (2013) have not received adequate research attention. The CSR Strategic Model formed the independent variable (Shareholder Strategy) for the study in five star hotels in Kenya.

ii) Three Component Model of Organizational Commitment

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 statistical significant relation with performance.

iii) Shareholder Strategy and Organizational Commitment

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 hospitality 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 Nuerterey (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.

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.

c) Conceptual Framework

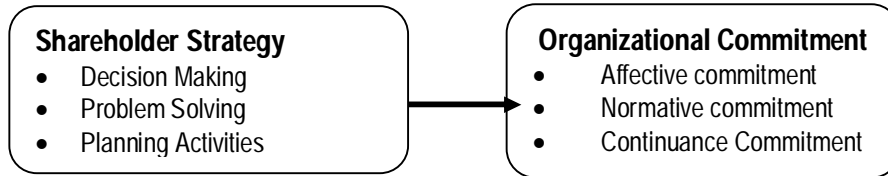


Figure 1: Conceptual Framework (Source: Researcher (2021))

3 Research Methodology

a) Research Philosophy, Design and Approach

The research embraced the philosophy of positivism research paradigm appropriate for quantitative research and this brings a stable reality informed by the collected facts and figures in a study for a possible generalization of the findings. The study employed a descriptive research design and cross-sectional

survey method to effectively tackle objectives under the study and for hypotheses testing.

b) Sampling and sample Size

A total of 216 Operations and Line managers in 24 five star hotels in Kenya according to Tourism Regulatory Authority (2019) was the population target for this research study. A total of 144 managers were calculated using Yamane (1967) Formula as sample size for the study, cluster and simple random method applied to select them from 16 five-star hotels in Kenya and shown in the table below.

Table 1: Sample Size

Operations and Line Managers	Clustered Regions				Total
	C&M	Coast	Nairobi	South Rift	
Operations/Hotel	2	4	7	3	16
Human Resource	2	4	7	3	16
Sales & Marketing	2	4	7	3	16
Finance & Procurement	2	4	7	3	16
Information Technology	2	4	7	3	16
Catering Services	2	4	7	3	16
Housekeeping Services	2	4	7	3	16
Transport & Security	2	4	7	3	16
Spa & Recreation	2	4	7	3	16
Total	18	36	63	27	144

Source: Researcher (2021) Adapted & modified from Hassan, Mugambi & Waiganjo (2015), C&C = Central & Mount Kenya

c) Data Collection and Analysis

The study used a semi-structured questionnaire incorporating open-ended and closed-ended set of questions for data collections and was subjected to Reliability and Validity tests prior to actual fieldwork. The study applied both descriptive and inferential statistical methods to analyse the data and present findings in form of tables and

narrative. A regression model was developed for the study in form of:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where: Y = Organizational Commitment;

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

X_i for; X_1 = Decision Making, X_2 = Problem-Solving, X_3 = Planning Activities

ϵ = an error term

4 Key results and findings

a) Descriptive Analysis

Shareholder Strategy and Organizational Commitment

The research objective in this study was to assess the influence of Shareholder Strategy on star hotels in Kenya. The responses were as shown in Table 2.

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

Table 2: Descriptive Summary Statistics on Shareholder Strategy

Statement	Mean	Std. 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

Source: Field Data (2021)

The results in table 2 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 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 Mean of 3.848 and a Standard Deviation 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 Mean and Standard Deviation 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 Mean of 4.120 and a Standard Deviation 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 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 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 Mean of 4.072 and Standard Deviation of 1.009. The overall mean of 3.987 and Standard Deviation of 1.061 infers that most of the hotel managers in the study agreed with statements of shareholder strategy. 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 realize 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.

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.

b) Correlation Analysis

Table 3: Correlation Matrix

		Shareholder Strategy	Organizational Commitment
Shareholder Strategy	Pearson Correlation	1	.729
	Sig. (2-tailed)	0.000	0.000
Organizational Commitment	Pearson Correlation	.729**	1
	Sig. (2-tailed)	0.000	0.000
N		125	125

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

Source: Field Data (2021)

The results in Table 3 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.

c) Regression Model

The 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; X1: involvement in scheduling of activities, X2: decision-making and X3 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 4, 5 and 6.

Table 4: Model Summary for Shareholder Strategy on Organizational Commitment

Model	R	Change Statistics		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	.729	.531	.528	.35860

Predictors: (Constant), Decision-Making, Problem-Solving, Planning Activities

Source: Field Data (2021)

Table 4 shows Model Summary with determination Coefficient (R-Squared) of 0.531 from R 0.729 with significant value of $P=0.000$ 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 5: ANOVA for Shareholder Strategy on Organizational Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.933	1	17.933	139.452	0.00 ^p
	Residual	15.817	123	.129		
	Total	33.750	124			

a. Dependent Variable: Organizational Commitment

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

Source: Field Data (2021)

Table 5 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 > Critical F (1, 123) = 3.918.

Table 6: Coefficients for Shareholder Strategy on Organizational Commitment

Model ^a	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.52	.26	0.00	1.97	0.05
X1	.25	.06	.29	4.01	0.00
X2	.29	.06	.31	4.66	0.00
X3	.34	.07	.36	5.02	0.00

a. Dependent Variable: Organizational Commitment

Source: Field Data (2021)

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

$$Y = 0.52 + 0.25X_1 + 0.29X_2 + 0.34X_3 + \epsilon$$

Where:

Y = Organizational Commitment (OC)

X₁ = Decision-Making

X₂ = Problem-Solving

X₃ = Planning Activities

ε = an error term

The results in Table 6 show that the coefficient of the measurements on decision-making (X₁) is positive and significant (β=.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 Wainaina, 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 (X₂) is positive and significant against organizational commitment (β=.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 (X₃) is positive and significant against organizational commitment (β=.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.

d) Hypothesis testing

The results output from ANOVA table in Table 5 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 indicated a p-value = $0.000 < 0.05$ and Calculated $F(1, 123) = 139.452 > \text{Critical } F(1, 123) = 3.918$ and this 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.

5 Summary, Conclusion and Recommendation

a) Summary

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 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-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.

b) Conclusion

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 ($\beta = 0.34$, $P < 0.05$); compared to Decision-making ($\beta = 0.25$, $P < 0.05$) and problem solving ($\beta = 0.29$, $P < 0.05$). 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.

c) Recommendation

i) Policy Makers

The study recommends to Federation of Kenya Employers (FKE) and Kenya Association of Hotelkeepers & Caterers (KAHC) to 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 and develop policy that provides framework for Internal CSR implementation in the hospitality industry.

ii) Hotel Managers

The study recommends to the hotel managers to embrace the knowledge contribution made by this study through implementation of Internal CSR strategies in addressing the high turnover in the hotel industry and capitalise on Shareholder Strategy with emphasis on planning activities as an important component that enhances Organizational Commitment among the hotel workers.

iii) Contribution to Knowledge

By analysing the influence of Internal CSR embedded Shareholder Strategy 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 embedded Shareholder Strategy on organizational commitment in hospitality sector with focus on five star hotels. The study therefore fills this knowledge gap by laying more emphasis on the contribution of Shareholder Strategy on organizational commitment in five star hotels in Kenya. By carrying out this study, the researcher has been able to contribute to advancing empirical literature on adoption of internal CSR strategies in hospitality 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 and in return expects the workers develop organizational commitment.

d) Suggestion for Further Studies

The study successfully analysed the influence of Shareholder Strategy on Organizational Commitment in five star hotels in Kenya. This study 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. The study can also be done in one, two, three and four star hotels since the study concentrated on five star hotels or replicated to solidify the findings. When other scholars conduct further research, there can consider inclusion of a moderating variable such as government policies and firm's age.

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