

**HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL
COMMITMENT IN FIVE STAR HOTELS IN NAIROBI, KENYA**

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DECLARATION

I declare that this research project is my original and has not in its entirety or in part been presented to this or any other university.

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This research project has been presented with my approval as the university supervisor

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DEDICATION

This research project is dedicated to my family. My daughter Maya Nkatha, my mum Mary Mbaya and My father Mr. Francis Mbaya

My sister Jackline and brothers Evans and Kelvin.

Nieces and nephews.

ACKNOWLEDGEMENTS

I thank God for the support system I had during this process. It has been a turbulent time but with the love and support from friends and family I can say it has been worthwhile.

To the close friends who always encouraged me and reassured me that I could do this, thank you so much.

Finally I would like to thank my supervisor Dr. Florence Muindi, for the guidance and patience that contributed to the successful completion of this research project.

God bless you all.

ABSTRACT

The skills and capabilities of people who are put to fruitful use can be a more important determinant of the country's long-term economic achievement and that of the company. The purpose of the study was to assess the effect of human resource management practices on the organizational commitment of five-star hotels in Nairobi, Kenya. Independent variables were recruitment and selection, well-programs, promotions and transfers, compensation, training and development, while organizational commitment was taken as a dependent variable. The research was based on the theory of social exchange theory and the theory of human capital. The research followed a descriptive cross-sectional research design and multi-stage sampling techniques. Qualitative and quantitative data analysis techniques have been used. The result showed that recruitment and choice in the five-star hotels aligned the applicant's skills with the job demands. Findings also observed that organizational training is adapted to the learning and development of workers and that hotel compensation functions as a motivational tool for workers. The research concluded that recruitment and selection along with training and development significantly impact on organisation commitment of five star hotels in Nairobi. The research recommended that the five star hotels should adopt the training and development so as to enhance competence and growth.

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ABBREVIATION AND ACRONYMS

HR	-	Human Resource
HRM	-	Human Resources Management
KTB	-	Kenya Tourist Board
GDP	-	Gross Domestic Product
ISP	-	Internet Service Providers
SME	-	Small Medium Enterprise

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Success in the current competitive marketplace depends less upon the level of economies of scale, technology or patents that a company enjoys but rather on the ability of a organisation to derive benefit from organizational human sources (Guerci, Radaelli, Siletti, Cirella& Amp; Shani, 2015). Therefore, for an organization – whether profit oriented or not, to achieve its targeted objectives, it needs skilful and committed employees to the overall objectives of the firm. It is therefore necessary for the organization to come up with policies that will make the employees satisfied and committed to the organization ideals. However, Antonacopoulou, (2016) highlight that there is not a single human resource practice that can result in a committed workforce but rather a combination of different organization practices aimed achieving a satisfied workforce. According to Nasina and Doris (2011) the common human resource practices that organizations have put in place include recruitment and selection process, training and development, compensation, promotion and transfers along with the welfare system. It is therefore expected that the adoption of an effective human resource management practice might influence the level of employee commitment and their satisfaction which will result in the realization of organization objectives (Noe, Hollenbeck, Gerhart & Wright, 2017).

The study was anchored by two concepts, namely; the Social Exchange and the Human capital theories. Social exchange theory was advanced by Emerson (1962) and posits that there exists a social exchange within an organization among organization actors, usually between a supervisor and subordinates working under them. Initiation of positive actions such as providing organization support is expected to increase employee commitment while negative actions such as the use of abusive language or incivility might have a destructive effect on employee commitment. Consequently, Human capital theory offers combination competencies, information, social, and private attributes embodied in the human capital to create intrinsic and measurable monetary value (Fitzsimons, 2017). The primary basis of Human Capital principle is that investments in individuals can be

mathematically measured based on the financial price they are in a position to make contributions to society.

The Five-Star hotels in Kenya continue to face stiff competition from new establishments within the urban centres and peri-urban areas in Nairobi as evidenced by the increased number of hotels in the same category. In 2010, the number of five-star hotels in Nairobi was 8 but by the end of 2018, there were 16 five-star hotels (Tourism Fund, 2018). This number is expected to increase in the coming years because over 7 more establishments are coming up. With this level of competition, the ability of a hotel establishment to compete depends on the commitment of its workers to the hotel objectives and the realisation of the fact that being able to move through the unstable business environment will depend on their capacity devote maximally to the company activities. Consequently, the understanding of how HRM practices, including training and development, recruitment and selection, compensation and benefits, promotion and transfers and welfare activities come in handy in seeking to change organization commitment.

1.1.1 Human Resource Management Practices

HRM practices have been defined in the number of ways. HRM practices are defined by a system which tends to attract, develops, motivates, and keeps workers to make sure the successful execution and the continued existence of the company and its employees (Schuler & Jackson 1987).

In addition, the HRM practices are conceptualized as a set of logically designed guidelines and practices designed, to make certain that a group's human capital makes contribution to the fulfilment of its company goals (Antonacopoulou, 2016). Against this backdrop, it can be stated that HRM practices share particular formal policies and philosophies that are planned to attract, develop, inspire, and maintain personnel who make sure the advantageous operating and continued existence of the business (Matta et al., 2015).

A review of the literature identifies five general practices of human resource management that are systematically connected with innovation and performance appraisal, career management, reward system, coaching, and enlisting (Patterson & Birdi, 2005). A recent

line of thinking has concentrated in coming up with ways in which the organization HRM practices can be used to increase employee commitment through their desire to remain with the firm in the short term period work towards the realization of organization objectives. HR practices contribute to the company's core activities that include employee recruitment, selection, training, improvement and overall performance appraisal that ought to be consistently integrated and strategically oriented to the prevailing market condition (Noe, Hollenbeck, Gerhart & Wright, 2017).

1.1.2 Organizational Commitment

What constitute organizational commitment has been described by various scholars in varied ways. Fu and Deshpande (2014) assert that organizational commitment is an indicator of the much a worker identifies with its employer. On the other hand, Angel and Perry, (2002) define organizational commitment by stating the characteristics of employees who are thought to be committed are those who have a strong faith on the company's principles and beliefs and consequently will be determined to go an extra distance to accomplish his goals. Similarly, Zeinabadi and Salehi (2011) highlight that; organizational commitment can be defined as the workers willingness to make effort for the organization's benefit, and to hold membership in the business. Thus organization commitment can be stated to be a predictor for organizational citizenship behaviour.

Gibb (2011) highlight that employees who are committed to their employer can be motivated less to work towards the realization of the organization goals. In addition, committed employees accept organization values and beliefs and consequently are willing to go an extra mile to attain the organization goals. Meyer and Allen (1991) allocated employee commitment into three distinctive elements: affective, continuance and normative commitment. It can be stated that affective commitment relates to worker's emotional attachment and deep seated attachment with the organization. Across the other hand, the commitment to continuity is focused on the sacrifice made by workers to the company, while the normative commitment is the worker's sense of duty to endure with the company.

1.1.3 Five Star Hotels in Kenya

Hotels around the globe were categorized on different criteria depending on the national categorization agency with a higher star rating being associated with better service delivery. Kenya hotels are classified either based on a star rating that varies from 5-star to a lower star rating of 1- star. The global body that is responsible for determining the hotel rating is the World Tourism Organization (Johanna, 2010) but delegates to the national rating bodies. In Kenya, the Kenya Tourism Regulatory Authority (KTRA) is the body given mandate of overseeing the rating of the Kenyan hotels. Every nation has its own set of laws that guide the rating of its hotels.

The factors that were considered in categorization of a hotel include class, elegance, ambiance and quality of facilities. In Kenya, the level of competition in the five star hotels category is high due to the increased number of hotels in this category and also because of the small – though growing clientele. Regarding its high quality, and outstanding amenities of Kenya's four and five-star hotels, resource competition and hotel sector market share in Kenya are becoming exceptionally high. Customer expectations and preferences are also growing from time to moment (Ayele, 2014) with the five star hotels, shifting to their human resource base as a source of competitive advantage. The hotels continuously strive to be awarded with such recognition as for standardization certificates, organization of the year awards and celebrity rating as well as membership to professional bodies (Ongore & K'obonyo, 2011).

1.2 Research Problem

Employee behaviour in an organizational has resulted in identification of various variables that enhance or are detrimental to employee performance, factors that the management of an organization should manage. The ability of an organization to establish principles that can contribute to the organizational success through having a team that is committed to the performance of the company is important in the current day competitive business surroundings (Bodla& Danish, 2014). Indeed in the current day operating surroundings, it has been pointed out that the achievement of a company is dependent upon the capacity of its workforce offer their whole attention to the organizational tenets. This is expected to be

influenced by the commitment level to which the workers show towards the organization activities (Bloch, 2011). Hence organizations should be able to identify and put into practices organizational factors that influence employee commitment level. One of the organizational features that are deemed to influence employee commitment is the state of its human resources practices.

The hotel sector is one of the vital elements that affect the tourism industry performance in Kenya. The Vision 2030 government goal identifies the performance of the tourism industry as key components if the government objective of transforming Kenya to a middle-income nation by 2030 is to be realised. The tourism industry is the fourth source of foreign exchange earnings in Kenya with the Tourism Regulatory Authority highlighting that in 2018, the industry generated Ksh 157.4 billion which represents a surge of 31.2% as compared to 2017 (TRA, 2019). According to the TRA report, the four and five star hotels, they earned Ksh 53.5 billion in 2018 as compared to Ksh 32.59 billion in 2014, a state that was buoyed by increased conferencing activities in Nairobi. The need to enhance the performance of the five star hotels can be achieved if there is increased employee commitment. However, increased employee commitment is a result of organizational factors that are tailored toward the achievement of employee commitment. One of the organizational practices expected to influence employee commitment is the human resource practices adopted by a firm.

The subject of organizational human resource practices along with the employee commitment has attracted a number of studies. Bennett and Gabriel (2010) did a study on HRM practices as proxied by organizational structure, culture, size, and environment to proxy human resource practices and its effect on performance. The finding was that HRM has a significant influence on firm non-financial and not the financial measures. The study however, did not consider employee commitment which the current study will cover. Kooij, Guest, Clinton, Knight and Dikkers (2013) investigated the effect of HR practices on worker well-being and age-related performance improvements and discovered that the age-related connection between HR development practices and well-being, as measured by job satisfaction, organizational commitment and organizational fairness, weakens. Unlike

the present study, the research covered more than one employee outcome. Awais, Malik and Qaisar (2015) investigated the role of work fulfilment as the mediator between the relationship between spiritual intelligence and organizational commitment among the SMEs in Pakistan. The research found existence of a constructive connection between spiritual intelligence and work fulfilment. Unlike the current study, the research did not link the nexus between HRM and employee commitment.

Mugambi.(2017) sought to determine the effect of perceived HRM practices of employee job performance at Kenya Medical Training College, Nairobi Campus and establish that employee compensation had the major effect on employee satisfaction. However, unlike the current research, the study did not link the HRMP to employee commitment. Omayya (2016) studied the alleged impact of human resource management practices on the performance of workers at Jeff Hamilton. Kenya Ltd and found that promotion and financial compensation had significant effect on employee performance. However, the research did not consider employee commitment to the organization as an outcome of the HRMP. Agoi (2018) researched the effect of workplace spirituality on employee engagement and commitment in Trans-Nzoi County and found that spirituality had an important constructive relationship on employee engagement. Unlike the current study, the researcher did not link the HRMP and employee commitment.

From the above studies and other literature review works, it can be deduced that the aspect of HRM has involved a lot of awareness from scholars and management practitioners due to its perceived influence organization outcome. However, the goals of an organization differ such that the overall objectives and practices of a hotel differ from that of a bank. Consequently, it is important to determine the influence of HRMP in the hospitality industry which has attracted limited number of research works. Hence the current research sought to further the research on HRMP and employee commitment by answering the following question; what was the effect of the human resource management practices on organizational commitment of the five star hotels in Nairobi, Kenya?

1.3 Research Objective

To determine the influence human resource management practices on organizational commitment in five star hotels in Nairobi, Kenya.

1.4 Value of the Study

The study finds usefulness among the HR practitioners, policy makers and the academicians. The results of this study could be a valuable guide to the policymakers in the hospitality industry while setting appropriate policies that govern the industry. The finding might provide recommendations to the management on the possible areas that require improvement, particularly in human resource management to make the HRM practices more applicable and more attractive to the employees.

The study finding also is going to inform other market players in the hospitality industry and companies in other sectors. They learnt the benefits of HRM practices and ways in which a four or five star hotel can derive maximum benefits to attain the greatest from its workers. Companies in the hospitality industry without information about HRM practices were interested to know more about it and how it contributes to the employee commitment.

The research adds to the recent literature on HRM practice, its advantages and how it can result in improved organization and employee commitment. The research will also enrich concepts related to HRM procedures and empiric studies. Researchers will also find a treasured basis of knowledge in the study in the sense that the academicians will generate valuable knowledge on organization HRM practices and which of the variables results in improved employee commitment.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This segment entails an outline of the literature that was used in the study by discussing the theoretical and HRM practices dimensions. Further, the segment covers the empirical studies and finally identifies the research gap from the earlier studies.

2.2 Theoretical Framework

Discussions on the effect of HRM practices on organizational commitment at four and five-star hotels in Nairobi, Kenya, was anchored on two theories: Social Exchange concept and the Human Capital Theory. These theories also clarified the purpose why businesses used unique human resource management dimensions to increase their employee commitment.

2.2.1 Human Capital Theory

The theory was put forward by Becker (1964). The principle of human capital distinguishes between the growths of human capital in general use and the creation of firm-specific abilities. Becker (1964) claims that when labour markets are competitive, employers will no longer be inclined to invest in shared training. They are ready to invest in particular coaching, however, since it cannot be transmitted to exterior companies. This is derived from the statement that while profits to particular coaching can only be accomplished in a continuing partnership with the coaching business, prevalent schooling improves an employee's productivity in many businesses apart from those providing it. The notion of human capital to adapt the vital supply and demand model on the labour market, which is mainly based on wage ranks and the relative reimbursement of work in contrast with non-work. Acemoglu and Pischke (2008) believe that the concept of human capital acknowledges that differential schooling, training and experience in many different labor markets generate differential costs/earnings.

Katz and Ziderman (2010), however claim that if the organization coaching standard is not observed by the market, the business may also be prepared to invest in the overall abilities

of a worker. The informational downside of companies on the labour market leads to an adverse selection in the sense that the school business has some monopoly over its employees and can detain the return from common coaching. A comparable condition occurs when well-known capacities are only useful in limited cases or when there are search costs associated with finding alternative companies that match the employee expectations (Bartlett, 2001).

Hejase, Hejase, Mikdashi and Bazeih(2016) while adapting this position, assert that there is a number of proof to suggest that organizations willingly accept the importance of improving their employees' team even though they have all acquired skills that are mainly common. This is mainly evident in nations with institutionalized learning systems. For instance, in Germany, scheme participants interact in different elements of human capital growth like part-time education and on-the-job training, after which they obtained a nationwide approved certificate upon completion that assists to build their abilities marketable throughout their careers.

With the help of formal training, modelling, career planning and succession planning, investment in human capital takes place. In addition to this hypothesis, the most victorious organization and the most successful nations were those who handle human capital in the most resourceful way with the help of investing in their staff, encouraging staff to invest in themselves, imparting a good learning surroundings comprising social capital including abilities and coaching (De Vos & Dries, 2013).

2.2.2 Social Exchange Theory

The Theory (SET) was advanced by Emerson (1976) and provides frameworks that show how people behaviour is modified through the action of others. Its fundamental position is that all social life can be handled as an interchange of tangible and intangible incentives and resources between participants (Zafirovski, 2005); focused on the concept that “all relationships have the offer and take relationship” (Kaynak & Marandu, 2006, p. 229). Although several opinions on SET have appeared, the actions mainly involve a sequence of interactions that give rise to social responsibility (Emerson, 1976). The postulate

underlying the social exchange opines that by providing workers with specific job provisions, the business produces a foundation for reciprocity with its staff (Rousseau, 2005). The intervention and award of i-deals would improve the perception of the organizational support, like deals signal the employer's social consciousness and investment in the worker's personal growth and improvement.

In regard to the employee and employer relationship, social exchange position argues that employees reply to reciprocate constructive operating situations by acting in methods that improves the performance of the business and other staff. Equally, workers retaliate towards dissatisfying actions by indulging in an unconstructive work attitude, like absenteeism, lateness, tardiness or organizing to leave the company (Crede, 2007). It is consequently, anticipated that staffs who discover their functioning situation to be bad and disturbing, would respond with poor labour approaches like work disappointment, low morale and concentrated organizational dedication, whereas who observe the place of work situation as constructive and difficult would reciprocate with effective job approaches, like high commitment, work fulfilment and low income (Crede, 2007). To order for organizations to be successful, they rely on the efficiency of workers, which is the key to victory.

Zafirovski (2005) points out that most exchange theorists believe that an exchange takes place if the employee trust that the employer will improve their terms of service if they do better and get committed to the organization ideals.. However, Flynn (2005) proposes that the objectives of the actors engaged in the negotiated exchange be unique from those engaged in other types, as they focus on the tangible advantages that they may derive from contributing rather than on the social rewards that may also occur. Terms of return are often specific here, as the exchange of advantages can be both instantaneous and very direct (Malhotra & Murnighan, 2002).

2.3 Human Resource Management Practices

HRM practice is necessary to any company operating in modern society. An organization should be able to establish virtuous HRM practices that will not only attract qualified staff

but also retain them after employment with the urge to be committed and engaged in their work. There are many HRM practices. However, the research will consider the following key human resource activities, namely; recruitment and selection, training and development, promotion and transfers, welfare schemes, reward.

2.3.1 Recruitment and Selection

The recruitment and selection is the method of looking for potential staff and inspiring and cheering them to be relevant for employments in companies (Flippo, 2000). Different organizations adopt varied recruitment and selection process with, for example, the public preferring a centralized recruitment process while other organizations, especially the multinationals, and the private sector resorting to a decentralized system. Caldwell and O'reilly. (2008) highlight different sources of recruitment for organizations and it is upon the organizations to choose the preferred source befitting a certain circumstance. Popular sources of recruitment include internal resources such as vacancies, transfers, promotions, retired and retired workers, dependents and loved ones of deceased and disabled workers, or external resources such as educational and training institutions, search engines, and job exchanges.

Recruitment is the first phase and the selection method follows. Selection is the stage of selecting from the potential applicants the most suitable individual(s). It is the process of combining candidates' abilities with job demands. Selection of the applicants by Dale Yodder (1972) involves testing, interviewing and medical examination. McElroy asserted that by cautiously choosing the people who will be part of their organisation; the manager can check that there are some congruence's in the degree of organizational commitment. If the willpower or selection is a success, the actuality that the selected employees discover with the organizational goals must enhance effective engagement.

2.3.2 Training and Development

Employee training is the process of increasing employee competence to perform a particular job by bridging the gap between work demands and a worker's accessible skills (Saira, 2016). Staff training is intended to improve people's behavior and general efficiency in the workplace. Employee coaching can take different forms, including orientation

training, work training, safety training, advertising training; refresher training and remedial training to enhance employee abilities.

Similarly, training could also take the form of organizational development involving a systematic learning and growth process through which managers acquire and practice information, abilities, attitudes and perspectives to effectively and effectively regulate the job in their businesses (Armstrong& Taylor, 2014). Management staffs have been proposed for executive development to deal with the measurement and complexity of the company and technological adjustment in the company setting.

Newman, Thanacoody and Hui (2011) highlight that the effect of employee capacities shows existence of a relationship with three factors, namely; convenience of training, administration support for coaching and colleague engagement for coaching in regards to dedication. Further, they established that there exist no correlation between learning motivation and apparent advantageous of coaching with the affective, continuance and normative forms of commitment. Similarly, Jehanzeb, Rasheed and Rasheed (2013) established that training as measured by its availability, learning motivation, and management support to training resulted to an increased employee commitment.

Bulut and Culha, (2015) further argue that while investigating the influence of organizational training on the commitment of employee, concentrating on employees' emotional and affective responses to their institution, they find business training as measured by training support, training motivation, availability of coaching and training reimbursement; positively influenced organizational commitment.

2.3.3 Compensation

The term compensation can be described as payment of wages, bonuses or reward schemes by firms to encourage their employees (Milkovich& Newman, 2009). These payments are generally linked to the expense by a company to its staff, their position in the organization and their general contribution to the results of the company. A company compensation

system is one of the methods companies encourage their personnel and affect their performances and can take a monetary payments form or non-monetary rewards that are given to workers (Huselid, 2015).

Kuean, Kaur and Wong (2010) argue that employee pay systems can come in many forms, ranging from employees with a share of company earnings, receiving bonuses and incentives, holidays or attending classes overseas to expand their understanding. This is expected to result in improved company performance. Therefore, excellent evaluation findings will lead to higher promotional incentives, bonuses and wage increases that will increase their satisfaction. Indeed, Kurfi (2013) opine that wage, salaries and other forms of employee's compensation represent a very large element of working costs. Thus no business can expect to attract and maintain qualified and inspired workers unless it pays them reasonable payment. The employee payment has been categorized into two; financial and non-financial compensation (Teresia, 2015; Kurfi, 2013). Financial compensation takes the form of a monetary reward that employee receives directly or indirectly from an employer. Financial compensation can be in the form of wages, bonuses or cash-based fringe benefits. On the other hand, non-financial compensation presents the non-monetary rewards given to all categories of personnel due to specific accomplishment. These include insurance, job security, recognition, medical facility for the staff and their family among others. Muhammad, Rizwan and Munir (2012) argue that this compensation initiative has a more important effect on employee commitment than even the monetary compensation.

2.3.4 Promotions and Transfers

Promotion relates to a worker's growth to a senior position that includes additional duties, greater status, and better wages. Promotion can be done mainly based on such criteria as seniority or merit (Teresia, 2015) and help to recognize the achievement and dedication of an employee; thus enhancing morality and also helping to develop a competitive spirit among staff to gain data and skills. Transfers refer to a worker's horizontal or lateral movement in the same business from one job to another without any significant change in status and pay. There are different reasons for transfers to satisfy organizational and employees requirements, to make employees more flexible, to adjust the workforce, to give

support etc. Promotion can be seen as a change from a place of higher value and compensation to the position of a worker to a place of higher value.

When an employee is shifted upward in the company's hierarchy, this usually leads to a higher level of accountability and grade and an increased package of compensation as a promotion. Another description of promotion is a worker's task of a higher-ranking job, which will lead to superior organizational performance and worker engagement (Muhammad, Rizwan, Munir, 2012). They declare that the purpose why many human beings look forward to marketing is mainly due to the fact that it brings about extra pay, extra responsibilities, and on occasion job satisfaction. But from the view of the organisation, it can be a way of beneficial wonderful performance, and additionally may want to be a way of filling the vacant role in the agency with workers who are loyal and properly examined (Dessler, 2000).

2.3.5 Wellness Programs

Armstrong (2004) states that employee welfare programs aims are aimed at improving the social responsibility part of employees. Companies want highly committed workers to distribute the goods and services they concentrate in and thus attain a competitive advantage in order to fulfil their goals. Gayle and Brock (2004) observed that their employees are provided by organisations with welfare services to maintain higher levels of motivation and engagement. The actual rationale behind giving welfare schemes is to enhance healthy loyalty and competitiveness of the company, to build a productive, happy workforce for the company, and thus to endorse healthy organizational relationships, thus sustaining industrial peace (Cole, 2002).

Tiwari (2014) concentrated on worker welfare services and their effect on worker effectiveness in Vindhya Telelinks Limited in India. The research found that the worker welfare services offered to employees by the organization are fulfilled and commendable, but there is still room for further enhancement efficiency and efficiency can be improved to achieve the organisational objectives. Health, security and welfare are trials to promote the worker's effectiveness. The multiple welfare interventions offered by the business will

have an on-the-spot effect on the employee's health, physical and mental effectiveness, alertness, morality and general effectiveness and thus contribute to higher productivity. Employee welfare's fundamental proposal is to enrich employees' lives and to retain them contented and performed. Welfare policies can also be both statutory and non-statutory; concerning wages or salaries, regulations require the company to prolong beneficial advantages to staff.

2.4 Components of Employee Commitment

Employee commitment is recognized by several scholars to be a multidimensional construct that is necessary because it determines whether or not workers are possibly to depart their jobs or improve performance. Different categorization of employee commitment has been identified, but according to Mathew and Shepherd (2002), the most dominant categorization of employee commitment is that of Meyer and Allen (1991) that introduced a three-element model that comprises affective, continuance and normative commitment.

Effective commitment is obsessed with the emotional connection and involvement of workers in their work. Mathew and Shepherd (2002) further assert that affective commitment deals with the belief by an employee in and acknowledgment of the organization's objective and morals and at the same time being willing to help the organization attain its objectives, and be desirous to sustain organizational membership. Also, Naser (2007) recommend that affective commitment dimension is when a staff recognizes with a specific company and its objectives to keep membership to assist the objective. Hence, affective commitment is related to favourable working surroundings and relationships with the other workers in the organization.

Aksu and Aktas (2005) reinforce by noting that effective commitment expects that by an employee identifying with managerial goals and values, this will enhance better investment in the work and hence enhance employees' participation in the day-to-day duties. Jha (2011) notes that an affirmative work ethic is expected to result in enhanced occupational commitment since high moral standards will optimistically affect a person's persistence in

a particular employment or profession. Similarly, an employee work output is expected to be enhanced as a result of the good working relationship that employees develop.

The second dimension of employee commitment is the continuance which refers to the willingness to remain in business since the investment that the worker has invested in the “non-transferable” investments (Singh, 2014). Non-transferable investments refer to things such as retirement, things that are unique to the business, or relationships with other employees. Miller and Lee (2001) earlier on clarify that staffs who share persistence dedication with their company often make it very complicated for a worker to depart the business since it will make it difficult to leave the current job since it is costly or troublesome.

The third strand of employee commitment is the normative form of commitment in which workers feel that they have a duty to remain in the business because of what they feel the company has done to them (Meyer & Allen, 1991). Examples of a normative relationship that can be said to exist include marriage, religion and family in which one often feels like they have an ethical responsibility to the company. Different organizational commitment has been investigated on how it influences different facets of employee outcomes. Qaisar, Rehman and Suffyan (2012) discuss the effect of the aspects of organizational commitment on the productivity of workers and find that both affective and normative organizational commitment jointly and independently predict employee’s performance and they found that dedication participates in an important task purposefully with employee performance results.

2.5 Relationship between Human Resource Management and Organization Commitment

Obeidat and Abdallah (2014) emphasize that HRM methods act as an important character in organizational engagement growth and information transfer from one business to another. Researcher (Porter, 1979) explanation of organizational dedication is that it is a long-term workforce long-term, intensive, allegiance, connections and connection with workers to work for a long time with the commercial to achieve their strategic dreams and goals. Kinicki, Carson and Bohlander (1992) discovered perception of employees’

organisational engagement to their HRM activities as a mediator between HRM procedures and attitudes to operate. They also show that the business uses a company's HRM procedures to attract and maintain its skilled staff and its fair dealing. Based on these researches, Meyer and Smith (2000) recommended that it be presumed that HRM procedures have a through influence on the workers ' organizational engagement. Therefore, every HRM practice shows the company's intention; views of staff about these intentions in exchange have an impact on their level of dedication to the company. Koys (1991) recommended that the commitment of employees be positively linked to their trust in the intent of HRM practices to maintain and properly manage professional employees.

Employee perceptions of a business's human resource practices influence their rank of commitment to the organization, implying that the signals given by HRM practices have an important blow on employee organizational engagement than on the practice of HRM itself (Guzzo& Noonan, 1994). Eisenberger (2015) acknowledge that reciprocity is significant for rising organizational dedication and noted if workers see that their hard work are recognized they incline to entrust to their companies. Human resource management practices like training or advantages could not influence employee engagement levels in such a manner that they could function better to achieve employee organisational engagement when they are component of an integrated scheme. Chang (2005) recognizes that HRM practices like training, data sharing; job security, performance-based compensation, employee involvement, and staff well-being are combined with employee organizational commitment.

Teck-Hong and Yong-Kean (2012) indicate that staffs that recognize that their organization promotes upgrading and skill growth to identify higher alternatives for work-related issues are obliged to show a higher degree of commitment to their organization. However, if they think their business lacks an assistant, staff may feel betrayed and show a reduced degree of commitment to their employer. Similarly, Noe and Wilk (2003) observed that the higher their business perceives support employees to obtain, the more they feel like engaging in such a program. Besides, Colquitt, LePine, and Noe (2015) identify that support for

participation in coaching programs affected employees ' human conduct towards training, leading to a greater level of commitment.

The literature discussed has shown that indeed, the human resources practices vary from one organization to the other depending on what the organization deemed to be an appropriate mix that will lead to increased employee outcome. There is also a clear trend that most of the research carried out in the past on the analysis of the effect of HRM practices on the productivity of the organization, and only in particular, on approaches of workers (Arthur, 2004; Batt, 2012; Huselid, 2010). Also, studies like those done by Khatri and Gupta (2015) as well as Bruno et al. (2015) have concentrated in the retail sector and have centered on decomposed human resource management practices whereby night practices were considered. Further, studies in the banking sector reveal a constructive relationship HRM practices that show the level of contentment of workers to HRM practices as theorised with changing the correlation degree (Mufeed&Gulzar, 2015).

Based on the above studies, it is evident that a company can use its appropriate human resource management practices to achieve certain desired outcomes. Different HRM practices have different results and therefore it important for an organization to establish its appropriate mix for better results. The studies also reveal that there has be no unanimously agreed HRM practices and more so a research on the role of human resource management practices on employee commitment in the hotel industry is limited. This research will, hence, seek to fill this existing gap by shaping the influence of HRM practices on employee commitment for the five star hotels in Nairobi Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section describes the research method to be used in the present investigation. Further, the segment explains how the research was shown, what informed research design selection, target population selection, sampling technique that was employed, information collection tool, and how the information was analyzed and presented.

3.2 Research Design

The research adopted a descriptive cross-sectional research design to determine the nexus between human resource management on employee commitment. Cross-Sectional descriptive research designed was used as the study was focused with a univariate factors that relate to the size, shape, distribution and existence of the HRM practices and employee commitment variables. By employing the research design, the researcher was able to make statistical inferences about the wider population and simplify the result into real-life conditions, thus increasing the study's external validity (Baskarada, 2014).

3.3 Population of the Study

The unit of analysis was 14 five star hotels operating in Nairobi, Kenya .The population of the study were the 676 workers in the five star hotels.

3.4 Sampling Technique

In selecting participants for the research, multi-stage sampling methods were adopted. First, a census of all the fourteen five-star hotels was selected after which the three employee grading structures were chosen. The stratification was adopted since the population is heterogeneous and therefore the essential to take care of each stratum's features will be upheld. Secondly, using a simple random sampling method was used whereby a sample of 10 percent from each stratum was chosen. A sample considered representative, According to Kothari (2008), it symbolizes at least 10% of the population as a whole. However, the sampling frame is shown in Table 3.1.

Table 3.1: Sample Size

Hotel	Top Management	Middle level Management	Supervisor y Staff	Sample Size	Percentage %
EKA Hotel	1	1	3	5	6.6
Norfolk	1	1	3	5	6.6
La Mada	1	1	2	4	5.3
Intercontinental	1	2	5	8	10.6
Laico Regency	1	2	3	6	7.9
Boma Hotel	1	2	2	5	6.6
Nairobi Serena	1	2	3	6	7.9
Panari	1	1	2	4	5.3
Sarova Stanley	1	1	2	4	5.3
Tribe Hotel	1	2	2	5	6.6
VilarosaKempinski	1	2	3	6	7.9
Hilton Hotel	1	1	3	5	6.6
Windsor Golf \Club	1	2	4	7	9.2
Southern Inn Mayfair	1	2	3	6	7.9
Total	14	22	40	76	100

3.5 Data Collection

Primary information are gathered using a semi-structured questionnaire. The questionnaire has been chosen as a data collection instrument because they may hit a wide number of respondents (Bryman, 2017).The questionnaire form had three segments; Section A entailed the demographic and respondent profile of the organization and respondents; Section B covered the area to which the hotels have adopted HRM practices and, lastly, section C explained the effect of HRM practices on organizational commitment. The

questions were ranked in a 5-point likert scale ranging from 1 – No extent to 5 – very great extent. The questionnaires were administered through the drop and pick later technique.

3.5 Data Analysis

Completeness of the questionnaires was first checked so that only complete questionnaires were subjected to analysis. The analysis was carried out using descriptive measures of mean and standard deviation, while tables were used to present the information. The dependent variable in the research was organization commitment. To fix the influence of HRM practices on employee commitment, a regression equation was adopted. The regression formula presumed the following below:

$$\text{Organization Commitment} = f (X_1, X_2, X_3, X_4, X_5);$$

More precisely, the regression will be of the form;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where

Y = Organizational Commitment

β_0 = Constant

β_n = Coefficients

X_1 = Recruitment and selection X_2 = Training and Development

X_3 = Compensation X_4 =Promotion and Transfers

X_5 = Wellness programmes

The F-test is used to establish the meaning of the regression while the coefficient of determination (R^2), is used to indicate how much variation in Y is explained by X. This was performed at a level of significance is 5. Correlation coefficient was utilized to indicate the direction of the affiliation between HRM practices and employee engagement.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

The aim of the research was to measure the impact of human resource management practices on the organizational commitment of five-star hotels in Nairobi. This section provided an analysis, observations and discussion of the goal. The analysis was obtained in mean and standard deviations however the results were shown in the frequency distributions and tables.

4.2 Demographic Information

Demographic information deemed in the current research contained the nature of the hotel ownership, number of employees in your organization and age of the organization. To ensure completeness and accuracy, the completed questionnaires have been modified. Of the 100 questionnaires distributed, 79 have been returned. The questionnaires submitted reflected a response rate of 79% and this was considered to be appropriate for the achievement of the study goals.

Table 4.1: Demographic Characteristics

Nature of ownership of hotels	Frequency	Percent	Cumulative Percent
Locally owned	43	54.4	54.4
Foreign owned	21	26.6	81
Both owned	15	19.0	100.0
Total	79	100.0	

Table 4. 2 Employees in the organization

Less than 200	23	29.1	29.1
200 – 300	39	49.4	78.5
300 - 400	11	13.9	92.4
400 - 500	6	7.6	100.0
Total	79	100.0	

Table 4. 3 Age of the hotels

10 – 20	13	16.5	16.5
20 - 30	47	59.4	75.9
30 - 40	19	24.1	100.1
Total	79	100.0	

Source: Research Data (2019)

The result indicated that 54.4% of the respondent indicated that the five star hotels were owned by Kenyans while 26.6% of the hotels researched on were foreign owned and finally 19 % were locally and foreign owned.

In regard to the number of employees in table 4.2, the findings suggest that close to half (49.4%) of the hotels had between 200-300 employees which means that the hotels is able meet its operations costs and improve performance. In terms of the hotel age as measured by length of operations indicates that close to two-thirds of the organisation had been in operation for between 20-30 years while only 16% of the hotels had been operated for less than 20 years.

4.3 Human Resource Management Practices

Each portion of the questionnaire is intended to examine the implementation of various human resource management strategies in five-star hotels. The vary was ' No extent ' (1) to ' Very great extent (5). Disagreement ratings were taken to symbolize a variable with a suggest score of 0 to 2.5 on the non-stop Likert scale ($0 \leq S.D \leq 2.4$). Neutral ' ratings have been taken to symbolize a variable with a mean rating of 2.5 to 3.4 on the continuous Likert scale: ($2.5 \leq M.E. \leq 3.4$) and the rating of both agree and strongly agree was taken to symbolize a variable with a suggest rating of 3.5 to 5.0 on a continuous Likert scale; ($3.5 \leq S.A. \leq 5.0$). A standard deviation of > 0.9 suggests a sizeable distinction on the have an outcome on of the variable among defendants

4.3.1 Recruitment and Selection

Recruitment and selection is the method of looking for potential staff and inspiring and cheering them to be relevant for employments in companies. The results on the recruitment and selection practices is untaken in Table 4.2.

Table 4.3: Recruitment and selection

Statement	Mean	Std. Deviation
The hotel matches the applicants qualification with the job requirements	4.018	.90054
The employees selected mostly identify with the hotel objectives	3.888	.91010
Employees are in advance explained about the expectation of the hotel	3.714	.99193
The organization role to the public is continuously inculcated to the staff	3.511	1.05360
The hotel has systems for identifying suitable from the applicants	3.444	1.09315
Overall Mean	3.715	

Source: Research Data (2019)

The results in indicate that, to a huge extent, the hotel matches the applicants qualification with the job requirements (M=4.0185) and that employees mostly identify with the hotel objectives as well as employees are in advance explained about the expectation of the hotel (M=3.714). The organization role to the public is continuously inculcated to the staff and to a moderate extent; it was found that the hotel has systems for identifying suitable employees from the applicants. The result indicates that the staff of the hotel is perfect for the job and contributes to the achievement of the organisation. This analysis implies that expert employees in organisation results good commitment and excellent performance.

4.3.2 Training and Development

It is a division of the company that focuses on enhancing the quality of groups and individuals. training is a learning procedure that requires sharpening skills, principle, changing attitudes and acquiring more expertise to enhance the quality of staffs. Good and efficient training of employees contributes to the growth of their skills and knowledge, which ultimately benefits the business to strengthen. The outcomes of training and development practices in hotels are presented in Table 4.3.

Table 4.4: Training and Development

Statement	Mean	Std. Deviation
The organization training is tailored towards learning and growth of an employee	4.088	.59628
Executive development is made available for the top management team of the hotel	4.066	.91453
The organization recognizes the role of employee social life and strife's to develop the same	3.977	.94120
The organization role to the public is continuously inculcated to the staff	3.851	.90879
Remedial training is arranged for the less equipped employees	3.722	.80591
Overall Mean	3.914	

Source: Research Data (2019)

The results shows that, it can be deduced that to a great extent, the organization training is tailored towards learning and growth of an employee and that (M=4.088) and that executive development is made available for the top management team of the hotel. Similarly, to a moderate extent, it was found that the hotels recognizes the role of employee social life and strife's to develop the same (M=3.9778). Further the respondent found that the organization role to the public is continuously inculcated to the staff.

4.3.3 Compensation

Compensation are payment of wages, wages, bonuses or reward schemes used by firms to encourage their employees. These payments are generally linked to the expense to the company of the staff, their position in the organization and their general contribution to the results of the company. The results with regard to compensation practice is undertaken in Table 4.4

Table 4.5: Compensation

Statement	Mean	Std. Deviation
The compensation by the hotel acts as a motivational tool to the employees	3.952	.85578
The organization recognizes the importance of the non-financial rewards to employees	3.822	.71633
The compensation to employees is based on performance	3.759	.86734
The compensation package offered by the organization is able to attract qualified staff	3.352	1.04894
The hotel compensation factors in the group performance	3.148	1.10946
Overall Mean	3.607	

The results in Table 4.4 in regard to the hotels compensation suggest that to a large extent, the hotels compensation acts as a motivational tool to the employees (M=3.9519) and that at the same time, the hotels recognizes the importance of the non-financial rewards to employees (M=3.822). Further, it was found that, to a moderate extent, the compensation

of workers shall be focused on their success and is tailored towards attracting qualified staff (M=3.3519). The result indicates that the compensation of employees contributed to more performance and achievement of organisation goals. In addition, the compensation package facilitates to qualified and capable employees to ease the progress of the hotels.

4.3.4 Promotions and Transfers

Promotion relates to a worker's growth to a senior position that includes additional duties, greater status, and better wages. Promotion can be done mainly based on such criteria as seniority or merit and help to recognize the achievement and dedication of an employee; thus enhancing morality and also helping to develop a competitive spirit among staff to gain data and skills. The results on the hotels promotion and transfer practice is untaken in Table 4.5.

Table 4.6 : Promotions and Transfers

Statement	Mean	Std. Deviation
Promotion is made to loyal employees to the organization	4.037	.55831
The organization promotion comes with added pay to the employee	3.822	.97935
The employee promotion brings about added responsibilities which employees look forward to	3.785	.90750
Transfers in the organization is aimed at increasing employee competence to various organizational activities	3.567	.89020
Well tested employees on their current work are given more duties via promotion	3.539	.86748
Exceptional employee performance is rewarded through transfers and promotions	3.082	.90054
Overall Mean	3.639	

Source: Research Data (2019)

The results, suggest that the dominant practice among the hotels with regard to promotion and transfer is that, to a large extent, the promotion is made to loyal employees to the organization (M=4.0370) and that the promotions comes with added pay to the employee

(M=3.8222). To a moderate extent, the transfers in the organization are aimed at increasing employee competence in various organizational activities and to a lower extent, exceptional employee performance is rewarded through transfers and promotions (M=3.081, SD=.90054). This indicates that promotion and transfers is ensure to the employees because it improves the commitment and performances.

4.3.5 Wellness Programs

The employee welfare programs rests in particular on the summary ground of corporate social duty. Companies want highly committed workers to distribute the goods and services they concentrate in and thus attain a competitive advantage in order to fulfil their goals. The findings in regard to wellness programs, as a human resource management practice, are untaken in Table 4.6.

Table 4.7: Wellness Programs

Statement	Mean	Std. Deviation
The safety of employees in the workplace is at all times guaranteed	3.961	.7331
The organization has good insurance cover for its employees	3.852	.6138
The organization offers medical services to its employees and immediate family members	3.743	.7508
The mental efficiency of the employees is always catered for by the organization	3.586	.8785
The organization remits on time employees deduction to the statutory bodies	3.312	1.1642
Overall Mean	3.639	

Source: Research Data (2019)

The results above can be deduced that the organization wellness programs is manifested through establishment of safety of employees in the workplace at all times guaranteed (M=3.961). In addition, the hotels has good insurance cover for its employees as well as offers medical services to its employees and immediate family members (M=3.7433).

Further, the findings suggest that the hotels, to a moderate extent, remits on time employees deduction to the statutory bodies (M=3.312, SD=1.1642) and that the high standard deviation implies that there existed difference in opinions among the respondents. From the finding it shows that employee’s safety is well guaranteed at workplace, good insurance cover and medical services offered by the organisation.

4.4 Organizational Commitment

Employee commitment is recognized by several scholars to be a multidimensional construct that is necessary because it determines whether or not workers are possibly to depart their jobs or improve performance. The findings in regard to employee commitment is untaken in Table 4.7.

Table 4.8 : Organizational Commitment

Organizational Commitment	Mean	Std. Deviation
I feel that goals and that of the organization are in synch	4.0457	.68925
I am willing to go an extra mile in my duties to make sure that the organization attains its objectives	3.9852	.53447
I will carry out any assignment by the organisation to continue working on it.	3.9245	.82656
I share the positive attributes of the organization with my friends	3.9080	.68667
I take a long term view of the organisation	3.8957	.74697
I always talk about my organisation even with non-acquaintances	3.8642	.98839
It will take major changes in my present circumstance to change my organisation	3.8067	.97456
Overall Mean	3.867	

Source: Research Data (2019)

The outcomes above indicates that the respondent felt that aims and that of the company are in synch and were willing to go an extra mile in my duties to make sure that the

organization attains its objectives (M=4.0457).. To moderate extent, they strongly belief in, carrying out any assignment by the organization to continue working on it (3.9245) and they share the positive attributes of the organization with my friends (M=3.9080).

On the lower extent, the respondents noted that employees take a long term view of the organization (M= 3.8957) and also they always talk about my organization even with non-acquaintances (M=3.8642). The results indicate that the organization commitment enables employees to be more motivated in workplaces thus providing an effective performance and less time on achievement of objectives.

4.5 Regression Analysis

To determine the influence of HRM practices on organization commitment, a regression analysis was used. The significance of computing regression analysis is to establish the linear equation that will represent the relationship between the variables under investigation to each other. The resulting linear equation from analysis of multiple regression helps in predicting the value of the dependent variable, when the coefficients of one or even more independent variables; are fixed with a given unit value.

4.5.1 Model Summary

The model summary illustrations the level to which variables of the predictor explain the organization commitment. The outcomes are undertaken in Table 4.8.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655 ^a	.430	.391	.64651

a. Predictors: (Constant), recruitment and selection, well programs, promotions and transfers, compensation, training and development. The outcomes in Table 4.8 indicates there exist a constructive relationship between human resource management practices and organization commitment ($r= 0.655$) while the coefficient of determination, R-squared indicates the degree in that the predictor variables explain the dependent variable. The R^2

value of 0.43 implies that 43% of the employee commitment is explained by the nature of human resource management practices accepted by a company. Therefore 57% of organization commitment is described by other aspects not in the model.

To determine the degree of the model as a predictor, the researcher undertook an analysis of variance. The findings is untaken in Table 4.9.

4.5.2 Analysis of Variance

It explains the fitness of the model to be used as an estimator of the dependent variable. This is established from the F-statistic value. The results are untaken in Table 4.9.

Table 4.10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.981	5	4.596	10.996	.000 ^b
	Residual	30.513	73	.418		
	Total	53.494	78			

a. Predictors: (Constant), recruitment and selection, training and development, promotion and transfers, compensation, wellness

b. organization commitment

From the outcomes in Table 4.9, it suggest that the regression model is a good predictor since the p-value of the data (0.000) is lower than the phase of significance 0.05 and therefore is significant as an estimator.

4.5.3 Regression Coefficients

A regression coefficient is used to determine the degree of the impact that every individual independent variable may have on the outcome variable. Table 4.10 displays The variable coefficients in the regression model, the t-values of every predictor variables as well as the degree of level of significance.

Table 4.11: Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.110	.353		.312	.756
1 Recruitment and selection	.193	.098	.212	1.979	.052
Training and development	.372	.108	.370	3.454	.001
Promotional and transfers	.077	.086	.089	.897	.373
Compensation	.211	.089	.221	2.379	.020
Well program	.054	.102	.051	.531	.597

Multiple regression analysis was performed to evaluate the correlation between the commitment of the company and the four indicator. The regression equation

$$Y = .110 + 0.193X_1 + 0.372X_2 + 0.077X_3 + 0.211X_4 + 0.054X_5$$

The regression equation above has explained that compelling all aspects into explanation (recruitment and selection, well programs, promotions and transfers, compensation, training and development) constant at zero, organisational commitment will be 0.110. The results also show that compelling all other independent variables to zero, a unit rise in recruitment and selection will result to a 0.193 gain in organizational commitment, however a unit rise in promotions and transfers will cause 0.077 rise in organizational commitment, while a unit boost in training and selection will result to a 0.372 gain in organizational commitment. At the same time, a unit increase in well program leads to 0.054 increase in organisational commitment and a unit rise in compensation will contribute

to 0.211 rise in organisational commitment. This accomplishes that training and selection add most to organisation commitment.

4.6 Discussion of the Findings

Relationship regarding human resource activities and corporate engagement has become an important practice that shapes the performance of an organisation. According to Johnson and Paddy (2004) observed that, so as to thrive in a competitive and volatile business environment, companies need to continually evolve and be "ahead of the curve" in terms of commercial processes and tactics. It is from this desire to be at the top of the pack that human resource activities have become a powerful leadership tool to guarantee efficiency.

The research finding on recruitment and selection indicated that the five star hotels matches the applicant's qualification with the job requirements and the employees selected mostly identify with the hotel objectives. The finding supported by Dale Yodder (1972) noted that selection of the applicants by involves testing, interviewing and medical examination. Armstrong & Taylor, (2014) noted that training could also take the form of organizational development involving a systematic learning and growth process through which managers acquire and practice information, abilities, attitudes and perspectives to effectively and effectively regulate the job in their businesses. The study found that the organization training is tailored towards learning and growth of an employee. Similarly, the executive development is made available for the top management team of the hotel and the company recognizes the role of employee social life and strife's to develop the same.

The study established that the compensation by the hotel acts as a motivational tool to the employees. It also found that the organization recognizes the importance of the non-financial rewards to employees and the compensation of employees is based on performance. Muhammad, Rizwan and Munir, (2012) argue that this compensation initiative has a more important effect on employee commitment than even the monetary compensation.

Promotion can be done mainly based on such criteria as seniority or merit (Teresia, 2015) and help to recognize the achievement and dedication of an employee; thus enhancing morality and also helping to develop a competitive spirit among staff to gain data and skills. The study found that the promotion is made to loyal employees to the organization and it comes with added pay to the employee.

The study found that the safety of employees in the workplace is at all times guaranteed and it has good insurance cover for them. The finding was supported by Gayle and Brock (2004) observed that their employees are provided by organisations with welfare services to maintain elevated levels of motivation and engagement.

On other hand, organisational commitment indicated that the employees felt that goals and that of the organization are in synch and they were keen to go more mile in my duties to make assured that the company attains its purposes. Miller and lee (2001) earlier on clarify that staffs who share persistence dedication with their company often make it very complicated for a worker to depart the business since it will make it difficult to leave the current job since it is costly or troublesome.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This part includes the review of results, assumptions, shortcomings and suggestions in accordance with the topic of the research, which seeks to affect HRM practices on organisational commitment in five-star hotels.

5.2 Summary of Findings

The purpose of the research was to determine the influence HRM practices on organizational commitment in five star hotels in Nairobi, Kenya. The investigator achieved a response rate of 79% among respondents who were similarly gender-based. In addition, the findings show that the five stars hotels have been in action in the market for a long period which makes them strong in the dynamic market and they have adopted the HRM practices. Similarly, the outcomes show that the many of the respondent believed that the five star hotels were owned by Kenyans and the number of employees in the five hotels were between 200-300. Based on the background details, it was considered that the respondents were competent enough to provide the scholar with a valuable response.

Human resource management practices was presented by the following components: recruitment and selection, well programs, promotions and transfers, compensation, training and development. The recruitment and selection indicated that the five star hotels matches the applicant's qualification with the job requirements and the employees selected mostly identify with the hotel objectives. In regard to training and development, the organisation is tailored towards learning and growth of an employee (M=4.0889) and compensation in the hotel acted as a motivational tool to the workers.

On the other hand, the relationship between the HRM practices and organizational commitment was found to be absolutely correlated ($r=0.655$). Similarly, the results suggest that HRM practices effect organizational commitment by 43% ($R^2= 0.430$). Generally, the regression model was found to be a good variable predictor since it was found to be significant ($p=0,000$).

The results also reveal that recruitment and selection, well programs, promotions and transfers, compensation, training and development were established as important independent of organizational commitment as their p-values were smaller than the serious p-value of 0.05. Only well program and promotional and transfers were found to be insignificant ($p=0.597$) and ($p=0.373$) respectively. Similarly training and development had the greatest impact at organisational commitment with a coefficient of 0.372.

5.3 Conclusion

The finding on the relationship between HRM practices and organizational commitment in five star hotels. It can be concluded from a theoretical and, from a practitioner point of view, HRM practices like Training & development, recruitment and selection, compensation and welfare programs has significant effect on organizational commitment. Recruitment and selection can be concluded in the five star hotels matches the applicant's qualification with the job requirements and the employees selected mostly identify with the hotel objectives.

Training and development is essential to five star hotel because it is tailored towards learning and growth of an employee. Similarly, compensation acts as a motivational tool to the employees and its recognized as the importance of the non-financial rewards to employees. The well program of employees is need like the safety of employees in the workplace is at all times.

5.4 Limitations of the study

The disadvantage of the investigation was that, as with other study that utilizes the questionnaire as a data collection method, there may be an issue of social desirability. Many respondents can tend to exaggerate or provide answers that others find attractive, rather than give honest answers.

The outcomes and consequences of this research should be considered in the light of the methodology used. Many of the discrepancies could have occurred from the nature of the sample. The sample originated from a single industry and therefore the generalizability of the outcomes is restricted.

Respondents may be reluctant to provide the researcher with some information they consider to be confidential in nature. In order to resolve this constraint, the scholar will declare the participants that the data will be exclusively used for the study. Respondents will not be asked to enter their details on the survey and the Employee Demographics section will be removed shortly upon data entry to maintain privacy.

5.5 Recommendations for Policy and Practice

The research established that the recruitment and selection in the five star hotels matches the applicant's qualification with the job requirements and the employees selected mostly identify with the hotel objectives. It is recommended that the five star hotels ought to adopt recruitment and selection in order to improve efficiency and effectiveness.

The study found out that training and development leads to learning and development of an employee in five star hotels. Hence, it is recommended that the five star hotels should adopt the training and development so as to enhance competence and growth.

The study established that the compensation to the employees in five star hotels are important thus, the management should adapt more ways of compensation to sustain employees in the hotels.

5.6 Suggestions for Further Research

The research was take on influence human resource management practices on organizational commitment in five star hotels. The research endorses that a similar research should be investigated to establish the influence of HRM practices on organizational commitment.

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APPENDIXES

Appendix I: Questionnaire

This questionnaire is intended to collect data on the impact of human resource management practices on the organizational commitment of five-star hotels in Kenya and is for educational objective only. Please offer good data on all materials in the questionnaire by ticking one of the choices. For questions that need your own judgment, please fill in the blanks. (.....)

SECTION A: DEMOGRAPHIC INFORMATION

1. Name of the hotel (Optional).....
2. What is the nature of the hotel ownership?
 - a) Locally owned ()
 - c) Foreign ()
 - d) Both local and foreign owned ()
3. How many employees are there in your organization?

a) Less than 200 ()	b) 200 – 300 ()
c) 300 - 400 ()	d) 400 - 500 ()
d) Over 500 ()	
4. What is the age of the organization?

a) Less than 10 year ()	b) 10 – 20 ()
c) 20 - 30 ()	d) 30 - 40 ()
d) Over 40 ()	

SECTION B: HUMAN RESOURCE MANAGEMENT PRACTICES

5. Below are human resource management practices. Please indicate the extent to which the following dimensions has influenced the organization commitments. Key:

5 - Very great extent 4 - Great extent 3 - Moderate extent 2 - Little extent 1 - No extent

a) Recruitment and selection

	Statement	1	2	3	4	5
1	The hotel has systems for identifying suitable from the applicants					
2	The hotel matches the applicants qualification with the job requirements					
3	The employees selected mostly identify with the hotel objectives					
4	Employees receive career advise					
5	Employees are in advance explained about the expectation of the hotel					

What other recruitment and selection practice do you practice in your organization?

.....

b) Training and Development

	Statement	1	2	3	4	5
1	The organization training is tailored towards learning and growth of an employee					
2	Remedial training is arranged for the less equipped employees					
3	Executive development is made available for the top management team of the hotel					
4	The organization recognizes the role of employee social life and strife’s to develop the same					
5	The organization role to the public is continuously inculcated to the staff					

What other training and development program is in place in the hotel?

.....

c) Compensation

	Statement	1	2	3	4	5
1	The compensation package offered by the organization is able to attract qualified staff					
2	The compensation by the hotel acts as a motivational tool to the employees					
3	The organization recognizes the importance of the non-financial rewards to employees					
4	The compensation to employees is based on performance					
5	The hotel compensation factors in the group performance					

What other compensation arrangement is in place in the hotel?

d) Promotions and Transfers

	Statement	1	2	3	4	5
1	The organization promotion comes with added pay to the employee					
2	The employee promotion brings about added responsibilities which employees look forward to					
3	Promotion is made to loyal employees to the organization					
4	Well tested employees on their current work are given more duties via promotion					
5	Exceptional employee performance is rewarded through transfers and promotions					

6	Transfers in the organization is aimed at increasing employee competence to various organizational activities					
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What other compensation arrangement is in place in the hotel?

e) Wellness Programs

	Statement	1	2	3	4	5
1	The organization offers medical services to its employees and immediate family members					
2	The safety of employees in the workplace is at all times guaranteed					
3	The mental efficiency of the employees is always catered for by the organization					
4	The organization remits on time employees deduction to the statutory bodies					
5	The organization has good insurance cover for its employees					

What other employee wellness programs are in place in the hotel?

Section C: Organizational Commitment

3. 6. Indicate the extent to which the following employee commitment has changed in the county as a result of the established human resource management practices? Where, 1= Not at all; 2 = Remotely; 3 = Moderately; 4 = Considerately; 5 = Greatly

Statement	1	2	3	4	5
I strongly belief in, and accept the organization’s goals and values					
I strongly desire to maintain organizational membership now and into the future					
I feel the cost of leaving the organization will be so high for me to leave the county.					
I have an obligation towards the organization.					
I feel a of interconnectedness within the workplace and this has enhanced my strong affection towards the organization					
I perceive that my workplaces provides an opportunity to express my inner life and conduct meaningful work which increases commitment towards their organization					

THANK YOU FOR YOUR TIME

APPENDIX II: THE LIST OF FIVE STAR HOTELS IN NAIROBI

1. Eka Hotel
2. Fairmont The Norfolk
3. Hotel La Mada
4. Intercontinental hotel
5. Laico regency
6. Boma Hotel
7. Nairobi Serena
8. Panari Hotel
9. Sarova Stanley
10. Tribe Hotel
11. VilarosaKempinski
12. Hilton Hotel
13. Windsor Golf Club
14. Southern Inn Mayfair