

**RELATIONSHIP BETWEEN EMPLOYEE AGGRESSION AND AFFECTIVE
COMMITMENT IN SELECTED FIVE STAR RATED HOTELS IN NAIROBI
CENTRAL BUSINESS DISTRICT, KENYA**

BY,

AKEYO WINNIE AKINYI

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DECLARATION

Declaration by the Candidate

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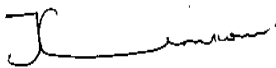


Sign: _____

Date: 14th November, 2021**Akeyo .A. Winnie****STHE/PGH/H/001/18**

Declaration by the Supervisors

This thesis has been submitted for examination with our approval as University supervisors.



Sign: _____

Date: 14th November, 2021**Prof. Jacqueline Korir**

School of Tourism, Hospitality and Events Management,
Moi University, Eldoret, Kenya



Sign: _____

Date: 14th November, 2021**Dr. Rose Burugu**

School of Tourism, Hospitality and Events Management,
Moi University, Nairobi, Kenya

DEDICATION

This thesis is dedicated to my parents Mr. and Mrs. Joshua Akeyo Ogendo for the sacrifices they have made in educating me and the constant encouragement. Thanks for believing in me. To my Heavenly Father I give thee, Honour and Glory.

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May God bless you all!

ABSTRACT

Affective commitment drives employees to willingly work in the organization. Studies show that affective commitment has direct influence on reducing absenteeism and employee turnover intentions. To achieve affective commitment, the workplace environment should be free from aggressive behaviours which affect employees' morale. The purpose of this study was to establish the relationship between employee aggression and affective commitment in selected five star rated hotels in Nairobi Central Business District, Kenya. The specific objectives were to determine the relationship between proactive relational, reactive expressive, reactive in-expressive aggression and affective commitment and to explore the forms of aggression and strategies employed to prevent aggression. The study was anchored on Allen and Meyer's three-component model and Theory of planned behaviour. The target population comprised 513 employees and 12 managers from 3 Five star rated hotels out of which 220 employees and 7 managers formed the sample size. Purposive sampling was used to select the hotels and the managers, stratified sampling with departments as stratas and systematic random sampling were used to identify the participants for the study. Instruments for collecting data included questionnaires for employees and interview schedules for managers. Bivariate Pearson correlation was used to analyse quantitative data whereas thematic analysis analysed qualitative data. Correlation results revealed that proactive relational ($r=-0.587$, $P=0.000$), reactive expressive ($r=-0.711$, $P=0.000$) and reactive in-expressive ($r=-0.643$, $P=0.000$), had a significant negative relationship with affective commitment. Interviews found the common forms of aggression experienced were insults, sarcasm, nasty teasing and mockery between employees', customers and managers and the strategies put in place to address aggression were teamwork, transformational leadership, information sharing and team building. In conclusion, aggression has a significant relationship with employee affective commitment. Reactive expressive emerged as highest form of aggression that was being experienced, then reactive in expressive and lastly proactive relational. It is recommended that management of the hotels should address incidences of proactive relational and reactive expressive aggression which were manifested through bullying, mockery and sarcasm by treating aggressors as individuals and working out on why they are behaving the way they do. It is also recommended that management identify reasons for reactive in-expressive aggressions in form of harassment and discrimination by implementing communication channels for employees to report for appropriate action to be taken against the perpetrators.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	xi
LIST OF FIGURES	xii
OPERATIONAL DEFINITION OF TERMS	xiii
ABBREVIATIONS AND ACRONYMS	xv
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Overview	1
1.2 Background to the Study.....	1
1.3 Statement of the Problem.....	5
1.4 General Objective of the Study.....	6
1.4.1 Specific objectives.....	6
1.4.2 Research question.....	6
1.5 Research Hypotheses	7
1.6 Significance of the Study	7
1.7 Scope of the Study	8
1.8 Assumptions of the Study	8
1.9 Limitations of the Study.....	8
CHAPTER TWO	10
LITERATURE REVIEW	10
2.0 Overview	10
2.1 Concept of Employee Commitment.....	10
2.1.1 Forms of Employee Commitment.....	11
2.1.2 Affective commitment attributes.....	12
2.1.2.1 Employee Ownership and affective commitment	13
2.1.2.2 Employee Satisfaction and affective commitment	13
2.1.2.3 Employee Attachment and affective commitment	14
2.2 Workplace Aggression and Employees Affective Commitment.....	15

2.2.1 Proactive Relational Aggression and Employees Affective Commitment	17
2.2.1.1 Bullying and Employees Affective Commitment	17
2.2.1.2 Sexual harassment and Employees Affective Commitment.....	18
2.2.1.3 Malicious rumours and Employees Affective Commitment	19
2.2.1.4 Blackmailing and Employees Affective Commitment.....	19
2.2.2 Reactive Expressive Aggression and Employees Affective Commitment	20
2.2.2.1 Insults and Employees Affective Commitment.....	20
2.2.2.2 Sarcasm and Employees Affective Commitment.....	21
2.2.2.4 Teasing and Employees Affective Commitment.....	22
2.2.3 Reactive In-Expressive aggression and Employees Affective Commitment..	23
2.2.3.1 Assault and Employees Affective Commitment	23
2.2.3.2 Threats and Employees Affective Commitment	23
2.2.3.3 Harassment and Employees Affective Commitment.....	24
2.2.3.4 Physical violence and Employees Affective Commitment	24
2.3 Theoretical Frame Work.....	26
2.3.1 Meyer and Allen’s three-component model.....	26
2.3.2 Theory of Planned Behaviour	27
2.3.3 Organizational Support Theory (OST).....	28
2.3.4 The Conservation of Resource Theory.....	28
2.4 Conceptual Framework.....	29
2.5 Summary	30
CHAPTER THREE	31
RESEARCH METHODOLOGY	31
3.1 Overview.....	31
3.2 The Study Area	31
3.3 Research Design.....	32
3.4 Target Population.....	32
3.5 Sampling Design.....	33
3.5.1 Sample Size	33
3.5.2 Sampling Procedure	34
3.6 Data Collection	34
3.6.1 Data Sources.....	34
3.6.2 Data Collection Instruments.....	35

3.6.3 Data Collection Procedures	35
3.7 Validity and Reliability.....	36
3.7.1 Validity.....	36
3.7.2 Reliability.....	36
3.8 Data Analysis.....	37
3.9 Ethical Considerations	38
CHAPTER FOUR.....	39
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	39
4.1 Introduction.....	39
4.2 Data Screening and Cleaning.....	39
4.2.1 Response Rate Sample	39
4.2.2 Missing Value Analysis	39
4.2.3 Analysis of Univariate outliers.....	41
4.2.3.1 Univariate outliers check for proactive relational aggression	42
4.2.3.2 Univariate outlier check for reactive expressive aggression	42
4.2.3.3 Univariate outlier check for the reactive in-expressive aggression	43
4.2.3.4 Univariate outlier check for affective commitment.....	44
4.3 Descriptive Data Analysis.....	45
4.3.1 Demographic Information of the Respondents	45
4.3.2 Descriptive Analysis of prevailing levels of workplace aggression in five star hotels in Nairobi	47
4.3.2.1 Proactive relational aggression as experienced in the hotels.....	47
4.3.2.2 Reactive expressive aggression as experienced in five star hotels.	49
4.3.2.3 Reactive in-expressive aggression as experienced in five star hotels	51
4.3.2.4 Affective commitment among frontline employees in five star hotels	53
4.4 Factor Analysis	55
4.4.1 Proactive Relational Aggression	55
4.4.2 Reactive Expressive Aggression	58
4.4.3 Reactive Inexpressive Aggression	60
4.4.4. Affective Commitment.....	61
4.5 Inferential Analysis	63
4.5.1 Testing for independence of observations.....	64
4.5.2 Testing for Linearity.....	64

4.5.3 Proactive relational aggression.....	64
4.5.4 Reactive expressive aggression.....	65
4.5.5 Reactive in-expressive aggression	66
4.5.6 Testing for homogeneity of variances.....	67
4.5.7 Testing for the Presence of Multicollinearity.....	68
4.5.8 Testing for normality among regression residuals	69
4.6 Bivariate Correlation Analysis.....	69
4.7 Testing for Effects.....	70
4.7.1 Testing for the effects of workplace aggression variables.	70
4.7.2 Testing the effect of proactive relational aggression on affective commitment	71
4.7.3 Testing the effect of reactive expressive aggression on affective commitment	72
4.7.4 Testing the effect of reactive in-expressive aggression on affective commitment.....	72
4.7.5 Model Formulation.....	73
4.7.6 Summary of Hypotheses Test Results.....	73
4.8 Thematic Analysis of Results of Interviews with Departmental Managers	74
4.8.1 Employee and employee form of aggression	74
4.8.2 Employee and customers form of aggression	75
4.8.3 Employee and managers forms of aggression.....	75
4.8.4 Mechanisms that manage aggression	76
4.8.5 Policies put to manage aggression	77
CHAPTER FIVE	79
DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	79
5.1 Introduction.....	79
5.2 Discussions of Study Findings	79
5.2.1 Proactive relational aggression and affective commitment.....	80
5.2.2 Reactive expressive aggression and affective commitment.....	82
5.2.3 Reactive in-expressive aggression and affective commitment	84
5.2.4 Common forms of aggression in five star hotels in Nairobi	86
5.3 Conclusions.....	87

5.4 Implication of the Study Findings.....	88
5.4.1 Implications to Theory	88
5.4.2 Implications for Practice	90
5.5 Recommendations of the Study	92
5.5.1 Recommendations for Practice.....	92
5.5.2 Recommendations for future studies.....	93
REFERENCES	94
APPENDICES	105
Appendix I: Introductory Letter	105
Appendix II: Research Questionnaire for Employees.....	106
Appendix III: Interview Schedule for Managers.....	110
Appendix IV: Recommendation from Moi School.....	111
Appendix V: Research Permit.....	112
Appendix VI: Plagiarism.....	114

LIST OF TABLES

Table 3.1: Target Population of Employees	33
Table 3.2: Sample Size Distribution	34
Table 4.1: Univariate Statistics	41
Table 4.2: Z-Scores for proactive relational aggression	42
Table 4.3: Z-Scores for reactive expressive aggression.....	43
Table 4.4: Z-Scores for reactive in-expressive aggression	44
Table 4.5: Z-Scores for affective commitment	45
Table 4.6: Frontline employees' personal characteristics.....	46
Table 4.7: Descriptive statistics for proactive relational aggression	48
Table 4.8: Descriptive statistics for reactive expressive aggression.....	50
Table 4.9: Descriptive statistics for reactive in-expressive aggression	52
Table 4.10: Descriptive statistics for affective commitment	54
Table 4.11: KMO and Bartlett's Test for proactive relational aggression	56
Table 4.12: Total variance explained for proactive relational aggression	57
Table 4.13: Rotated component matrix of proactive relational aggression	57
Table 4.14: KMO and Bartlett's Test for reactive expressive aggression.....	58
Table 4.15: Total variance explained for reactive expressive aggression	59
Table 4.16: Rotated component matrix of reactive expressive aggression.....	59
Table 4.17: KMO and Bartlett's Test for reactive inexpressive aggression	60
Table 4.18: Total variance explained for reactive inexpressive aggression	61
Table 4.19: Rotated component matrix of reactive in expressive aggression.....	61
Table 4.20: KMO and Bartlett's Test for affective commitment.....	62
Table 4.21: Total variance explained for affective commitment.....	62
Table 4.22: Rotated component matrix of affective commitment	63
Table 4.23: Results of Test of Independence of Observations	64
Table 4.24: Results of Test of Homogeneity of Variances	68
Table 4.25: Multicollinearity Test Results.....	68
Table 4.26: Bivariate Correlations	70
Table 4.28: Regression Coefficients ^a	71
Table 4.29: Summary of hypotheses tests.....	74

LIST OF FIGURES

Figure 2.1: Meyer and Allen’s three-component model of organization commitment.	26
Figure 2.2: Conceptual Framework for the Study	30
Figure 4.1: Proactive relational aggression partial regression plot.....	65
Figure 4.2: Reactive expressive aggression partial regression plot	66
Figure 4.3: Reactive in-expressive aggression partial regression plot.....	67
Figure 4.4: Normality test results.....	69

OPERATIONAL DEFINITION OF TERMS

Affective Commitment: refers to an employee's emotional attachment to identification and involvement in the organization (Cheng – Wei Che., 2018). In this study it is defined as employee's affection to work where by employees feel contented and ownership about the organization and perform the organizations activities as if it's his own.

Aggression: it is a phenomenon that can take many forms, ranging from relatively minor acts such as name calling or pushing, to more serious acts such as kicking, hitting or punching to severe acts such as stabbing, shooting or killing (Johnnie J Allen & Craig A Anderson, 2017). In this study aggression is any form of psychological or physical harm that is directed towards an employee which cause detrimental effects in their overall performance at work.

Frontline Employees: they are employees who directly interact with customers. Their key role is to identifying customers' needs and transforming their perceived needs in quality of products and service provided (Åkesson *et al.*, 2016). For the purpose of this research frontline employees are front office personnel, food & beverage and housekeeping departments from five star hotels.

Organization citizenship: it is associated with positive behaviours at workplace that enhances employee political skill which enables an employee to improve his/her performance level in the workplace (Lelei, Korir & Kibet, 2020). In this study counterproductive behaviour is behaviour that extends beyond the employee's normal job duties where by an employee feels a sense of ownership, satisfaction and attachment to the organizations wellbeing.

Proactive-Relational Aggression: it is a type of aggression that can break human relationships, for instance, by circulating malicious rumours against someone (Yamasaki, 2009). In this study proactive

relational aggression is a type of aggression that is either planned and goal oriented by the perpetrator, which involves acts such as bullying, sexual harassment, blackmailing and circulating malicious rumours.

Reactive –Expressive Aggression: it is a type of aggression that involves an impulsive, defensive reaction paired with anger and a loss of control it involves verbal and physical aggression (Yamasaki, 2009). In this study reactive expressive aggression is negative acts in the workplace where by an employee is a target of insults, sarcasm, humiliation and teasing.

Reactive In-Expressive Aggression: is a kind of behaviour expressing anger as a reaction to a perceived threat or frustration, with an aim to defence oneself by hurting or harming a person who is seen as a source of threat or frustration. For instance hostility (Yamasaki, 2009). In this study reactive in expressive aggression involves acts such as assault, threats, harassment and physical violence.

Workplace Aggression: it is any physical or nonphysical acts of aggression directed towards a targeted individual by a perpetrator in the workplace (Hill & Joyce, 2013). In this study aggression at work as any form of aggressive behaviour with involves both employees and customer with the intention to harm the victim both physical and psychological in nature.

ABBREVIATIONS AND ACRONYMS

CBD	-	Central Business District
COR	-	Conservation of Resource Theory
DM	-	Department Manager
KUDHEIA	-	Kenya Union of Domestic, Hotels, Educational Institutions and Allied Workers Union.
NACOSTI	-	National Commission for Science, Technology and Innovation
POS	-	Perceived Organizational support
PTSD	-	Post Traumatic Stress Disorder
SPSS	-	Statistical Package for Social Sciences
WBI	-	Work Place Bullying Institute

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter focuses on the background to the study, statement of the problem, purpose and objectives of the study, research questions, justification and the scope of the study.

1.2 Background to the Study

An employee is the basic constituent unit in an organization. Therefore employees' commitment to the organization is a crucial issue in today's hospitality industry. Neininger *et al.*, (2010) defines organizational commitment as a psychological concept reflecting the relationship between the employees and the organization, which is based on attitude, trust, mutual values and engagement. Practically it is the way employees perceive the organization and respond to it positively or negatively. It works towards creating further longevity and profitability in the relationship between an employee and organisation.

Various studies have been conducted on commitment which proofed that those organizations who have committed employees results to organization citizenship behaviour, which creates better performance, high productivity; low turnover and low absenteeism which is beneficial to the organization (Fang *et al.*, 2011). A study in relation to employee commitment and employee performance among selected public universities in Kenya yielded that employee who are committed in their organization tends to perform better than those who are less committed (Muriuki, Maru & Kosgei, 2016).

The concept of commitment is divided into three components; Affective, Continuance, and Normative. This concept was established by Meyer and Allen (1991) three component model of commitment. According to Meyer and Allen, employees with strong affective commitment continue employment with the organization because they want to do so due to the strong feeling of endearment they have for the organization. Continuance commitment refers to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Lastly, employees with a high level of normative commitment feel that they ought to remain with the organization. Normative commitment reflects a feeling of obligation to continue employment (Ricketta, 2012).

Out of the three components of commitment affective commitment is important because it stresses on the employees' expressive associations, it also influences employee personal characteristics, structural characteristics, and work experiences. It aids in explaining what it is that contributes to employee's morale at work. This is in different outcomes like quality of work environment involving satisfaction with relations, hobbies, place of residence, satisfying life, health condition and physical fitness (Kumari & Nishat, 2013).

High level of affective commitment is related to employee ownership of the job and contentment to the organization. Employees with a strong affective commitment continue employment with the organization because they view their personal employment relationship suitable to the goals and values of the organisation (Beck & Wilson, 2002). However the occurrence of stress within the workplace environment can trigger employee's affective commitment which leads to poor performance at work, high turnover rates and absenteeism which in turn generate stress; provoke

minor illnesses and even cause depression among employees (Kahora & Muindi, 2012).

American Psychological Association, (2016) views workplace related stress as a factor that affects an employees' physical and psychological health.

According to Dollard & McTernan (2011) employees usually experience significantly higher stressors at workplace such as harassment, workplace bullying, and psychological demands. These stresses can directly influence employees' behaviour at work, where by the employee could develop negative attitude and thus leads to high turnover rates, frequent absenteeism, lack self-confidence and productivity which in turn could cause job dissatisfaction leading to workplace aggression (Ladebo *et al.*, 2008).

The phenomenon of aggression has been of interest to researchers for many years, leading to the creation of aggression theories in an attempt to explore reasons why people engage in aggressive or violent acts. Hill & Joyce (2013) defines aggression at work as any form of physical or non-physical acts of aggression directed towards a targeted individual by a perpetrator, it could be both employees and customer with the intention to harm the victim.

According to Yamasaki, (2009) aggression is classified into three types which involves; proactive relational, reactive expressive, reactive in-expressive. Proactive-relational aggression for instance is a form of aggression, which can break human relationships. It may take different forms, for instance, circulating malicious rumours and bullying the target through blackmailing, work related stalking and sexual harassment. Reactive expressive aggression is defined as an impulsive, defensive reaction paired with anger and a loss of control for instance rudeness (incivility),

nasty teasing, insults, humiliation, sarcasm, and scolding. It could be in two forms which are verbal and physical aggression which is considered to be a form of intentional provocation accompanied by playful off-record remarks that comment on something relevant to the target (Keltner *et al.*, 2001).

Reactive In-Expressive Aggression is a kind of behaviour expressing anger as a reaction to a perceived threat or frustration, with an aim to defence oneself by hurting or harming a person who is seen as a source of threat or frustration. It is associated with hostility, physical violence, harassment, assaults and threats (Yamasaki, 2009).

Various studies of work place aggression have been executed by different researchers, for instance; Han *et al* (2016) investigated the relationship between customer and employee incivilities, employee burnout and turnover intention among 228 North American restaurant employees'. Consequently the results positively linked aggression to: Causing burnout and employee turnover intention. According to Ndegwa(2016) inability to achieve organizational goals, poor coordination of work activities, lack of clarification on expected results and inability of leaders to give timely and constructive feedback; leads to occurrence of workplace bullying to a large extent that it affects employees attitude at work.

A study was carried out to evaluate consequences of exposure of workplace aggression for both nurses and public service workers. Results revealed that, employees who experienced aggression at work manifested fatigue, had deficient health and were less satisfied with work (Dorota & Moira, 2018).

From the above studies it is evident that work place aggression has detrimental effects on employee's psychological, emotional and physical well-being at work there by impacting on their overall performance, job satisfaction and most importantly their

level of affective commitment. Aggression has been discussed in different forms but limited attempts have focused on hospitality industry in Nairobi Kenya. Therefore this necessitated the drive to undertake the study by exploring the relationship between employee aggression and affective commitment in selected five star hotels in Nairobi Central Business District, Kenya.

1.3 Statement of the Problem

The emerging dynamic needs of customers in organizations are paramount. In order to compel with the competitive environment, organizations need devoted employees who become an asset to the organization since such employees leads to increase in productivity and hence the overall performance(Rieu &Kamara, 2016).Evidence has shown that frontline employees are critical in the creation of positive customer experiences which translates into enhanced customer satisfaction.(Ayse & Alexander, 2018).

Nevertheless, it has been documented that frontline employees in the hotel industry face many challenges when performing their tasks, which in turn impacts negatively on their affection (Kang, Kim, Choi &Li, 2020). In five star hotels in Nairobi, evidence show that factors such as worklife balance, on-involvement in decision making, poor remunerations, lack of staff development programs and undefined reward systems led to loss of employee affection with the hotels, and were responsible for high turn-over among frontline hotel employees (Kuria, Wanderi & Ondigi, 2011; Kuria *et al.*,2012).

Despite various factors being attributed to the decline in affective commitment among frontline employees in five star hotels in Nairobi, Little evidence is given with regards to the influence of workplace aggression. This is inspite that there is evidence

showing incidences of workplace aggression in the hotels. Orindo (2017) did a study on challenges faced by female chefs in the Kenyan hospitality industry. His findings proved that aggression practices occurred in form of gender intimidation. The male chefs felt superior to the female chefs, in extreme forms the male chefs would sexually harass the female chefs to an extent that they had to quit their jobs.

This study therefore sought to cover the missing gap of studies of workplace aggression by examining relationship between employee aggression and affective commitment in selected five star hotels in Nairobi Central Business District.

1.4 General Objective of the Study

To determine the relationship between employee aggression and affective commitment in selected five star hotels in Nairobi CBD, Kenya.

1.4.1 Specific objectives

1. To examine the relationship between proactive relational aggression and affective commitment in selected five star hotels Nairobi, Kenya.
2. To determine the relationship between reactive expressive aggression and affective commitment in selected five star hotels Nairobi, Kenya.
3. To establish the relationship between reactive in-expressive aggression and affective commitment in selected five star hotels Nairobi, Kenya.
4. To investigate the common forms of aggression in selected five star hotels Nairobi, Kenya

1.4.2 Research question

1. What are the common forms of aggression practices faced by hotel employees?
2. What strategies are used to prevent aggression against employees?

1.5 Research Hypotheses

H₀₁: Proactive relational aggression has no significant relationship with affective commitment

H₀₂: Reactive expressive aggression has no significant relationship with affective commitment

H₀₃: Reactive in-expressive aggression has no significant relationship with affective commitment

1.6 Significance of the Study

The purpose of this study was to investigate the relationship between employees' aggression in relation to affective commitment on selected five star rated hotels in Nairobi CBD. The findings of this study is of importance to Ministry of Tourism as well as Kenya Union of Domestic, Hotels, Educational Institutions and Allied Workers Union (KUDHEIA) in policy formulation and development of legislative framework that support and caters for vulnerable employees' needs mostly who suffer from any form of workplace aggression in order to enhance their commitment to the organization.

The research findings helps in identifying the common forms of aggression experienced in the hospitality industry. Therefore helps in solving challenges arising from workplace aggression behaviours.

This research also serves as a pioneer study in the area of aggression in Kenya and hence it serves as an eye opener particularly to management of hotel industry who may not be aware of the effects aggression has on affective commitment to the organization and its vision and mission.

1.7 Scope of the Study

The study was carried out at selected five star rated hotels in Nairobi County. The purpose of the study was to examine the relationship between employee aggression and affective commitment in selected five star rated hotels in Nairobi Central Business District (CBD), Kenya. The study was further limited to three classified five star hotels in Nairobi County. The respondents were employees and managers of the three selected five star hotels. The study tested the relationship between the three types of aggression which are proactive relational, reactive expressive and reactive in-expressive and affective commitment. The study unit of analysis was 513 employees, and 12 managers. The study used close ended questionnaires to collect data from employees and interview schedules for the managers. Multiple regression models were used to analyse data in order to determine the hypotheses for the study. Data was collected for a period of four months from 5thApril 2020- 6thJuly 2020. The respondents were managers and employees of the selected hotels.

1.8 Assumptions of the Study

The assumption of this study was that all the employees and managers were truthful and provided sincere responses which gave relevant information to the study. The study also assumed that there existed cases of aggression behaviours in the selected hotels under investigation.

1.9 Limitations of the Study

The limitations of the study were;

- a) The study was conducted in five star rated hotels which were in Nairobi CBD only. This might limit generalization of the findings; the researcher recommended future study to cover a wide geographical scope so as to cover

hotels in Kenya.

- b) Due to limited finance the study was limited to selected hospitality establishments in Nairobi County in order to reduce cost on accommodation and transport thus hindering the researcher from covering a wider study area.
- c) Some hotel policies and regulations do not allow employees to give out information about the hotel voluntarily, therefore the researcher had to convince the management that the research was purely intended for academic purpose and assured them of uttermost confidentiality.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter presented a review of literature relevant to the research problem. The chapter intended to acquaint the reader with existing studies carried out to determine the relationship between employee workplace aggression and affective commitment. Specifically, the chapter looks at; the concept of affective commitment and concept of aggression, the chapter also entailed theories of the study and the conceptual framework.

2.1 Concept of Employee Commitment

Employee commitment is an attachment and a strong belief that the employee has for their own organization. Practically it is the way employees perceive the organization and response to it positively or negatively. It works towards creating further longevity and profitability in the relationship between an employee and organisation (Neininger *et al.*, 2010). The concept of employee commitment has been widely defined by different authors for instance Kim & Rowley, (2005) defined employee commitment as a construct which has three primary factors including employees' readiness to exert high level of effort of the organization; strong desire to stay or degree of belongingness or loyalty; and lastly acceptance of major goals and values of the organization. Shiverick & Janelle (2009) defined commitment as a measure of the alignment of employee's motivations with the mission of the organization it is the measure of degree to which employees feel they are making a positive contribution to the ultimate outcome. According to Princy & Rebeka, (2019) on their research on employee commitment on organizational performance they define employee commitment as the devotion that an employee has for their own organization as a

result of experiences, which indicate the level of satisfaction, and engagement among employees.

It is crucial to assess employee commitment since it is a key element in organizational success. Over the years hospitality industry has emerged as a fast growing industry. United Nations World Tourism Organization, (2019) reports that Hospitality and Tourism industry is one of the leading sectors especially in economic sector worldwide. This industry experience rapid and virtually continuous growth from 25 million international tourist arrivals in 1950 to 1.4 billion in 2018. Nevertheless it is expected to grow, reaching 1.8 billion international tourist arrivals by 2030. Therefore it is of essence that employees' in this industry have to be committed so as to carry on their day to day activities in order to boost the hospitality industry.

2.1.1 Forms of Employee Commitment

Organizational commitment is a psychological concept reflecting the relationship between the employees and the organization. This study is anchored on Allen & Meyer (1991) three component model of commitment considered commitment to be a psychological state that binds an individual to the organization. The strength of its psychological state depends on the involvement, loyalty and belief in organizational values of employees.

Meyer and Allen (1991) introduced the three component model of commitment with an aim of explaining how employees feel about the organization they work for. The first component is Affective commitment (affection for your job). Employees with a strong affective commitment continue employment with the organization because they enjoy their job and feel strong emotional attachment to the organization. Continuance commitment (fear of loss) it occurs mainly when you weigh up the pros

and cons of leaving the organization. You may feel that you need to stay at your company because the loss you'd experience by leaving is greater than the benefit you would acquire in a new role. Normative commitment (sense of obligation to stay) this type of commitment normally occurs when you feel a sense of obligation to your organization even if you are unhappy in your role or even if you want to pursue better opportunities.

According to Allen and Meyers (1991) three component model of commitment, it is apparent that affective commitment is seen as the most beneficial in enhancing organizational effectiveness. An employee who deploys affective commitment in their organization seems to work comfortably and exhibit loyalty in the organization as compared to employees who have continuance and normative commitment. Luchak & Gellatly (2007), states that affective commitment is strongly related to work outcomes such as turnover intentions, absenteeism and job performance as compared to the other components of commitment.

This research study focused on affective commitment because of the positive attribute that comes with it in the organization. Thus the study sought to see how employee work place aggression interferes with employee's affection at work.

2.1.2 Affective commitment attributes

Employee commitment is perceived as a business necessity because it results into benefits which include: increased job satisfaction, increased job performance, increased organization citizenship, increased sales, decreased employee turnover and decreased absenteeism. Therefore for the benefit of employees and organizations it is crucial for organizations to recognize employees as valuable sources of human capital (Brown, McHardy, McNabb, & Taylor, 2011).

Perceived organizational support (POS) theory by Eisenberger states that when an employee perceives that the organization values his or her work contributions and cares about the employee's well-being, employee is likely to express affectionate to his or her work. Studies have confirmed that employees with high POS suffer less stress at work and are more inclined to return to work sooner after injury. They possess high organizational citizenship behaviour. In addition, high POS positively relates to attachment, contentment and a feel of ownership attributes by the employee (Shaw *et al.*, 2013; Kurtessis *et al.*, 2015).

2.1.2.1 Employee Ownership and affective commitment

A high sense of affective commitment enables an employee to practice ownership of his or her duties through extra step taken by the employee so as to support the interest of the organization whereby the employee perform tasks beyond normal role requirements (McShane, 2007). Basically when an employee is happy with the workplace environment they are likely to exercise duties beyond their required work so as to ensure the organizations goals and objectives are met fully.

Mostly satisfied employees would seem more likely to talk about the organization positively, help others at work, possess team work very active and go beyond the normal expectations in their job. They might go beyond the call of duty because they feel responsible for the products and services in the hotel due to their positive nature about their jobs and working environment since they are contented (Robbins, 2007).

2.1.2.2 Employee Satisfaction and affective commitment

A study on relationships between employee satisfaction and organization citizenship behaviour was carried out on hotels in Malaysia where by the outcome indicated that

employees with high team commitment and those who were satisfied with their jobs were notably practicing Organization citizenship behaviour (Foote, 2008).

McShane (2007), states that when an employee is dissatisfied with their workplace environment, they have the potential to harm the organization either directly or indirectly through poor performance. Mokaya, Musau, Wagoki & Karanja (2013) also established that the hotel industry in Kenya is experiencing innumerable employee related challenges including high rate of absenteeism, low morale and high turnover rates which are all due to the low employee satisfaction levels in the industry. Therefore it is very important for an organization to enhance proper environment for employees so as to reduce this challenges associated will lack of employees affection to their work.

2.1.2.3 Employee Attachment and affective commitment

Employee attachment is the strength or bond created between an employee and the organization. According to Roy & Rioux (2012), attachment depends on the personal need of devotion that an employee has to his or her workplace. Some employees adopt negative behaviour to their workplace, while others demonstrate a relative distancing behaviour or even avoidance of this place. When an employee feels happy about their organization they are likely to feel a sense of belonging thus perform their duties as required.

When an employee feels attached to the organization they are likely to engage themselves with the organization day to day activities. Engagement is an important part of driving organization performance and goals as engaged employees are satisfied, and willing to go an extra mile to ensure timely delivery on the organization's objectives (Gonring, 2008). Being devoted to one's company is

important to show how the employees are committed and loved by the company. Failure to understand the nature of organizational commitment leads to a lack of understanding of employee attachment to the organization and in turn leads to lack of management strategies that fail to reach their goals (Clavecillas *et al.*, 2017).

2.2 Workplace Aggression and Employees Affective Commitment

Aggression is as any form of aggressive behaviour that intended towards harming another individual who does not wish to be harmed; it can be both psychological and physical in nature (Hill & Joyce, 2013). Workplace aggression is defined as the behaviour of an individual or individuals, external or internal to the organization who intends to harm a worker or workers physically and psychologically, and that occurs in the workplace (Schat & Kelloway, 2005). Aggression can also be classified as to whether it is work-related or personal. Work-related aggression may be withholding important information or repeated criticism of work performance, and personal aggression may be nasty or offending teasing, scolding, gossip and slander, or rumours (Einarsen *et al.*, 2000).

According to a survey by Workplace Bullying Institute WBI, 2014 it indicated that workplace aggression is increasing at a high rate where by 37 million workers in the United States reported being subjected to aggressive behaviour, out of which 65.6% of the workers were affected by bullying. According to Comer (2005), workplace bullying receives less attention in the United States compared to other countries. Morris (2016) argues that American researchers primarily focus on physical aggression in the workplace such as violence instead of workplace bullying. According to the WBI (2014), most bullies are men (69%) and most male bullies target women (57%). Conversely, female bullies target other women (WBI, 2014).

Workplace bullying typically is not a singular or isolated incident, but is often enacted repetitively and persistently upon one or more employees there by affecting their attitude and behaviour due to the effects such as psychological trauma (Crowley, 2011).

Apart from employee's aggression at workplace customers are also a major factor of aggression, Reynolds (2003), Customer aggression is defined by the Commonwealth of Australia (2014) as an unacceptable hostile behaviour exhibited by a current or former customer of an organization towards an employee that creates an intimidating, frightening or offensive situation. Customers want to be satisfied having spent a lot of finance for the required product and desired service, and the slightest error in the course of service delivery by the service provider may likely give rise to aggression by the customer as a way of driving home their displeasure on service breakdown (Chigozie,2016).

Harris & Daunt (2004) uses the term 'jay' customer which was originally introduced by Christopher Lovelock in 1994 to refer to dysfunctional customers that deliberately cause trouble to employees by acting in a thoughtless or abusive manner, causing problems for the firm, employees, or other customers. It may be through their behaviour, either complaining or treating the employees in a bad manner which is inappropriate.

Aggression can be classified into three components; Proactive relational aggression, Reactive expressive and Reactive in-expressive (Yamasaki, 2009). Proactive aggression is targeted directly at a specific victim, bullying/mobbing, sexual harassment, withholding something such as work-related information, blackmailing and spreading malicious rumours about the victim and threats, whereas indirect

aggression may be social isolation of an employee. Reactive expressive aspect is determined by whether harm is inflicted by engaging in an act of yelling such as insults, sarcasm humiliation nasty teasing mockery and scolding. Lastly Reactive in-expressive aggression is defined according to whether the aggression is expressed through physical acts like hitting/fighting or verbal acts such as threats and harassment.

In Kenyan hospitality industry employee aggression has been experience in various parts of the country the most recent being an incident at Chez Wou Restaurant in Nairobi where by a Chinese employer was beating an employee because he reported late to work (Standard media 2020). Previous studies have proved that facing any kind of injustice and uncivil behaviour in the workplace influences people overall mental health which results in employee loss of connection at work (Laschingeret *et al.*, 2013; Rai, 2015).

2.2.1 Proactive Relational Aggression and Employees Affective Commitment

Yamasaki, (2009) defines Proactive-Relational Aggression as a type of aggression that can break human relationships since it can be planned or goal oriented it involves acts such as bullying, sexual harassment, blackmailing and by circulating malicious rumours about someone.

2.2.1.1 Bullying and Employees Affective Commitment

Workplace bullying is the persistent exposure to negative and aggressive behaviours, which may be psychological, verbal, or physical, and may be perpetrated by an individual or group (Einarsen *et al.*, 2011).One of the characteristics of bullying is the inequality in power between the perpetrator and the target. For instance in cases where a supervisor are directly involved or the bullying takes place between co-

workers where the perpetrator for some reason or another is stronger than the target. Even supervisors may be bullied by subordinates, especially if the subordinates act in groups.

Bullying negatively affects organisations. Employees who are bullied in the workplace always take more days off, report unclear expectations of task performance, have reduced job satisfaction, commitment to the organisation, and work motivation, and are more likely to leave the organisation than employees who are not bullied (Djurkovic *et al.*, 2008).

2.2.1.2 Sexual harassment and Employees Affective Commitment

According to Berdahl (2011) sexual harassment has begun to be publically recognised as a problem and a need of intervention for the last 30 years. Basically sexual harassment has been a problem in the organization since it existed. Sexual harassment experiences are negatively associated with job-related outcomes, psychological health, and physical health conditions. People who are sexually harassed usually experience low self-esteem, lack job satisfaction and affective commitment. There by undermining their well-being, increasing their psychological distress, causing greater physical illness and causing greater disorder eating (Hashmi *et al.*, 2013).

A study on sexual harassment and bullying among male and female workers in thirteen Portuguese business sectors revealed that hospitality industry was the sector with the highest levels of sexual harassment (14.1% - 14.9%) and bullying (15.9% - 16.7%) respectively (Torres *et al.*, 2016).

In Kenya recent study was conducted by Orindo (2017) on challenges faced by female chefs in the Kenyan hospitality industry. His findings evidently proved that workplace aggression practices occurred in form of gender intimidation where by female chefs

complained of intimidation by the male chefs who felt superior. In extreme forms the male chefs would sexually harass the female chefs to an extent that they had to quit their jobs. From the study it is evident that sexual harassment has detrimental effects on an employee's positivity towards their job.

2.2.1.3 Malicious rumours and Employees Affective Commitment

The employment relation, according to Bryant (2008), involves the behaviour of two or more individuals, as well as the effects of the organisation's rules and culture, and external influences and pressures. Therefore negative workplace gossip is a social undermining of employees at work and it can affect their psychological wellbeing. Employees surrounded by such negative gossip finds it hard to trust each other or establish good cooperative relationship (Thau, 2009). Conversely, negative social dialogue for example gossip, rumours could lead to an increase in staff turnover, premature resignation, resulting in the loss of valuable employees. Furthermore, malicious rumours among employees could also undermine an individual, a group or organisation, break down trust between employees, and strain ethical values such as openness, transparency and honesty. Consequences such as decrease staff morale, motivation, and interpersonal respect may be experienced due to lack of commitment by employees (Ming, 2018).

2.2.1.4 Blackmailing and Employees Affective Commitment

Black mail can be emotional. Emotional blackmail is defined as a form of manipulation in which the perpetrator threaten to damage ones reputation or punish the victim if they fail to compel with what the culprit wants or orders them to do (Shiou Yu Chen,2010).

According to an article in the British newspaper “The Telegraph” (Hostage to Trip Advisor blackmailers", 2014), indicated that hotels and hospitality executives are being targeted by customers who demand exceptional, or other special treatments in exchange for not writing a negative review especially today, whereby we are in the era of Web 2.0. Social media provide an unequalled platform for consumers to express their opinions about products and services and making it accessible to thousands of other peers through word-of-mouth or consumer reviews. Which Moreover has a significant influence on consumer purchase behaviour. Emotional blackmail could have negative impacts on employees’ self-esteem at place of work (O’Connor, 2010).

2.2.2 Reactive Expressive Aggression and Employees Affective Commitment

Reactive Expressive Aggression is defined as a type of aggression that involves an impulsive, defensive reaction paired with anger and a loss of control it involves verbal and physical aggression examples involve insults, sarcasm, humiliation and nasty teasing (Yamasaki, 2009).

2.2.2.1 Insults and Employees Affective Commitment

Insult is defined as any offensive and degrading remark against another person or party. The persons targeted in workplace mockery find it difficult to protect themselves because in most cases there is imbalance of power between the perpetrator and the victim. Insults in the workplace are emotional and psychological and mostly occurs between employees, managers, and customers (Einarsen, 2005).

According Morrison (2008) consequences of insults to the organization may include absenteeism, turnover, retraining, replacement, inefficiency, low morale, disruption, lawsuits, and lower productivity. Consequences to the recipient of abuse may lead to low commitment and lack of employee affection to his/her work.

2.2.2.2 Sarcasm and Employees Affective Commitment

Sarcasm is verbal irony that mainly aims at demonstrating negative and critical attitudes toward persons or situations (Cheang & Pell, 2008). Sarcasm is considered the lowest form of humour; however, it bears a higher level of cognitive abilities (Diao *et al.*, 2020) and involves more emotional implications than traditional verbal communication tools (Filik, Turcan, Ralph-Nearman, & Pitiot, 2019).

Research has shown that personality traits are major causes of sarcasm. There is a positive relationship between how much a person employs sarcastic remarks in his/her communication and personality traits. Those who report a higher score on communicating malicious humor against others are more inclined to frequently use sarcastic expressions which distress people's emotional feelings (Filik, Howman, Ralph-Nearman, & Giora, 2018).

Sarcastic behaviour represents one of the coping strategies that employees may employ to mitigate the stress and dissatisfaction they perceive in the workplace (Cooper, 2005). Accordingly, employees opt to this type of communication to express their anger emotions. However, co-workers could perceive sarcastic remarks as a form of incivility (Paulin & Griffin, 2016).

Through using sarcasm, people may want to mock or tease others. The remarks result in barriers and miscommunication and, hence, cause negative consequences and harmful impact on individuals and organizations (Bowes & Katz, 2011).

2.2.2.3 Humiliation and Employees Affective Commitment

Humiliation is the act of hostile verbal and nonverbal acts such as harassing, offending, socially excluding or intimidating fellow colleague. For a hostile act to qualify as humiliation; it must be displayed in a systematic manner for a period of

time where by the target usually experience difficulty in defending himself or herself against this act and it must be perceived by the target as oppressive, unfair and undermining (Cooper *et al.*, 2003)

Examples of humiliation at work includes acts such as Withholding work related information from employees', setting impossible deadlines for the victim, removing key areas of responsibility from the victim, permanent criticism of the victim's work, socially isolating the victim, spreading rumours about the victim, detrimental comments, attacks on the victims personal characteristics and threats of physical violence are. These practices have adverse consequences for the target in that the target of suffers lowers self-esteem therefore reducing their level of morale and performance at work (Einarsen, 2000).

2.2.2.4 Teasing and Employees Affective Commitment

Teasing is often subsumed under and at times conflated with, humour, irony, sarcasm, and bullying. Teasing can impact and be impacted by the concern for one's own and others social esteem. The concept of teasing has been explored across multiple disciplines, such as development psychology, social psychology, clinical psychology, anthropology, and sociology (Keltner *et al.*, 2001).

Kessler (2008) found that teasing is complex and ambiguous. It's relying on both the intent of the teaser and the recipient's interpretation and reaction to the tease. He further provided a three-component model of teasing that defined the elements of a tease as containing aggression, humour and ambiguity. When people tease, they point out physical flaws, quirky habits, questionable attire, or a variety of other less-than-flattering observations. Teasing is often embedded within the social context of a

particular situation, thus when an employee experiences these types of behaviour it affects their job satisfaction and lowers commitment.

2.2.3 Reactive In-Expressive aggression and Employees Affective Commitment

Reactive In-Expressive Aggression is a kind of behaviour expressing anger as a reaction to a perceived threat or frustration, with an aim to defence oneself by hurting or harming a person who is seen as a source of threat or frustration it involves hostility examples are assault, threats, harassment and physical violence (Yamasaki, 2009).

2.2.3.1 Assault and Employees Affective Commitment

An assault is the act of inflicting physical harm or unwanted physical contact upon a person. Exposure to assault/battery at work is a potential psychological stressor, which may have severely negative effects on the mental health and well-being of employees. Results of the present study show that within a year, every 50 out of 1857 Danish employees (2.7%) are exposed to assault at work. As a group, these employees report more psychosomatic and cognitive stress reactions as well as lower vitality and mental health than other employees. Results from the study indicated that exposure to assault/battery at work place among employees have detrimental health effects to the employees' (Hogh *et al.*, 2003).

2.2.3.2 Threats and Employees Affective Commitment

Threats are comments or statements made to someone else in which the perpetrators proclaim their intention to cause harm. Threats include spoken abuse and bullying. They are made for various reasons such as to intimidate, warn, control a person, frighten and force power or manipulation. Threats cause sufficient distress to prompt

the target to seek help. Threats can originate with the physical work environment and with people; including co-workers and customers (Christina *et al.*, 2019).

A study conducted by Wieclaw, Agerbo & Bonde (2006) on work related violence and threats and the risk of depression and stress disorders, indicated that work related threats are associated with increase in the risk of depression mostly in women and risk of stress related disorders in men. The risks rose with increasing prevalence of violence and threats whereby in extreme forms it led to specialist treatment. Thus leads to high rates of absenteeism, turnover intentions and low productivity.

2.2.3.3 Harassment and Employees Affective Commitment

Workplace harassment results to low self-esteem and poor work performance, and is a substantial source of creating work stress to the employee (Doyle 2011). Harassment in workplace extremely affect employee morale and eventually, very disruptive to their performance (Equal Rights Division 2008).

Harassment happens repeatedly in workplaces in the form of mobbing and bullying, which seriously attacks a person's dignity, integrity and competence (Zanolli 2002). Harassment in the form of psychological and emotional abuse is a significant source of workplace violence (Morris 2010). This violence incurs some intangible costs like negative impacts on company image, workers' performance, productivity and as well as commitment to the organization.

2.2.3.4 Physical violence and Employees Affective Commitment

According to National Institute for Occupational Safety and Health of the US, workplace violence includes negative factors such as physical assaults and threats, directed towards a person at work or on duty. Workplace violence ranges from offensive or threatening language which in extreme forms can result to homicide

(NIOSH, 2001). Workplace violence includes, threatening remarks or a behaviour which indicates a lack of respect for the dignity and worth of another person at the workplace or a person who is engaged in a work related activity outside the organisation. Workplace violence also includes possession of a weapon while working or on company property, verbal abuse, mobbing, bullying, emotional abuse and homicide (Asami *et al.*, 2017).

Vartia-Väänänen (2009) noted that some of the individual consequences of workplace violence may be physical injuries, post-traumatic stress disorder (PTSD), depression, anxiety, fear, and even suicide, as well as lower job motivation and satisfaction. In extreme cases, workplace violence often results in serious injuries that may lead to disabilities requiring ongoing care or life threatening injuries and even death. Most victims of workplace violence also report being affected emotionally by the experience. Thus emotional experiences to physical and emotional violence can include anger, shock, fear, depression, anxiety and sleep disruption (Di Martino, 2003).

2.3 Theoretical Frame Work

2.3.1 Meyer and Allen's three-component model



Figure 2.1: Meyer and Allen's three-component model of organization commitment.

In simple terms commitment could be termed as feelings of obligation or emotional attachment. However Allen & Meyer (1990) argued that commitment should be viewed as a multidimensional construct. Therefore they developed the three-component model that was advocated based on their observation that existing definitions of commitment reflected at least three distinct themes: an affective emotional attachment towards an organisation (Affective Commitment); the recognition of costs associated with leaving an organisation (Continuance Commitment); and a moral obligation to remain with an organisation (Normative Commitment).

Common to all conceptualisations, they argued the belief that commitment binds an individual to an organisation and thereby reduce the likelihood of turnover intentions, low performance, reduced productivity, counterproductive behaviour and absenteeism that is associated if the employee feels less committed by the workplace environment due to negative behaviours they experience within the workplace.

2.3.2 Theory of Planned Behaviour

Ajzen's (1991) theory of planned behaviour (TPB) is based on individual's intention (motivation) to engage in a specific behaviour, the stronger the intention, the greater the likelihood of engaging in the behaviour. It explains both intentions and actual behaviour of human beings why they react the way they do. According to this theory the intention to engage in a specific behaviour is based on attitudes toward the behaviour. This theory has been applied extensively in the study of healthy/unhealthy behaviours. For instance, aggression may be exhibited in order to relieve the frustration that is being experienced due to provocation or the behaviour may be carried out in order to obtain some social reward, such as an increase in social status. In other words, while the behaviour is still intended to harm another individual the goal of inflicting harm is secondary to another goal, such as establishing dominance or obtaining financial rewards. For example, a girl may physically attack another girl not for the sole purpose of harming her, but because by harming her she will gain social status; like the recent case of that broke the headlines in April 14th 2021, where by a South African teen by the name of Lufuno Mavhunga committed suicide because of being bullied severely in school where by her perpetrator did that so as to get social recognition (Brauner *et al.*, 2003).

In summary, the theory contains three levels of inquiry/analysis. At the first and most general level, behavioural intentions are the direct determinants of behaviour (Ajzen & Fishbein, 1980). At the second level, behaviour intentions are independently determined by attitudes and subjective norms toward the behavioural object. Finally, at the third level, attitudes are understood by a composition of relevant outcome expectancies; whereas, subjective norms are identified through motivations to comply with views of relevant referents.

2.3.3 Organizational Support Theory (OST)

According to this theory by Eisenberger (2001) it strongly emphasise on employees' attributions concerning the organization's intent behind their receipt of favourable or unfavourable treatment. Organization support theory initiates a social exchange process wherein employees feel obligated to help the organization achieve its goals and objectives and expect that increased efforts on the organization's behalf will lead to greater rewards. It also fulfils socio emotional needs, resulting in greater identification and commitment to the organization, an increased desire to help the organization succeed, and greater psychological well-being.

According to organizational support theory, employees tend to assign humanlike characteristics to the organization and thus encourage the development of Perceived Organizational Support Theory (POS). Employees with high POS usually engage in greater job-related efforts, resulting in enhanced in-role job performance and extra role performance helpful to the organization. With regard to affective organizational commitment, employees seek balance in their relationship with the organization by developing favourable attitudes and behaviours consistent with POS. Felt obligation resulting from POS has been found to be positively related to affective organizational commitment (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

2.3.4 The Conservation of Resource Theory

According to Hobfoll (2012), individuals naturally respond and exhibit behaviours to protect resources they deem valuable, and cultural differences may influence these values. For instance in a workplace set up employees who have positive attitude towards their job are likely to exhibit certain behaviours such as organization citizenship, whereas employees who have negative attitudes will develop behaviours such as counterproductive, absenteeism to some extent decide to quit the job which

leads to high turnover rates. However, certain values such as self-preservation, health, peace, and well-being are universal (Hobfoll, 2012).

Various studies have indicated that when stressed, employees demonstrate aggressive workplace behaviours. The employees become aggressive in the workplace when they feel they are being treated unfairly (Hickey, 2012). People reacts differently to psychological stress by using various coping mechanisms during stressful and high-risk situations (Hickey, 2012). Limited research has been done on the effects that psychological stress and high-risk situations have on employees. The COR theory is used to understand how aggression at workplace affects employees attitude towards their working environment and how some individuals can cope effectively with stressful situations whereas others cannot. The COR theory is used to explain why individuals display various behaviours and psychological responses when exposed to stressful situations within their workplaces (Schat & Frone, 2011).

2.4 Conceptual Framework

A conceptual framework is a model of presentation where a researcher conceptualizes or presents the relationship between independent and dependent variables in the study and shows the relationship diagrammatically. The purpose of the conceptual framework is to help the reader to quickly see the proposed relationships. Figure 2.2 shows the relationship of workplace aggression and affective commitment. The independent variables were; proactive relational, reactive expressive and reactive in-expressive while the dependent variable was affective commitment. The constructs for proactive relational are bullying, sexual harassment, malicious rumours and blackmail. Reactive expressive had insults, sarcasm, humiliation and teasing. Reactive in-expressive had assaults, threats, harassment and physical violence.

Ownership, satisfaction and attachment were considered as measures of affective commitment.

Independent Variables

Dependent Variable

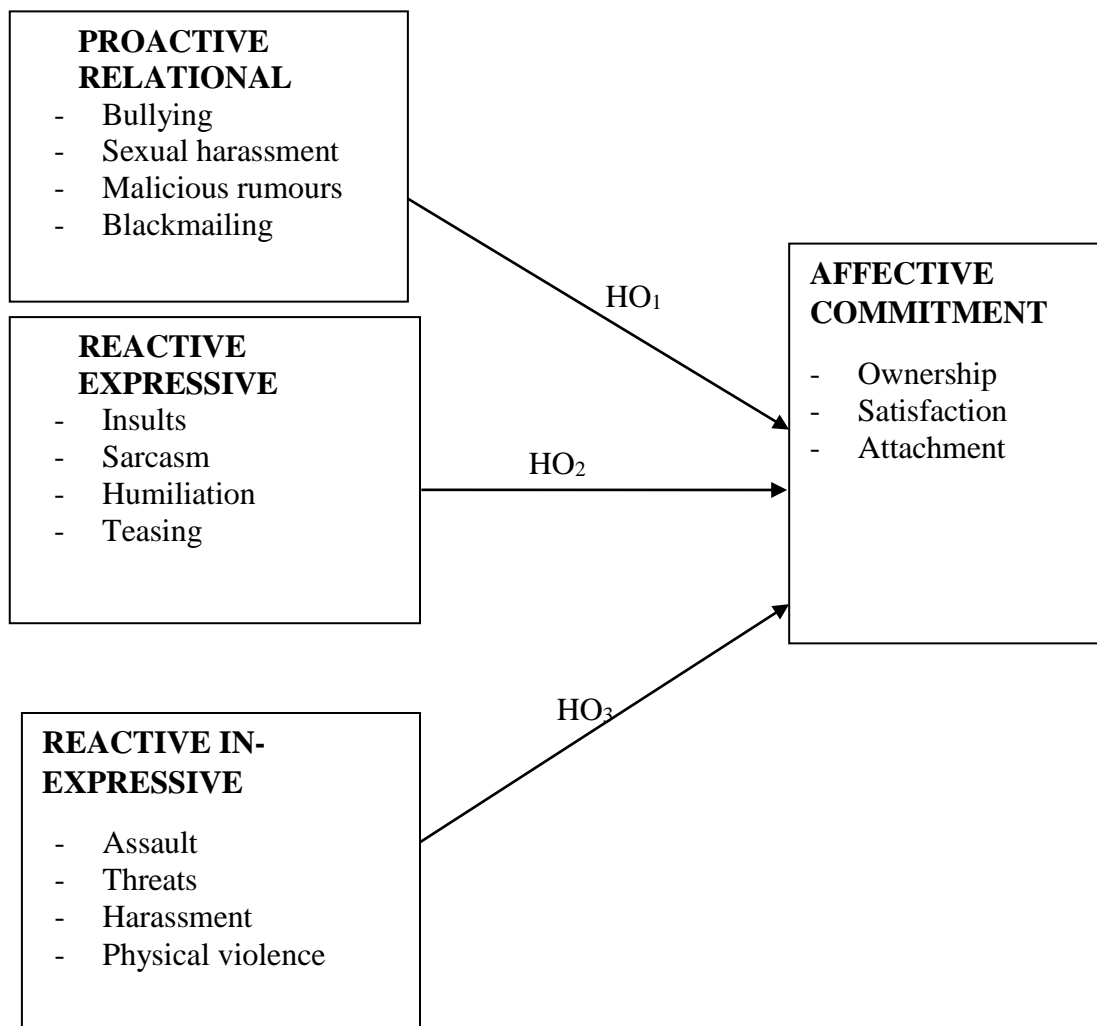


Figure 2.2: Conceptual Framework for the Study

Source: Modified and adopted from Allen & Meyer, 1991 and Yamasaki, 2009.

2.5 Summary

A literature review is a comprehensive review of any literature available for any given research question. It is a summary; analysis and evaluation of the literature and an explanation of what research have already been performed for a research area.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter presents the methodology that was used to conduct the empirical analysis of the study. The chapter covers; the study area, research design and target population, sampling technique, data collection procedures, Data Analysis and ethical consideration of the research.

3.2 The Study Area

The research was carried out in Nairobi central business district located in Nairobi City County. Nairobi City County hosts the capital city of Kenya, and covers an area of 692 km². Its altitude is about 1661 m above sea level, and has a population of about 3,183,295 (National census, 2009).

Nairobi also hosts numerous international conferences, conventions, and meetings. It has a very wide range of accommodations that suits budgets of different clienteles, in regards to their tastes and preferences. There are also tours of the Nairobi city centres which can be arranged for guests. The tours of Nairobi central usually include visits to the parliament buildings, the city market which promotes sales of cultural antiques, and national museums; trips to Nairobi national park, the giraffe centre, and the Karen Blixen among others. Generally, Nairobi city is diverse in nature and offers a well-developed infrastructure, excellent hotels and fine diners (Information guide 2015).

Sarova Stanely hotel is a five star hotel in Nairobi. It launched itself into Kenyan history in 1902 by becoming the first luxury hotel in Nairobi and the gracious host to prominent world leaders, renowned authors and intentional celebrities. Sarova Stanely retains much of its historical charms while at the same time offering all the luxuries

and amenities of a five star hotel. Intercontinental hotel Nairobi is a five star hotel used for business, it started in 1969. It is located next to the parliament building, a walking distance to the Kenyatta international convention centre and the government hub (Information guide 2015).

The Norfolk hotel Nairobi is a five star that was launched in 1904 exactly five years after Nairobi became a city in 1899. It is a haven that is situated next to university of Nairobi, Kenya broadcasting cooperation and to the left Nairobi central police post. It offers modern hotel services and amenities to create Nairobi's best hotel experience (Information guide 2015).

3.3 Research Design

The study adopted both explanatory and descriptive research designs. Rahi, (2017) states that explanatory research design is used to analyse the cause-effect relationship between two or more variables in the research study, explanatory research focuses on why questions. Descriptive research design is basically used when the objective is a systematic description of facts and characteristics of a given population or sample of the population (Kothari, 2008). Concurrent triangulation design by Creswell *et al.*, 2009 was used with the purpose of validating the findings that were generated by each method through evidence produced by each other in both the qualitative and quantitative data which was conducted at the same time.

3.4 Target Population

Population is an entire group of individuals, events or objects with some common observable characteristics (Banerjee, 2010). A target population is a unit of respondents that has observable characteristics that the study uses to generalise the findings (Polit & Beck, 2012). The study was carried out in three selected five star

rated hotels located within Nairobi County, Kenya Central Business District. The main target unit for analysis of the study was 513 front line employees; in addition twelve managers were the key informant.

Table 3.1: Target Population of Employees

HOTEL	Front Office	F&B	House Keeping	Total
Sarova Stanley	30	70	59	159
Norfolk	35	68	46	149
Intercontinental	50	84	71	205
TOTAL				513

Source (Authors own compilation 2019)

3.5 Sampling Design

Sampling is the process of selecting a number of individuals for a study in such a way that the individual selected represent the large group from which they are selected. The individuals selected from the sample (Mugenda 1999). The sample of this study is derived from the target population.

3.5.1 Sample Size

The samples were drawn from the target population of hotels with employee that total 513. The sample size was statistically obtained from the total population by adjusting to a round off decimals to one person. Mugenda (2009) was used to arrive at the sample size.

$$Nf = \frac{n}{1 + (n/N)}$$

Where:

Nf = the desired sample size (when the population is less than 10,000).

n = the desired sample size (when the population is more than 10,000).

N = the estimate of the population size.

Therefore, if the desired sample size is 384 when the population is more than 10,000, on a precision of 5% and a confidence level of 95% (Mugenda, 1999), the sample size for this study is attained as follows;

$$Nf = \frac{384}{1 + (384 / 513)} = 220$$

Table 3.2: Sample Size Distribution

HOTEL	Target Population	%	Sample size
Sarova Stanley	159	30.99	68
Norfolk	149	29.04	64
Intercontinental	205	39.96	88
TOTAL	513	100%	220

Source (Authors own compilation 2019)

3.5.2 Sampling Procedure

This study employed purposive, stratified, systematic random and proportionate sampling techniques. The purposively selected hotels are the only five star hotels within the central business district. The employees were stratified on the basis of their departments and then systematic random sampling was used to select the individuals who participated in the study. Proportionate sampling was used to determine the number of respondents who participated in the research process.

3.6 Data Collection

3.6.1 Data Sources

The research was based on the collection of primary and secondary data. Primary data was gathered from respondents using the questionnaires as data collection

instruments. However, secondary data was used to depict pertinent issues which existed before the study was conducted; it was used as a basis to confirm and contrast further findings of the study. Secondary sources of data were journals, conference reviews, books and magazine articles.

3.6.2 Data Collection Instruments

Research instruments are tools that are used in data collection during a research. The primary data was collected through interview schedules for the managers and semi structured questionnaires for the employees (Frels and Onwuegbuzie 2013).

This study distributed 220 questionnaires that were self-administered to the employees of the selected five star hotels. The questionnaires comprised of five sections. Section A collected data on the personal information of the employees in order to gain insights on their socio-demographic characteristics. Section B collected data on proactive relational aggression, section C collected data on reactive expressive aggression section D collected data on reactive in-expressive aggression and section E collected data on affective commitment. Interview schedules were used to collect information of the given to twelve managers/supervisors and one human resource manager from each hotel having three managers/supervisors and one human resource manager to give their views on the forms of aggression and possible strategies that can be employed to manage aggression.

3.6.3 Data Collection Procedures

Before the actual data collection exercise takes place, the researcher undertook preliminary survey within the five star rated hotels in order to familiarize with the study area and also make appointments with the identified employees. The researcher distributed the questionnaires to the employees and allowed them time to complete the

questionnaires. The research assistance was used to clarify the questions since it was drop and pick. Face to face interviews were conducted after securing appointment with the respective managers.

3.7 Validity and Reliability

3.7.1 Validity

A valid research instrument is imperative to obtaining relevant data for research. The concept of validity was developed for the use of quantitative research. Validity is defined as the ability of the research instrument to measure what it is set to measure or not to measure (Serem *et al.*, 2013). The research validity can be divided into two groups, internal and external. Internal validity refers to how the research findings match reality, while external validity refers to the extent to which the research findings can be replicated to other environments (Van Tonder & Ehlers, 2011). In determining the face and content validity of the instrument, the researcher discussed the items in the instrument with the supervisors, lecturers from the department and colleagues. Advice given by them helped the researcher to determine the validity of the research instrument. The advice included suggestions, clarifications and other inputs. This suggestion was used in making necessary changes.

3.7.2 Reliability

Reliability is a measure of degree to which the research instruments yield consistent results or data after repeated trials. According to Kothari (2004) Reliability has to do with the accuracy of a measurement procedure. Reliability test was carried out at Villa Rosa Kempinski Nairobi to test the consistency of the research tools with a view of correcting them. To test for reliability, the researcher used the internal consistency technique by employing Cronbach Alpha's coefficient which was calculated on the four variables; proactive relational yielded 0.646, reactive expressive 0.706 reactive in

expressive 0.710 and affective commitment 0.845. The results indicated that the instrument meet the above threshold for reliability which is a minimum of $\alpha > 0.7$ for testing the research tools (Gaur 2009). The researcher improved the instrument by reviewing or deleting items from the instrument.

3.8 Data Analysis

The qualitative data were analysed using thematic analysis. Thematic analysis is a method for systematically identifying, organizing, and offering insights into patterns of meaning (themes) across a data set. Through focusing on meaning across a data set thematic analysis allows the researcher to see and make sense of collective or shared meanings and experiences (Jwan & Ong'ondo, 2011). Whereas the quantitative data once collected were categorized, coded, entered and analysed with the help of the Statistical Programme for Social Sciences (SPSS) where the following levels of analyses were undertaken:

- a. Descriptive statistics such as means, standard deviation, were used to summarize data and provide insight to the characteristics of the samples.
- b. Multiple Regression Analysis was performed to establish statistically significant relationships between workplace aggression and affective commitment of hotel employees. Before Multiple linear regression is tested the assumptions such as; Normality using the P-P plots, linearity using scatter plots, multicollinearity using the VIF, autocorrelation using double Watson and lastly, homoscedasticity using scatter plots be considered.

The regression model was conceptualized as;

$$Y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \varepsilon$$

Where;

Y = Affective Commitment

α = Constant

$\beta_1 - \beta_3$ = Parameter estimates

X_1 = Proactive Relational Aggression

X_2 = Reactive Expressive Aggression

X_3 = Reactive In-expressive Aggression

ε -Is the error of prediction

3.9 Ethical Considerations

Research ethics are sets of conducts and behaviours expected of the researchers during the research process, which involves how the researcher interact with respondents as well as how they will treat the data they collected and the research results (Doyle and Griffin ,2009). The study was undertaken bearing in mind the ethical concerns and attempt to uphold them. Permission to carry out the research was sought from the relevant authorities and from the participants who were involved in the study. The research participants were guided on the importance of the study so as to allow them make informed decisions with regards to their participation (Serem *et al.*, 2013). During the course of the study, the respondents were assured of confidentiality, anonymity and researcher's responsibility. The confidentiality of the respondents in the study was respected and maintained through restricting the responses to the aim of the study. Data collected and analysed was used for the purpose for which the study was undertaken and was not divulged to unauthorized persons. This research also considered the licensing as required by section 17(1) of state the science technology and innovation Act 2013, requires that all persons intending to carry out a research in Kenya to apply to the National Commission of Science, Technology and Innovation (NACOSTI) for the grant of a research license.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter outlines results of the study focusing on the relationship between workplace aggression and affective commitment among employees in the hotel industry. The first section reports results of data screening and cleaning covering response rate, missing values and Univariate outliers. The second section focuses on results of the descriptive analysis of respondents' demographic profile followed with a report on the convergent mixed descriptive exploration of frontline employees' perceptions of study variables as presented in the hotels under investigation. The third section reports results of the inferential analysis including a summary of hypotheses testing.

4.2 Data Screening and Cleaning

4.2.1 Response Rate Sample

Using the sample formula suggested by Mugenda (2009) a sample of 220 frontline hotel employees was settled upon. A total of 220 questionnaires were therefore prepared and administered to sampled employees. From this number of employees, 180 returned their questionnaires fully completed in the manner required. In addition, face to face interviews were successful conducted with 7 out of the expected 12 departmental managers, yielding a response rate of 80.6%. This response rate was found suitable basing on recommendations by Saunders, Lewis and Thornhill (2009).

4.2.2 Missing Value Analysis

It is argued that respondents may at times refuse to respond to sensitive questions or drop out of a study before completion, or even miss out on appointments totally

(Padgett, Skilbeck & Summers, 2014). When this does happen, missing data is reported, making it rather difficult to use some of the statistical techniques (Padgett *et al.*, 2014). Consequently, missing values were assessed across all the variables. In this way, all variable items were examined and those found to have missing data in the excess of 5% were deleted (Molnar, Hutton & Fergusson, 2008).

Results presented in Table 4.1 clearly indicates that the items C2, D4, E3, and E10 had one missing value each amounting to 0.6% of missing data. On the contrary item E7 had two missing values which was 1.1% of missing values. Since none of the variables had missing data in the excess of 5%, hot deck imputation approach was used to replace the missing data.

Table 4.1: Univariate Statistics

	N	Mean	Std. Deviation	Missing	
				Count	Percent
B1	180	1.82	.721	0	.0
B2	180	1.61	.564	0	.0
B3	180	1.68	.849	0	.0
B4	180	2.39	.639	0	.0
B5	180	2.07	.643	0	.0
B6	180	2.01	1.098	0	.0
B7	180	1.73	.871	0	.0
B8	180	1.82	.906	0	.0
C1	180	1.69	.719	0	.0
C2	179	1.73	.755	1	.6
C3	180	1.71	.758	0	.0
C4	180	1.59	.804	0	.0
C5	180	1.58	.812	0	.0
C6	180	1.87	.466	0	.0
C7	180	1.89	.447	0	.0
C8	180	1.92	.388	0	.0
C9	180	1.54	.814	0	.0
D1	180	1.68	.862	0	.0
D2	180	2.68	1.184	0	.0
D3	180	1.53	.728	0	.0
D4	179	2.06	1.214	1	.6
D5	180	1.56	.686	0	.0
D6	180	3.24	1.166	0	.0
D7	180	2.87	1.205	0	.0
E1	180	4.56	.703	0	.0
E2	179	4.18	.712	1	.6
E3	180	4.25	.769	0	.0
E4	180	4.49	.639	0	.0
E5	180	4.31	.886	0	.0
E6	180	4.53	.563	0	.0
E7	178	4.25	.748	2	1.1
E8	180	4.57	.617	0	.0
E9	180	2.67	1.143	0	.0
E10	179	4.21	.771	1	.6

Source: *Research Data*, (2020)

4.2.3 Analysis of Univariate outliers

Outliers are identified as values that lie at the extremes, deviating markedly from the emerging pattern of the distribution (Sang Kyu & Jong Hae, 2017). Univariate outliers are therefore extreme values that may appear on single variables perhaps as a result of data entry errors or errors arising from responses made. Univariate outliers were

therefore checked for each of the four variables by standardizing item scores and then computing minimum and maximum standardized scores. Existence of Z-scores outside the closed interval [-3, 3] indicated presence of outliers (Sang Kyu & Jong Hae, 2017).

4.2.3.1 Univariate outliers check for proactive relational aggression

Proactive relational aggression was measured using eight questionnaire items. Standardized scores of responses made as presented in Table 4.2 revealed that for all the items, the Z-scores were within the closed interval [-3, 3]. This was an indication that data for the proactive relational aggression variable were devoid of Univariate outliers.

Table 4.2: Z-Scores for proactive relational aggression

	<u>Minimum</u>	<u>Maximum</u>
Zscore: B1 Necessary information is withheld from me which makes my work more difficult	-.93	2.41
Zscore: B2 I am monitored excessively as compared to the rest.	-1.33	2.24
Zscore: B3 I have been sexually harassed in the work place.	-.64	2.66
Zscore: B4 People spread malicious rumours about me	-.79	2.34
Zscore: B5 There is negative gossip about me.	-.93	2.12
Zscore: B6 I encounter repeated offensive remarks made about me and my private life.	-.52	2.87
Zscore: B7 A customer has ever threatened to comment negatively about our services.	-1.10	2.32
Zscore: B8 I am given unmanageable work load. (BLACKMAIL)	-.50	2.74

Source: *Research Data, (2020)*

4.2.3.2 Univariate outlier check for reactive expressive aggression

Reactive expressive aggression was conceptualized as the second independent variable measuring workplace aggression. This variable was measured using nine questionnaire items. Examination of Univariate outliers indicated that none of the

items had Univariate outliers as demonstrated by Z-scores in the acceptable interval (Table 4.3).

Table 4.3: Z-Scores for reactive expressive aggression

	<u>Minimum</u>	<u>Maximum</u>
Zscore: C1 I am insulted verbally in the workplace	-.96	1.82
Zscore: C2 A customer made nasty comments about me in public	-.98	1.68
Zscore: C3 I get reactions from others that I work unnecessarily too hard	-.96	1.69
Zscore: C4 Sarcastic statements are about me at workplace	-.74	1.75
Zscore: C5 My attempt to engage in conversations are met with silence	-.74	1.73
Zscore: C6 The result of my work is undervalued	-1.86	2.43
Zscore: C7 I am a target of practical jokes	-1.78	2.40
Zscore: C8 I am being nasty names within the workplace	-2.42	2.86
Zscore: C9 People make comments to me that I consider ridiculous & insulting	-.65	1.82

Source: *Research Data, (2020)*

4.2.3.3 Univariate outlier check for the reactive in-expressive aggression

The third variable conceptualized as a measure of workplace aggression and, with potential to influence affective commitment among employees was reactive in-expressive aggression. This variable was examined using seven questionnaire items. Univariate outlier check revealed a lack of Univariate outliers in all items as shown the Z-scores within the interval [-3, 3] displayed in Table 4.4

Table 4.4: Z-Scores for reactive in-expressive aggression

	<u>Minimum</u>	<u>Maximum</u>
Zscore: D1 I have been verbally threatened and abused by a customer	-0.46	2.14
Zscore: D2 I have been threatened with a weapon	-1.20	2.53
Zscore: D3 I have been forced to accept liability for faults that are not mine	-0.59	1.68
Zscore: D4 I have been tribally discriminated and harassed	-0.61	1.63
Zscore: D5 I have been frustrated by employees at work	-0.70	1.43
Zscore: D6 I have been injured requiring medical assistance	-1.62	2.42
Zscore: D7 I have been assaulted resulting to minor injuries requiring first aid	-0.66	2.53

Source: *Research Data, (2020)*

4.2.3.4 Univariate outlier check for affective commitment

Affective commitment was conceptualized as the dependent variable in this study. Ten items were proposed to measure affective commitment among front line hotel employees. Examination of outliers in response scores directed towards the ten items revealed results shown in Table 4.5. A look at the Z-scores revealed that two items E1 and E8 had Univariate outliers as demonstrated by minimum Z-scores outside the recommended interval. The two items were subsequently removed leaving eight items as indicators of affective commitment.

Table 4.5: Z-Scores for affective commitment

	<u>Minimum</u>	<u>Maximum</u>
Zscore: E1 I feel a strong sense of belonging to the hotel.	-3.64	.63
Zscore: E2 I feel as if this hotel's problems are my own.	-1.66	1.16
Zscore: E3 I would be very happy to spend the rest of my career with this hotel.	-1.63	.98
Zscore: E4 This hotel has a great deal of personal meaning to me	-2.33	.80
Zscore: E5 I meet my goals and objectives at work	-2.61	.78
Zscore: E6 I exercise teamwork with my workmates	-2.72	.83
Zscore: E7 I extend extra shifts so as to meet my deadlines	-2.01	1.01
Zscore: E8 I feel responsible for the course of events at this hotel	-4.17	.69
Zscore: E9 I take frequent sick leaves so as to avoid going to work	-1.46	2.04
Zscore: E10 I rarely miss going to work	-1.57	1.03

Source: *Research Data, (2020)*

4.3 Descriptive Data Analysis

Descriptive data analysis targeted 3 five star hotels' frontline employees' background characteristics, and employees' views on the prevailing status of workplace aggression and affective commitment. The descriptive analysis also focused on interview responses from the participating departmental managers.

4.3.1 Demographic Information of the Respondents

In the course of this research, the demographic information of the respondents that was collected using the questionnaire was in view of the respondents' gender, age, highest education level, marital status, work tenure and department attached to. Results of the descriptive analysis of front line employees' demographic information are displayed in Table 4.6.

The results depicted the following information. Most of the frontline employees (63.3%) were females; large proportions of the respondents were in the age brackets 26 to 35 years (33.3%), 18 to 25 years (25.6%) and 36 to 45 years (25.0%). A

majority (50%) were single, while 36.7% were married. Education-wise, most of them (42.8%) were diploma holders, although 23.9% were degree holders. A majority of the employees (57.8%) were attached to the food and beverage department. However a good number (30.6%) were attached to the housekeeping department. Meanwhile, most of them (56.1%) had job tenure of between 1 to 3 years.

Table 4.6: Frontline employees' personal characteristics

		N	%
Gender	male	66	36.7%
	female	114	63.3%
Age	18-25 yrs	46	25.6%
	26-35 yrs	60	33.3%
	36-45 years	45	25.0%
	46-55 yrs	17	9.4%
	above 55 yrs	12	6.7%
Marital status	married	66	36.7%
	single	90	50.0%
	widowed	8	4.4%
	divorced	10	5.6%
	separated	6	3.3%
Highest Level of education	primary	14	7.8%
	Secondary	32	17.8%
	Diploma	77	42.8%
	Degree	43	23.9%
	Masters	14	7.8%
Department	Front office	21	11.7%
	Food and Beverage	104	57.8%
	House keeping	55	30.6%
Tenure	below 1 year	31	17.2%
	1-3 yrs	101	56.1%
	3-5 yrs	33	18.3%
	above 5 years	15	8.3%

Source: *Research Data, (2020)*

The results confirmed that there were disparities in gender of five star hotels frontline employees whereby females seem to be more than their male counterparts. Most of these employees are youthful with a majority being millennial and unmarried. Indeed,

the youth and more so those in generation Y have been known to lack commitment and were more likely to leave their organization (Pitts, Marvel & Fernandez, 2011).

4.3.2 Descriptive Analysis of prevailing levels of workplace aggression in five star hotels in Nairobi

The four study variables were examined in order to determine how frontline employees together with departmental managers perceived their experiences with them in the five star hotels under study. The descriptive statistics reported included the proportions of occurrences of the various workplace aggressions, affective commitment together with the mean response scores and associated standard deviations. The mean scores indicated typical responses while standard deviations were employed to capture the consistency with which employees responded to the items in question. Descriptive analyses also focused on themes emerging from interview responses made by departmental managers with regards to common forms of aggressions experienced, mechanisms used to manage them and policies put in place to address aggression in the hotels.

4.3.2.1 Proactive relational aggression as experienced in the hotels

Proactive relational aggression was examined to illuminate on their prevailing levels in the five star hotels. Respondents were asked to state how often the eight proactive relational aggression practices were experienced in the workplace. Results of the descriptive exploration (Table 4.7) yielded mean scores ranging from 1.31 to 1.74 and standard deviations in the range 0.561 to 0.909. The implication of these statistics was that frontline employees were consistent in their views that proactive relational aggression cases were always or quite often experienced in the hotels in question. Indeed, the high proportions indicating 'always' and 'often' confirmed that five star hotels under study were in mostly experiencing cases of sexual harassment, excessive

monitoring of employees, negative threats towards employees by customers; negative threats on hotel services from customers; withholding of necessary information from employees; unmanageable workloads; malicious rumours directed towards employees and negative gossip about them.

Table 4.7: Descriptive statistics for proactive relational aggression

	<u>Always</u>	<u>Often</u>	<u>Occasionally</u>	<u>Rarely</u>	<u>Mean</u>	<u>SD</u>
B1 Necessary information is withheld from me which makes my work more difficult	50.0%	44.4%	5.6%	0.0%	1.56	.600
B2 I am monitored excessively as compared to the rest.	31.7%	62.2%	6.1%	0.0%	1.74	.561
B3 I have been sexually harassed in the work place.	64.4%	18.9%	10.6%	6.1%	1.58	.909
B4 People spread malicious rumours about me	57.2%	35.0%	7.8%	0.0%	1.51	.639
B5 There is negative gossip about me.	48.3%	42.2%	9.4%	0.0%	1.61	.655
B6 I encounter repeated offensive remarks made about me and my private life.	76.1%	17.2%	6.7%	0.0%	1.31	.589
B7 A customer has ever threatened to comment negatively about our services.	41.1%	53.3%	5.6%	0.0%	1.64	.585
B8 I am given unmanageable work load. (BLACKMAIL)	77.8%	13.9%	8.3%	0.0%	1.31	.617

Source: *Research Data, (2020)*

These results affirm existence of aspects of proactive relational aggression in five star hotels in Nairobi central business district of Kenya. Employees are often harassed sexually, and are bullied by way of being overloaded by tasks that to some extent are unmanageable, and also through negative threats made by customers. Employees are however not blameless given that some of them engage in rumour mongering activities that end up compromising employee relationships. Interpersonal relationships between frontline employees of the hotels appeared to question the

negative gossip that was witnessed in the hotels. Questions also lingered with regards to the nature of assignments given to employees which seemed to amount to overload. The finding showing that frontline employees are often subjected to unmanageable workloads and persistent threats from customers for instance, amounts to bullying which as noted by Quine (1999) arises when employees lack support from the organization. Meanwhile, the established incidences of sexual harassment are consistent with findings which show that it is an emerging concern in organizations (Berdahl, 2011).

4.3.2.2 Reactive expressive aggression as experienced in five star hotels.

Reactive expressive aggression as a component of workplace aggression was explored in order to determine ways through which it manifests in five star hotels in Nairobi central business district. In other words, the researcher sought to find out how often frontline employees experience incidences of reactive expressive aggression in their workplace. Results as presented in Table 4.8 indicated that reactive expressive aggression was a feature which if not always experienced, was often felt among frontline employees drawn from five star hotels in Nairobi central business district. The mean response scores ranged from 1.53 to 1.92, and the standard deviations ranged from 0.379 to 0.809. These statistics are testament to the fact that frontline employees were consistent in their opinion that the identified reactive expressive aggression practices were always or often experienced in the workplace.

The proportion of employee responses indicated that cases of ridiculing and insulting comments directed towards employees; employee attempts to engage in conversations being met with silence; sarcastic statements being directed towards employees; verbal insults, and nasty comments on employees made by customers were always being experienced in the five star hotels in question. On the contrary, employees being

branded nasty names; employees being targets of practical jokes, and undervaluing results of employees' work were often being experienced.

Table 4.8: Descriptive statistics for reactive expressive aggression

	<u>Always</u>	<u>Often</u>	<u>Occasionally</u>	<u>Mean</u>	<u>SD</u>
C1 I am insulted verbally in the workplace	46.1%	38.9%	15.0%	1.69	.719
C2 A customer made nasty comments about me in public	44.4%	37.2%	18.3%	1.74	.750
C3 I get reactions from others that I work unnecessarily too hard	46.1%	35.6%	18.3%	1.72	.755
C4 Sarcastic statements are about me at workplace	60.6%	19.4%	20.0%	1.59	.803
C5 My attempt to engage in conversations are met with silence	60.6%	18.9%	20.6%	1.60	.809
C6 The result of my work is undervalued	18.3%	76.7%	5.0%	1.87	.466
C7 I am a target of practical jokes	20.0%	75.0%	5.0%	1.85	.478
C8 I am being nasty names within the workplace	11.7%	85.0%	3.3%	1.92	.379
C9 People make comments to me that I consider ridiculous &insulting	67.2%	12.8%	20.0%	1.53	.808

Source: *Research Data, (2020)*

The implication of these results is that reactive expressive aggression directed towards frontline employees is a rampant practice in five star hotels located in Nairobi central business district. Various cases of reactive practices are experienced among frontline employees thereby compromising emotional attachments' towards the hotels. A lot of teasing and mockery are witnessed among employees making the work climate to be negative. Besides, the finding showing ridicule and insult to frontline employees is indeed a matter of concern given that insult has been found to be offensive, and an avenue of low self-esteem among individuals (Einarsen, 2005). Moreover, the finding showing cases of sarcasm do not bode well with employees' commitment. Sarcasm has been associated with a form of mockery which is bound to be quite hurtful and may lead to loss of morale (Heery *et al.*, 2005).

4.3.2.3 Reactive in-expressive aggression as experienced in five star hotels

Reactive in-expressive aggression was conceptualized as the third component of workplace aggression with potential to influence affective commitment among frontline employees working in five star hotels located in the Nairobi central business district. The researcher through descriptive analysis sought to establish from frontline employees the nature of reactive in-expressive practices experienced in the workplace, and the frequency of occurrence of such practices. Results of the analysis as displayed in Table 4.9 revealed that mean response scores ranged between 1.18 and 2.61 while, standard deviations were in the closed interval [0.383, 0.989].

The large proportions of responses made confirmed that frontline employees of the hotels stated that cases of employees frustrating each other; being forced to accept liability for faults not committed; verbal threats and abuses by customers and tribal discrimination and harassment either occurred always or often. On the contrary, practices such as injury requiring medical assistance; assault causing minor injuries requiring first aid; and being threatened with weapons were experienced on occasional or rare cases.

Table 4.9: Descriptive statistics for reactive in-expressive aggression

	<u>Always</u>	<u>Often</u>	<u>Occasionally</u>	<u>Rarely</u>	<u>Never</u>	<u>Mean</u>	<u>SD</u>
D1 I have been verbally threatened and abused by a customer	82.2%	17.8%	0.0%	0.0%	0.0%	1.18	.383
D2 I have been threatened with a weapon	27.8%	53.9%	12.2%	6.1%	0.0%	1.97	.804
D3 I have been forced to accept liability for faults that are not mine	73.9%	26.1%	0.0%	0.0%	0.0%	1.26	.440
D4 I have been tribally discriminated and harassed	72.8%	27.2%	0.0%	0.0%	0.0%	1.27	.446
D5 I have been frustrated by employees at work	67.2%	32.8%	0.0%	0.0%	0.0%	1.33	.471
D6 I have been injured requiring medical assistance	7.8%	47.2%	27.2%	12.2%	5.6%	2.61	.989
D7 I have been assaulted resulting to minor injuries requiring first aid	65.6%	11.1%	18.9%	4.4%	0.0%	1.62	.940

Source: *Research Data, (2020)*

The essence of these results is that although there are elements of reactive in-expressive aggression at the workplace in the stated hotels, physical assault is not so common. This is consistent with findings by Hogh *et al.*, (2003) who found that in the Danish context only 50 out of 1857 employees or an equivalent of 2.7% of employees were exposed to workplace assault. Nevertheless, work place harassment in the form of frustrations among individual employees; being forced to accept liability for faults not committed; and being abused and threatened by customers appeared to be frequent occurrences. This could be detrimental to employees' affective commitment in the sense that harassment has been attributed to negative outcomes such as depression, anxiety and dissatisfaction (Keashly, 1998).

4.3.2.4 Affective commitment among frontline employees in five star hotels

Affective commitment among frontline employees drawn from five star hotels located in the Nairobi central business district was conceptualized as the dependent variable in this study. Affective commitment was explored in order to determine the prevailing status of affective commitment among employees. Respondents were asked to indicate the frequency with which they abided by the identified affective commitment practices. Results presented in Table 4.10 yielded mean response scores ranging from 2.83 to 4.57, with associated standard deviations ranging from 0.563 to 0.991. The nature of the high mean scores and small standard deviations implied that affective commitment among frontline employees in five star hotels in the study area was very minimal.

From the percentage response scores among the employees, it was apparent that employees hardly or rarely did the following: exercised teamwork with workmates, felt responsible for the way events were unfolding in the hotels; saw the hotels as having meaning to them; met their goals and objectives; wished to spend the rest of their career with the hotel; and extended extra shifts to meet deadlines. Besides, employees noted that they often faked sick leaves just to be away from work.

Table 4.10: Descriptive statistics for affective commitment

	<u>Always</u>	<u>Often</u>	<u>Occasionally</u>	<u>Rarely</u>	<u>Never</u>	<u>Mean</u>	<u>SD</u>
E2 I feel as if this hotel's problems are my own.	0.0%	0.0%	17.8%	46.7%	35.6%	4.18	.710
E3 I would be very happy to spend the rest of my career with this hotel.	0.0%	0.0%	20.0%	35.0%	45.0%	4.25	.769
E4 This hotel has a great deal of personal meaning to me	0.0%	0.0%	7.8%	35.6%	56.7%	4.49	.639
E5 I meet my goals and objectives at work	0.0%	8.3%	3.3%	37.2%	51.1%	4.31	.886
E6 I exercise teamwork with my workmates	0.0%	0.0%	3.3%	40.0%	56.7%	4.53	.563
E7 I extend extra shifts so as to meet my deadlines	0.0%	1.1%	15.0%	42.2%	41.7%	4.24	.745
E9 I take frequent sick leaves so as to avoid going to work	0.0%	52.2%	19.4%	21.7%	6.7%	2.83	.991
E10 I miss going to work	0.0%	0.0%	21.1%	36.7%	42.2%	4.21	.769

Source: *Research Data, (2020)*

The results clearly show a lack of affective commitment among employees. Findings showing that employees never or rarely feel a strong sense of belonging to the hotels, extent extra shifts so as to meet deadlines and also do not or rarely feel responsible for the course of events in the hotels point to lack of emotional attachment to the hotels among them. This is a clear indication of lack of affective commitment among the frontline employees. Moreover, inability to work as teams and desire not to spend the rest of their careers in the hotels show an element of dissatisfaction among them. Indeed, employee satisfaction and team commitment have been associated with organizational citizenship behaviour, which is a facet of affective commitment (Foote, 2009).

Moreover, the results showing lack of the sense of belonging, apathy towards course of events within the hotels, and faking sick leaves for purposes of being away from work is testament of lack of attachment among the employees. This brings into question the capability of hotels in question to guarantee the personal needs that employees require in order to feel attached (Roy & Rioux, 2012). It was therefore necessary to examine whether the reported levels of workplace aggression in terms of proactive relational, reactive expressive and reactive in-expressive had any linkage with the reported lack of affective commitment among frontline employees of the hotels.

4.4 Factor Analysis

According to Foster 2001, describes factor analysis as a technique which aims to simplify complex sets of data by analysing the correlations between them. It is designed to simplify the correlation matrix and reveal a small number of factors which can explain the correlations. A factor also explains the variance in the inter-correlation matrix where by the amount of variance explained is known as the Eigen value for the factor. Therefore in this study factor analysis was used for each of the variables so as to reduce the number of items on each of the variables for ease of presentation, analysis, interpretation and discussion of the significant factors of the study.

4.4.1 Proactive Relational Aggression

Using a five Likert scale the respondents in this study were asked to give their opinion on how proactive relational aggression affected their level of affective commitment. Table 4.11 below shows the KMO (Kaiser Meyer Olkin) and Bartlett's test. The KMO measure of sampling adequacy indicates a value of 0.653, which is above the

minimum required value of 0.5 measure of sampling accuracy. Which means that the sample size used for the study was adequate for the variables used in the research instrument. Bartlett's test of sphericity yielded a value of 508.213 that was used to test the adequacy of the correlation matrix with a significance level of 0.001. The findings implied that the factor analysis was appropriate for the study and that there was a relationship among the variables used during the study. This was meant for the purpose of testing the adequacy of the correlation matrix.

Table 4.11: KMO and Bartlett's Test for proactive relational aggression

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.653
Bartlett's Test of Sphericity	Approx. Chi-Square	508.213
	Df	28
	Sig.	.000

Source: *Research Data*, (2020)

The table 4.12 below shows the total variance explained for proactive aggression. From the results of this study the Eigen values associated with proactive relational aggression factors, the percentage of total variance accounted for by each factor as well as the accumulative percentage of the total variance accounted for by the factors were obtained. From the research instrument eight factors were brought out where by three variables were obtained for rotation that carries the weight in explaining proactive relational aggression. The table 4.12 below shows the three factors accounted for 38.9%, 18.8%, and 14.0% with a cumulative percentage of 71.8. The rest of the factors accounted for approximately 28.2% of the variance. From these findings, the researcher felt that a model with three factors may be adequate to represent the data.

Table 4.12: Total variance explained for proactive relational aggression

Component	Total Variance Explained					
	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.118	38.980	38.980	2.430	30.369	30.369
2	1.505	18.813	57.793	2.065	25.809	56.178
3	1.128	14.097	71.890	1.257	15.712	71.890

Extraction Method: Principal Component Analysis.

Source: *Research Data*, (2020)

Table 4.13 below shows the rotated component matrix that presents three factors of SQ after Varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. The three components explain a total of variables grouped into each of the three principal components (factors). Components: 1-workplace gossip, 2- psychological harassment and 3- Mental torture. The interactions converged in 5 iterations. The components were rotated using Varimax Criterion to reduce the multi-Collinearity and hence account for 100% of the variance.

Table 4.13: Rotated component matrix of proactive relational aggression

	Component		
	1	2	3
B1 Necessary information is withheld from me which makes my work more difficult	.881		
B5 There is negative gossip about me.	.831		
B4 People spread malicious rumours about me	.808		
B3 I have been sexually harassed in the work place.		.852	
B8 I am given unmanageable work load. (BLACKMAIL)		.796	
B6 I encounter repeated offensive remarks made about me and my private life.		.767	
B7 A customer has ever threatened to comment negatively about our services.			.907
B2 I am monitored excessively as compared to the rest.			.635

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Source: *Research Data*, (2020)

4.4.2 Reactive Expressive Aggression

Reactive expressive aggression was captured through statements on a 5-point Likert scale. The KMO measure of sampling accuracy indicated a KMO of .611 which was above the minimum 0.5. This implied that the sample size was adequate for the variables entered in the analysis. Bartlett's test of sphericity was used to test the adequacy of the correlation matrix. The study yielded a value of 1495.735 and associated level of significance smaller than 0.001 as indicated in table 4.14 below. Therefore the findings implied that factor analysis was appropriate for the study.

Table 4.14: KMO and Bartlett's Test for reactive expressive aggression

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.611
Bartlett's Test of Sphericity	Approx. Chi-Square	1495.735
	Df	36
	Sig.	.000

Source: *Research Data, (2020)*

For reactive expressive aggression, nine factors were computed from the research instruments. Not all factors were useful in representing the list of variables. Using the criterion of retaining only factors with Eigen values of 1 or greater, the first 3 factors were retained for rotation. These 3 factors accounted for 34.11%, 29.61% and 18.94% of the total variance respectively. This is 81% of the total variance attributed to the three factors. The remaining factors accounted for approximately 18.1% of the variance. Therefore the model with three factors may be adequate to represent the data as indicated in table 4.15 below.

Table 4.15: Total variance explained for reactive expressive aggression

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.071	34.117	34.117	2.684	29.819	29.819
2	2.616	29.063	63.180	2.555	28.384	58.204
3	1.688	18.761	81.941	2.136	23.737	81.941

Extraction Method: Principal Component Analysis.

Source: *Research Data, (2020)*

Table 4.16 shows the rotated component matrix that presents three factors after Varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. These three components explain a total of variables grouped into each of the three components namely: 1.workplace intimidation, 2.workplace discrimination and 3. Workplace ignominy. The components were rotated using Varimax Criterion to reduce the multi-Collinearity and hence account for 100% of the variance.

Table 4.16: Rotated component matrix of reactive expressive aggression

	Rotated Component Matrix ^a		
	Component 1	Component 2	Component 3
C9 People make comments to me that I consider ridiculous &insulting	.954		
C5 My attempt to engage in conversations are met with silence	.945		
C4 Sarcastic statements are about me at workplace	.920		
C6 The result of my work is undervalued		.960	
C7 I am a target of practical jokes		.906	
C8 I am being nasty names within the workplace		.891	
C2 A customer made nasty comments about me in public			.962
C3 I get reactions from others that I work unnecessarily too hard			.956
C1 I am insulted verbally in the workplace			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Source: *Research Data, (2020)*

4.4.3 Reactive Inexpressive Aggression

Reactive inexpressive was administered through statements on a 5- point Likert scale. The table 4.17 below shows the results obtained from the analysis. From the table below a KMO measure of sampling accuracy of .0659 was extracted. This result is above the minimum threshold of 0.5. That meant that the sample size was adequate for the variables entered into the analysis. The Bartlett's test of sphericity that was used to test the adequacy of the correlation matrix yielded a value of 431.754 at a significant level of 0.001. This findings indicated that factor analysis was adequate for the study.

Table 4.17: KMO and Bartlett's Test for reactive inexpressive aggression
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.659
Bartlett's Test of Sphericity	Approx. Chi-Square	431.754
	Df	21
	Sig.	.000

Source: *Research Data, (2020)*

Seven factors were computed for reactive inexpressive aggression, not all factors were useful in representing the list of variables using the. Using the criterion of retaining only factors with Eigen values of 1 or greater, the first 2 factors were retained for rotation. These factors accounted for 41.03%, and 21.92% of the total variance respectively. This is almost 63.76% of the total variance attributed to the two factors. The remaining factors account for approximately 36.3% of the variance. Thus, a model with two factors may be adequate to represent the data.

Table 4.18: Total variance explained for reactive inexpressive aggression

Component	Total Variance Explained					
	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.929	41.838	41.838	2.394	34.199	34.199
2	1.535	21.928	63.766	2.070	29.567	63.766

Extraction Method: Principal Component Analysis.

Source: *Research Data, (2020)*

Table 4.19 shows the rotated component matrix that presents two factors after Varimax rotation. The clustering of the items in each factor and their wording offer the best clue as to the meaning of the factors. These two components explain a total of variables grouped into each of the two principal components namely: 1. Oppressing factors and 2. Physical harm factors. The components were rotated using Varimax Criterion to reduce the multi-Collinearity and hence account for 100% of the variance.

Table 4.19: Rotated component matrix of reactive in expressive aggression

	Rotated Component Matrix ^a	
	Component 1	Component 2
D1 I have been verbally threatened and abused by a customer	.859	
D4 I have been tribally discriminated and harassed	.767	
D5 I have been frustrated by employees at work	.696	
D3 I have been forced to accept liability for faults that are not mine	.660	
D2 I have been threatened with a weapon		.848
D6 I have been injured requiring medical assistance		.795
D7 I have been assaulted resulting to minor injuries requiring first aid		.699

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Source: *Research Data, (2020)*

4.4.4. Affective Commitment

From the table 4.20, the test of adequacy of the variables used in measuring Affective commitment components were captured through statements on a 5- point Likert scale.

The study yielded a KMO of .668. This implies the sample size was adequate for the variables entered into analysis. In Bartlett's Test of Sphericity the indicators yielded a variance 354.600 at a significant level of 0.001. This means that the test for adequacy of the correlation matrix and the findings were that factor analysis was adequate for the study and that there was a relationship among the variables used.

Table 4.20: KMO and Bartlett's Test for affective commitment

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.668
Bartlett's Test of Sphericity	Approx. Chi-Square	354.600
	Df	28
	Sig.	.000

Source: *Research Data, (2020)*

For Affective commitment, three factors were computed, but not all the factors were useful in representing the list of variables. Using the criterion of retaining only factors with Eigen values of 1 or greater, the first three factors were retained for rotation. These three factors accounted for 32.44%, 20.08% and 13.41% of the total variance respectively. This is a 65.93% of the total variance attributed to the factors. The remaining factors account for 34.1% of the variance. Thus, a model with three factors may be adequate to represent the data.

Table 4.21: Total variance explained for affective commitment

Component	Total Variance Explained					
	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.595	32.440	32.440	2.291	28.637	28.637
2	1.606	20.081	52.521	1.908	23.847	52.483
3	1.073	13.413	65.933	1.076	13.450	65.933

Extraction Method: Principal Component Analysis.

Source: *Research Data, (2020)*

Table 4.22 shows the rotated component matrix that presents three factors after Varimax rotation. The clustering of the items in each factor and their wording offer

the best clue as to the meaning of the factors. These three components explain a total of variables grouped into each of the three principal components namely: 1.Sportsmanship 2.Civic virtue and 3.Absenteeism the interactions converged in three iterations. The components were rotated using Varimax Criterion to reduce the multi-Collinearity and hence account for 100% of the variance.

Table 4.22: Rotated component matrix of affective commitment

Rotated Component Matrix^a			
	Component		
	1	2	3
E6 I exercise teamwork with my workmates	.884		
E4 This hotel has a great deal of personal meaning to me	.870		
E5 I meet my goals and objectives at work	.820		
E3 I would be very happy to spend the rest of my career with this hotel.		.739	
E2 I feel as if this hotel's problems are my own.		.724	
E10 I miss going to work		.642	
E7 I extend extra shifts so as to meet my deadlines		.624	
E9 I take frequent sick leaves so as to avoid going to work			.862
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			

a. Rotation converged in 4 iterations.

Source: *Research Data, (2020)*

4.5 Inferential Analysis

The study conceptualized that workplace aggression measured via proactive relational, reactive expressive, and reactive in-expressive forms had direct effects on employees' affective commitment. The purpose of inferential statistics is to draw conclusions about a population on the basis of information that has been collected on a sample (Rachad, 2003).

4.5.1 Testing for independence of observations

Testing for independence of observations, which is also known as serial correlation, was realized through the use of the Durbin-Watson (DW) test. Under this test, correlation of regression residuals of adjacent observations is easily detected (Hair *et al.*, 2014). An examination of the model summaries of the regression of affective commitment on each of the three aggression variables yielded the DW statistics displayed in Table 4.23. From the results, all the three DW statistics representing each of the predictor variables were in the recommended interval of [1.5, 2.5]. This shows that the assumption of independence of observations was upheld.

Table 4.23: Results of Test of Independence of Observations

Variable	Std. Error of the Estimate	Durbin-Watson
Proactive relational aggression	.24793	2.128
Reactive expressive aggression	.22277	2.070
Reactive in-expressive aggression	.22826	1.857

Source: *Research Data*, (2020)

4.5.2 Testing for Linearity

Chen (2016) posits that linearity assumes that besides independent variables being collectively linearly related to the dependent variable, each of the independent variables is linearly related to the dependent variable on its own. Consequently, partial regression plots were employed to establish existence of linearity between the three workplace aggression variables and affective commitment. A line of best fit was fitted through the band to show the nature of linearity.

4.5.3 Proactive relational aggression

The partial regression plot for regressing affective commitment on proactive relational aggression presented in Fig. 4.1 shows a linear relationship between affective

commitment and proactive relational aggression. The nature of the relationship was indirect with a slope of -0.21.

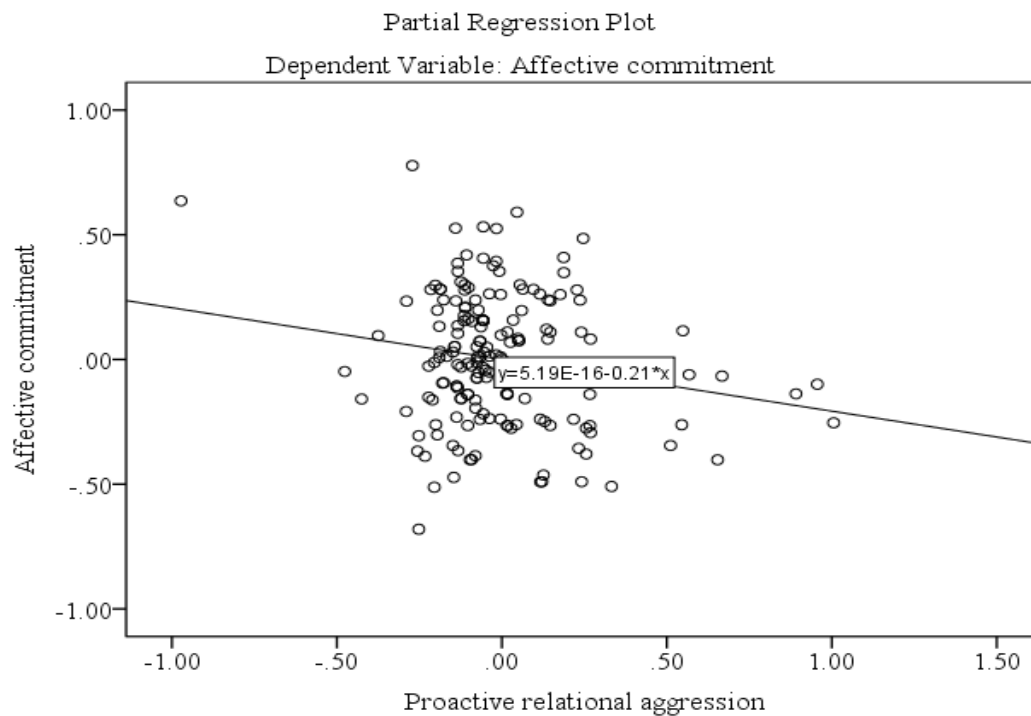


Figure 4.1: Proactive relational aggression partial regression plot

4.5.4 Reactive expressive aggression

The partial regression plot for regressing affective commitment on reactive expressive aggression also depicted existence of an indirect linear relationship with a slope of -0.45 (Fig. 4.2).

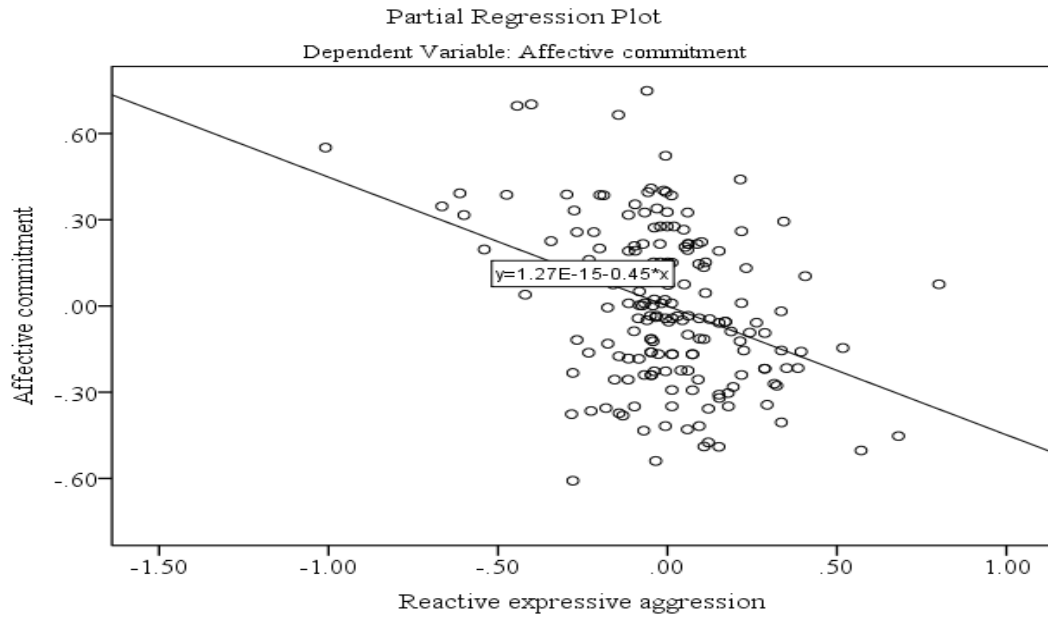


Figure 4.2: Reactive expressive aggression partial regression plot

4.5.5 Reactive in-expressive aggression

The partial regression plot for regressing affective commitment on reactive in-expressive aggression was equally found to depict existence of an indirect linear relationship (Fig. 4.3). The slope of the linear relationship was -0.27.

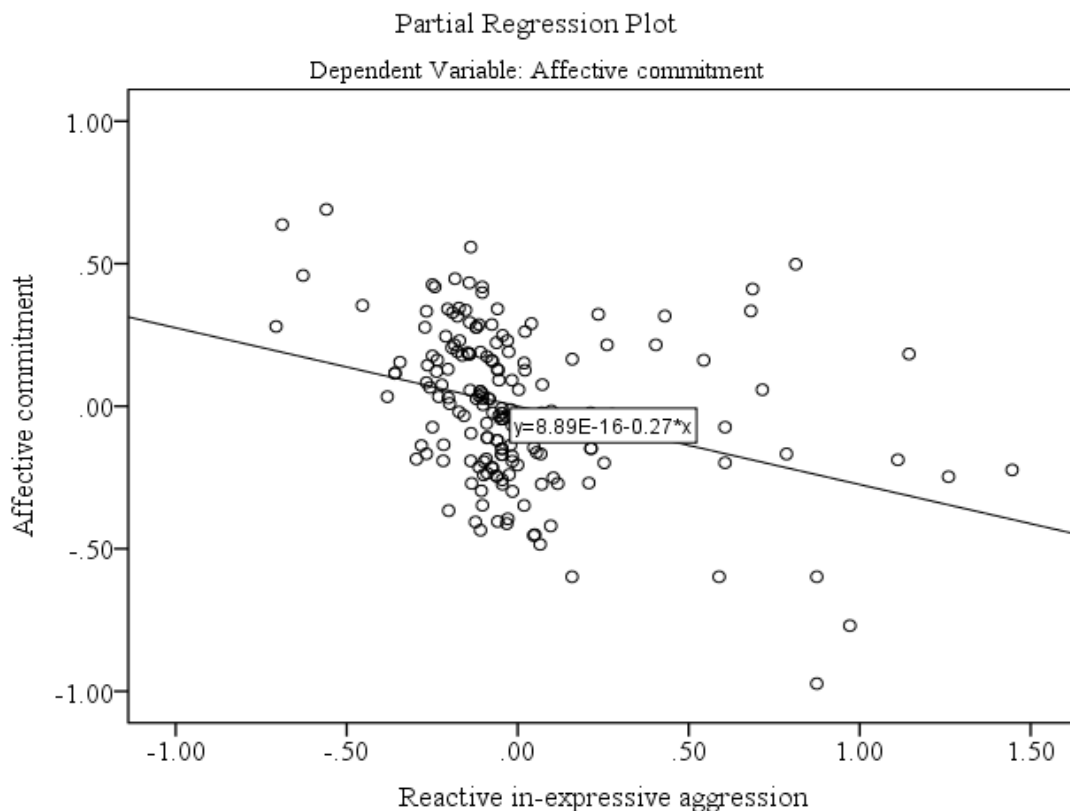


Figure 4.3: Reactive in-expressive aggression partial regression plot

4.5.6 Testing for homogeneity of variances

Homogeneity of variance ranks as another multiple regressions assumption that requires being satisfied (Tabachnick & Fidell, 2013). According to Tabachnick and Fidell, multiple regressions are run well if uniform variability exists in the dependent variable relative to the respective independent variables. Consequently, the researcher employed Levene's test to examine existence of homogeneity of variances. Under this test, the researcher assumed that the variance of affective commitment was equal across groups defined by workplace aggression variables. Results of the Levene's test displayed in Table 4.24 revealed that at the 5% level of significance, none of Levene's statistics was significant (all p values were above 0.05). The assumption of homogeneity of variances was therefore upheld.

Table 4.24: Results of Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Proactive relational aggression	1.359	4	175	.250
Reactive expressive aggression	1.973	4	175	.101
Reactive in-expressive aggression	1.195	4	175	.315

Source: *Research Data, (2020)*

4.5.7 Testing for the Presence of Multicollinearity

Multicollinearity is a condition which occurs when two or more independent variables have high correlations with each other (Hair *et al.*, 2014). When multicollinearity exists, it becomes difficult to identify the actual independent variables that contribute to the variance explained in the dependent variable. Consequently, the researcher employed tolerance and variance inflation factors (VIF) to test for the presence of multicollinearity. Results were then interpreted on the basis that, VIF values above 5 related to presence of multicollinearity while those below or equal to 5 signified lack of multicollinearity (Kock & Lynn, 2012). The resulting output (Table 4.25), confirmed that tolerance values were all above 0.1 [0.415, 0.579] and VIF statistics were all below the threshold value of 5 [1.727, 2.411]. Data were therefore devoid of multicollinearity issues.

Table 4.25: Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Proactive relational aggression	.544	1.840
Reactive expressive aggression	.415	2.411
Reactive in-expressive aggression	.579	1.727

a. Dependent Variable: Affective commitment

Source: *Research Data, (2020)*

4.5.8 Testing for normality among regression residuals

The normal p-p plot of standardized residuals of expected cumulative probabilities against observed cumulative probabilities was employed to test whether residuals were normally distributed. It is posited that statistical significance determination requires regression residuals or predictive errors to be normally distributed (Laerd Statistics, 2015). In using the normal p-p plot, residuals were deemed to be normally distributed if they were aligned along the diagonal line. Results displayed in figure 4.4 confirmed that residuals were aligned along the diagonal and therefore the normality assumption was met.

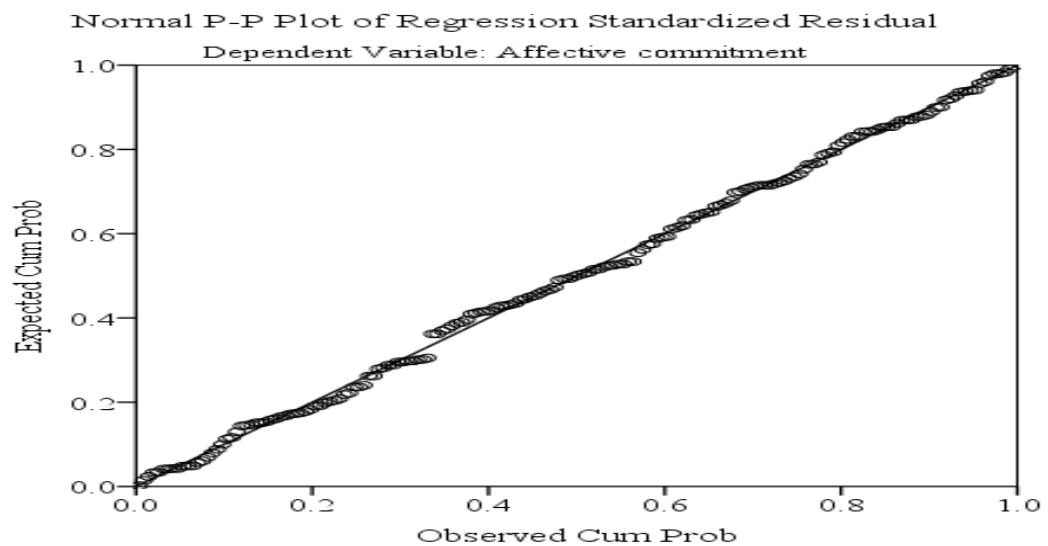


Figure 4.4: Normality test results

4.6 Bivariate Correlation Analysis

Correlation analysis is often regarded as a precursor to regression analysis (Schober, Boer & Schwarte, 2018). Bivariate correlations were therefore run between pairs of the independent variables and dependent variables; and among the independent variables. Results presented in Table 4.26 show that there were statistically significant correlations between workplace aggression variables and affective commitment and, among workplace aggression variables. Existence of correlations between workplace

aggression variables and affective commitment confirmed that they were related and paved way for multiple regressions to be conducted to establish the nature of the causal relationship.

Table 4.26: Bivariate Correlations

		Proactive relational	Reactive expressive	Reactive in-expressive	Affective
Proactive relational aggression	Pearson Correlation	1			
Reactive expressive aggression	Pearson Correlation	.672**	1		
	Sig. (2-tailed)	.000			
Reactive in-expressive aggression	Pearson Correlation	.485**	.645**	1	
	Sig. (2-tailed)	.000	.000		
Affective commitment	Pearson Correlation	-.587**	-.711**	-.643**	1
	Sig. (2-tailed)	.000	.000	.000	

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

Source: *Research Data*, (2020)

4.7 Testing for Effects

Testing for effects was conducted for the variables. In this case the three workplace aggression variables were tested on affective commitment.

4.7.1 Testing for the effects of workplace aggression variables.

Three hypotheses were put forward to examine the effects of the three workplace aggression variables on affective commitment in the five star hotels under study. This study yielded an R-value of 0.778 and an R Square value of 0.606. This signified that affective commitment was explained by 60.6% of workplace aggression variables.

Table 4.27: Model Summary^c

Model	R	Adjusted R Square		Std. Error of the Estimate	R Square Change	Change Statistics			Durbin-Watson	
		R Square	R Square			F	df1	df2		Sig. F Change
1	.778 ^a	.606	.585	.25030	.456	65.564	3	170	.000	1.960

a. Predictors: (Constant), Proactive relational, Reactive in-expressive, Reactive expressive

b. Dependent Variable: Affective commitment

Source: *Research Data, (2020)*

Table 4.28 presents the resulting regression coefficients when affective commitment was regressed on workplace aggression.

Table 4.28: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	5.300	.195		27.166	.000		
Proactive relational	-.196	.080	-.161	-2.446	.015	.535	1.871
Reactive expressive	-.443	.084	-.397	-5.246	.000	.404	2.477
Reactive in-expressive	-.246	.060	-.270	-4.079	.000	.529	1.890

a. Dependent Variable: Affective commitment

Source: *Research Data, (2020)*

4.7.2 Testing the effect of proactive relational aggression on affective commitment

Hypothesis H₀₁ presumed that proactive relational aggression had no significant relationship with affective commitment. The bivariate correlation confirmed that proactive relational aggression was negatively correlated with affective commitment ($r=-0.587$). The subsequent regression coefficient indicated that proactive relational aggression had a significant and negative effect on affective commitment $b=-0.196$, t

(170) = -2.446, $p < 0.05$. The implication of these findings is that an increase in 1 unit of proactive relational aggression at the workplace was likely to reduce affective commitment among frontline employees of five star hotels in Nairobi central business district by 0.196 units. The hypothesis was not supported.

4.7.3 Testing the effect of reactive expressive aggression on affective commitment

Hypothesis H₀₂ posited that reactive expressive aggression had no significant relationship with affective commitment. From the bivariate analysis results in Table 4.26, reactive expressive aggression had a negative and significant correlation with affective commitment, $r = -0.711$, $p < 0.001$. The resulting regression coefficient (Table 4.26) confirmed that this relationship was of a causal nature; negative and significant, $b = -0.443$, $t(170) = -5.246$, $p < 0.001$. Clearly from the results, an increase of one unit in reactive expressive aggression causes a decline of 0.606 units in affective commitment among frontline employees of the five star hotels under study. The hypothesis was also not supported.

4.7.4 Testing the effect of reactive in-expressive aggression on affective commitment

Hypothesis H₀₃ presupposed that reactive in-expressive aggression had no significant relationship with affective commitment among frontline employees drawn from five star hotels. Bivariate correlation (Table 4.26) revealed that reactive in-expressive aggression had a negative and significant correlation with affective commitment, $r = -0.643$, $p < 0.001$. Moreover, the corresponding regression coefficient (Table 4.28) indicated that the relationship between the two variables was causal such that, reactive in-expressive aggression impacted negatively and significantly on affective commitment, $b = -0.246$, $t(170) = -4.079$, $p < 0.001$. The absolute values of t indicated

that reactive expressive aggression had the biggest impact on affective commitment, followed by reactive in-expressive and proactive relational in that order.

4.7.5 Model Formulation

To model the regressions, the researcher conceptualized that affective commitment was a function of frontline employees' and the respective workplace aggression components. The results of the model revealed that affective commitment (AC) was indeed a function of frontline employees, proactive relational aggression (PRA), reactive expressive aggression (REA), and reactive in-expression aggression (RIA). From model 2, these three were found to be statistically significant. Consequently, the function was modelled as shown in equation 4.1

$$Y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \varepsilon$$

This was computed as;

$$Y = 5.3 + 0.35A - 0.196 \text{ PRA} - 0.443 \text{ REA} - 0.246 \text{ RIA} + \varepsilon \quad \dots\dots\dots \text{eqn. 4.1}$$

4.7.6 Summary of Hypotheses Test Results

Three hypotheses were formulated to examine the relationship between the three workplace aggression components with affective commitment among frontline employees of five star hotels operating in Nairobi central business district. Table 4.29 presents the respective hypotheses, regression coefficients with corresponding p-values and the conclusion made on the strength of the null hypothesis.

Table 4.29: Summary of hypotheses tests

<u>Hypothesis</u>	<u>Regression weight</u>	<u>Conclusion</u>
H₀₁: Proactive relational aggression has no significant relationship with affective commitment among frontline employees drawn from five star hotels	b=-0.196, p<0.05	Reject
H₀₂: reactive expressive aggression has no significant relationship with affective commitment among frontline employees drawn from five star hotels	b= -0.443, p<0.001	Reject
H₀₃: reactive in-expressive aggression has no significant relationship with affective commitment among frontline employees drawn from five star hotels	b = -0.246, p<0.001	Reject

Source: *Research data, (2020)*

4.8 Thematic Analysis of Results of Interviews with Departmental Managers

Four items on the departmental manager's interview schedule were used to probe their views regarding workplace aggression in the respective five star hotels. The interviews were recorded and later transcribed for analysis. Thematic analysis was then used to draw out themes on topical issues. First and foremost, participants were asked whether any forms of aggression were experienced in their respective hotels, and if so, to explain the common forms. From the transcriptions, it emerged that aggression was experienced across the three five star hotels from which the managers were drawn. On the question of most common forms of aggression, three themes were discerned.

4.8.1 Employee and employee form of aggression

The first theme that came out of the transcribed narratives was that of employee to employee aggression. Some of the narratives cited literally from managers were:-

"...we experience cases of insults and humiliations among employees. Employees who feel superior hide necessary information from those they belittle in order to cause trouble for them" (DM1).

"...waah...there are many employees using negative words against one another. This really demoralizes those affected" (DM7)

“We handle so many cases of employees reporting bullying and lack of respect from their colleagues” (DM3)

“...there is a habit of employees spreading rumours and making offensive remarks against each other....words such as ‘you add no value’ have been cited” (DM5)

“...cases of sexual harassment are very common especially directed towards our female employees. We receive so many complains” (DM6).

From the above verbatim it is obvious that aggression experienced between employees is often due to personal ‘egos’ such as superiority and inferiority complex.

4.8.2 Employee and customers form of aggression

The second theme that was discerned reflected aggression between employees and customers. This was manifested in narratives such as:-

“...some customers act extremely rude to employees when they feel that the service rendered is not to the required standard. However, but our employees sometimes pester customers for tips which can be annoying” (DM4)

“...customer’s occasionally come with negative attitude and end up teasing and mocking employees. This often brings about ugly scenes” (DM2)

“...sometimes employees delay in taking orders which angers some customers who take it upon themselves to raise hell” (DM6).

“Often we experience customers who shout and make unwarranted threats to our employees. This causes unnecessary tension” (DM7).

From the above narratives it is evident that aggression among employees and customers is due to customer’s perception of the service in that when it fails they feel undervalued.

4.8.3 Employee and managers forms of aggression

The third theme that was discerned in relation with forms of aggression in five star hotels located in Nairobi central business district related to aggression between employees and the management. This theme was highlighted in the following narratives as cited verbatim.

“...we occasionally receive reports of employees being bullied by immediate supervisors. Such bullying normally manifests in form of being overworked”. (DM1)

“...in certain instances, employees have shown disrespect to managers leading to them being humiliated in front of others” (DM5)

“The issue of delayed payments has seen employees hurt insults to the management. This has often killed the working spirit among employees” (DM3)

“Sometimes employees don’t perform assigned duties as required. This leads to harassment from immediate supervisors” (DM4)

“...we get a lot of complains on employees getting threats from supervisors for not giving into unrealistic demands” (DM2)

From the above verbatim it is apparent that aggression between employees and the management is mainly occasioned by delay in payment, and supervisors wanting to take advantage of their subordinates.

4.8.4 Mechanisms that manage aggression

Participants were asked to enumerate mechanisms which the five star hotels have put in place to manage aggression. Themes such as teamwork, transformative leadership, information sharing and team building were identified as common mechanisms advanced to manage workplace aggression. Typical narratives included:-

“...we encourage employees to work together and to try and understand each other. In addition, we organize team building excursions intended to bring employees closer to each other” (DM4)

“We encourage self-managed teams through which management shifts to employees. We realize that there are many benefits that could accrue from pursuing this team approach” (DM7)

“...we insist on employees and management to live as a family while in the workplace. In fact we have put in place sanctions that bars harassment such as termination or suspension without pay” (DM2)

“...we implement transformational leadership in that we inspire employees and motivate them around a shared vision” (DM5)

“Information sharing among employees and between employees and the management is considered primal in our hotel. This way, employees are able to participate in decisions aligned to the running of the hotel: (DM3)

In order to control workplace aggression managements of the hotels have put in place mechanisms to enhance teamwork, transformational leadership, information sharing, and team building. In this way, it is envisaged that the levels of aggression particularly involving employee to employee and employee to management can be reduced.

4.8.5 Policies put to manage aggression

Participants were asked to indicate whether there were policies in place to govern workplace aggression in five star hotels in the Nairobi central business district. From the transcribed narratives, it appeared that most of the hotels may not be having policies in place to distinctively handle aggression. However, what is in place appears like mitigation strategies, as determined by the following typical narratives.

“We respond to and where possible, resolve incidents, ideally before they escalate. We also treat any reports on work related violence, threats or abuse very serious and respond to them promptly” (DM5)

“...any person found to be aggressive either to colleagues or customers is suspended or terminated from work” (DM1)

“We expect that whenever possible, the aggrieved party be directed to appropriate support and advice after an incident has occurred. Meanwhile, we usually ask employees to support one another after disturbing incidences” (DM4).

“...employees are asked to set positive examples by reporting all incidences of violence and abuse, and not tolerating abusive behaviour from any corner. Besides, we ask them to ensure that they offer exemplary service to customers: (DM2).

Moreover, there are mitigation strategies such as sanctioning which hotel management turns to deal with aggression.

In conclusion, the narratives from departmental managers do confirm that workplace aggression is a prevalent feature in five star rated hotels in the Nairobi central business district. This aggression is manifested in the forms of employee to employee; employee to customers and employee to management.

In the event that work place aggression in the hotels was noticeably high, both among frontline employees and staff, and that affective commitment appeared low among employees. It was necessary to examine the underlying relationship between workplace aggression and affective commitment.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings arising from the descriptive and inferential analyses of frontline employee responses, together with those from interviews with departmental heads. This discussion is conducted in line with existing literature and following the respective specific objectives. The chapter also draws conclusions from the discussions and highlights the key theoretical and managerial implications. Finally, recommendations for theory and practice of hospitality management together with those for future studies are made.

5.2 Discussions of Study Findings

Perhaps the major contribution that this study makes towards existing discourse on workplace aggression is its ability to relate workplace aggression directly to affective commitment, from a developing nation's perspective. Indeed, while many previous studies have endeavoured to explore the impacts of workplace aggression (Johnson *et al.*, 2018; Schat & Frone, 2011; Yragui *et al.*, 2017), no efforts have been made to explore the causal effects of individual workplace aggression components on affective commitment. This study therefore contributes to existing literature on work place aggression by showing its direct impacts on affective commitment among frontline employees from a five star hotel perspective. Several other findings were made in line with the specific objectives of this study as comprehended below.

5.2.1 Proactive relational aggression and affective commitment

The first objective of this study focused on establishing the relationship between proactive relational aggression and affective commitment as experienced in selected five star hotels in Nairobi central business district. The triangulated analysis approach that subsumed descriptive, thematic and inferential analyses approaches revealed that, five star hotels under investigation were experiencing elements of proactive relational aggression directed towards their frontline employees. The descriptive analysis confirmed that cases of bullying were being witnessed in form of unmanageable workloads, sexual harassment, withholding of relevant information, repeated offensive remarks, and excessive monitoring. Poor employee relationships were also found to be experienced.

The finding showing that frontline employees were often subjected to unmanageable workloads and persistent threats from customers for instance, amounts to bullying which as noted by Quine (1999) arises when employees lack support from the organization. This is indeed a dangerous route for five star hotels to take given the negative impacts that can accrue from bullying. Indeed, workplace bullying is reportedly receiving increasing interest owing to its negative effect on the performance of organizations. Rasool *et al.*, (2013) have for instance demonstrated that workplace bullying has a positive effect on intention to leave among employees. This then implies that, persistent bullying of frontline employees working in five star hotels in Nairobi central business district puts these hotels at risk of employee increased turnover. Moreover, workplace bullying has previously been shown to have a significant negative correlation with affective commitment (McCormack *et al.*, 2006), which means that the persistent harassment of frontline employees kills their

affection with their jobs thereby, putting the hotels at risk of poor performance and damage to reputation.

The finding showing that frontline employees are being sexually harassed is consistent with studies which show sexual harassment to have assumed an upward trajectory in contemporary workplaces (Fonny & Zahari, 2012; Merkin & Shah, 2014; Moore & McDonald, 2010). It is argued that sexual harassment is not only more prevalent in the hospitality industry, but it appears to be tolerated among employees and the management (Topping, 2018). This again is an avenue that puts the hotels in jeopardy of causing disenchantment among frontline employees, nurturing a poor working climate, and providing room for high turnover among them. Studies have actually shown that sexual harassment leads to high turnover and may also occasion poor working relationships (Rapidah *et al.*, 2015).

Multiple regressions analysis results indicated that proactive relational aggression had a significant negative effect on affective commitment among frontline employees in the hotels under study. The import of this finding is that, behaviours which encourage proactive relational aggression are bound to lower frontline employees' affective commitment, and may in turn impact negatively on their job performance. It has empirically been shown that proactive relational aggression has some behaviour which estranges relationships through social isolation (Park & Ono, 2017; Stephens, 2017). Take for example bullying that takes the form of gossiping; it has been found that such bullying has a negative effect on victims psychological well-being (Wu, *et al.*, 2016), and also affects their life satisfaction negatively (Kakarika *et al.*, 2017). The argument being advanced here is that the elements of proactive relational aggression being experienced by frontline employees in five star hotels in Nairobi,

has the potential to impact negatively on their wellbeing and life satisfaction, and may be responsible for lack of emotional affection among frontline employees with their job.

5.2.2 Reactive expressive aggression and affective commitment

The second objective of this study sought to determine the relationship between reactive expressive aggression and affective commitment in selected five star hotels in Nairobi central business district. The study revealed that reactive expressive aggression is a common phenomenon among frontline employees of the hotels. Among the elements of expressive aggression being experienced includes; being ridiculed, verbal insults and abuse, sarcasm, humiliation, teasing and mockery. The findings are indeed a cause for concern to the hotels in the desire to invest on frontline employees' affective commitment to maintain their credibility and reputation. Yet, these findings reflect similar findings which have been reported in other contexts, and which are of particular concern to hospitality industry stakeholders.

The findings showing that employees are sometimes ridiculed and insulted raise a lot of concern with regards to overall performance of these hotels. It has previously been documented that insult is offensive and has been an avenue of low self-esteem among individuals (Einarsen, 2005). The finding therefore brings into question frontline employees commitment to the quality of service. It is argued that frontline employees play significant roles in customer service and therefore their self-confidence and job efficacy, stems from their self-esteem and commitment to service quality (Kyoung – Joo, 2018).

Moreover, the finding listing verbal abuse, teasing and mockery among expressive aggression practices experienced in five star hotels, conforms to workplace bullying

that is prominent in the hospitality management literature (Han, Bonn & Cho, 2016; Kitterlin, Tanke & Stevens, 2016; Giousmpasoglou & Cooper, 2018). In the event therefore that such form of bullying is experienced in the hotels in question, it becomes apparent that employees' affective commitment is bound to suffer. Strong empirical evidence has associated such bullying with low levels of emotional wellbeing, depression, and anxiety and, stress all of which may not support commitment to service (Einarsen *et al.*, 2011; Nielsen & Einarsen, 2012).

Meanwhile, the finding showing cases of sarcasm does not auger well with the required commitment to service among the employees. This is so considering that sarcasm has been viewed as a form of incivility which is bound to hurt, and may result in loss of morale (Nitzsche, Ribeiro & Laneiro, 2018). Elements of employee humiliation were also manifested through behaviours such as employee's attempts to engage in conversations being ignored, and the branding of employees with nasty names. This kind of hostile environment is indeed an avenue for apathy towards commitment. Acts of humiliation have been associated with low self-esteem among individuals (Nitzsche *et al.*, 2018). Results showing that employees often targeted each other in practical jokes, by branding each other with nasty names, are as a matter of fact acts of teasing. Although teasing may have been viewed as being synonymous with humor aimed at exposing physical flaws, quirky habits, and questionable attire, it has been found to be a source of sarcasm and bullying (Kessler, 2008). In this way, it is conceivable to argue that such kind of aggression could have adverse influence on employees' affective commitment.

This situation is made more real with the regression analysis showing that, reactive expressive behaviour impacts significantly and negatively, on frontline employees'

affective commitment in the context of five star hotels in Nairobi central business district. This finding reflects others which have shown that such aggression creates a negative image for the hospitality industry through increased turnover rates and psychological upset (Lee & Ok, 2014; Ram, 2015). These authors question whether such behaviour does not amount to hostility as opposed to hospitality, and whether it is not responsible for service sabotage. Suffice to say that customer verbal aggression is a key cause of emotional exhaustion and dissonance among employees and this often results in turnover intentions (Karatepe, Yorganci & Haktanir, 2008).

5.2.3 Reactive in-expressive aggression and affective commitment

Objective three of this study investigated the relationship between reactive in-expressive aggression and affective commitment among employees drawn from five star hotels in Nairobi. Through the descriptive analysis of frontline employees questionnaire responses, the study established that in-expressive aggression was manifested in form of employees frustrating one another, being forced to accept liability for faults other than their own; being threatened verbally and abused by customers; and to some extent, being exposed to tribal discrimination. It was however determined that physical assault was not as common.

The finding showing that physical assaults are minimal in the five star hotels studied is perhaps informed by the fact that assault occasioning actual bodily harm is an offense liable to imprisonment (Kenyan Law, 2011). Such a finding supports findings by Hogh *et al.*, (2005) showing that in the Danish context, only 50 out of 1857 employees or an equivalent of only 2.7% of employees were exposed to workplace assault. Nevertheless, workplace harassment in the form of frustrations among individual employees; being forced to accept liability for faults not committed; and

abuse and threats from customers were found to be common in the hotels. This may ultimately have been detrimental to employees' affective commitment considering that, frustration arising from factors such as workplace climate, employee relationships and customers trolling have been associated with feelings of negative emotions which have ended up blocking employees' goal attainment (Lazar *et al.*, 2005). Besides, workplace frustration has been found to correlate negatively with employee performance (Ntsiful *et al.*, 2018). Royal and Agnew (2011) posit that workplace frustration is the enemy of engagement, pointing out that it undermines employees' energy, enthusiasm and performance.

The finding showing discrimination of employees along tribal lines does not seem to take cognizance of the benefits that may accrue from ethnic diversity at the workplace. Lublin (2017) points out that ethnic discrimination sees some employees being treated differently and mostly unfairly from others. This kills the spirit of social cohesion and innovation inherent among diverse ethnicities. It is notable that five star hotels attract customers from diverse ethnicities and would do with a frontline employee force of diverse ethnicity. Moreover, it has been postulated that acts such as tribal discrimination amount to victimization which results in feelings of vulnerability and stress among employees (Aquino & Thau, 2009).

Regression analysis also confirmed that reactive in-expressive aggression had a significant and negative effect on affective commitment among frontline employees of five star hotels in Nairobi. The implication of this finding is that presence of reactive in-expressive aggression is likely to lower affective commitment among this category of employees. This finding adds a new dimension to the discourse on aggression and affective commitment. Previous studies have only explored expressive

aggression and affective commitment. This study is therefore a novel one showing that even that aggression which is suppressed can be detrimental to affective commitment among frontline employees.

5.2.4 Common forms of aggression in five star hotels in Nairobi

The fourth objective of this study sought to investigate common forms of aggression which are experienced in five star hotels in Nairobi central business district. To pursue this objective, two research questions were used. First, the participating departmental managers were asked to enumerate forms of aggression practices within the hotels. Next they were asked to identify strategies used to prevent aggression against employees.

Themes emerging from departmental managers narratives identified three forms of aggression. The first form of aggression was that experienced among frontline employees themselves, with typical narratives showing elements of bullying, frustration and sarcasm. The second form of aggression discerned was aggression between customers and employees involving verbal abuse and threats. The third form of aggression was that between employees and management involving intimidation, frustration and work overload. These forms of aggression largely reflect aggression forms which have been featured in existing literature. Customer aggression has for instance been cited among frontline employees in a collective Eastern Culture (Chuan Chuen Akkawanitcha *et al.*, 2015). Customer incivility on frontline employees has also featured in the hotel industry (Boukis *et al.*, 2020). Customer verbal aggression has been documented among hotels and travel agencies frontline employees (El Demerdash & Said, 2018).

On the question of strategies put in place to address workplace aggression, four strategies were delineated from the manager's narratives. The four included teamwork, transformational leadership, information sharing and team building. These strategies have proven to be effective in other contexts. Aube and Rousseau (2011) for instance demonstrated that the negative effect of interpersonal aggression on team viability could be mediated by team goal commitment realized when employees work as a team. Transformational leadership has on the other hand been associated with a deterring role in workplace harassment (Astrauskaite, *et al.*, 2014).

5.3 Conclusions

In view of the findings made in this study together with the ensuing discussions, the following conclusions were made in pursuance of the specific objectives.

Proactive relational aggression is experienced in five star hotels in Nairobi in the form of sexual harassment, withholding of relevant information from employees, negative gossip targeting employees, malicious rumouring and customer incivility. This aggression is having a negative impact on frontline employees' psychosocial well-being, and by extension on their affective commitment.

Reactive expressive aggression which is manifested in the form of ridicule, verbal insults from customers, sarcasm, teasing and mockery is widely experienced in the hotels. This is having a big negative impact on frontline employees' quest for quality service. As a result of this kind of workplace aggression, employees' self-confidence and efficacy are eroded leading to low affective commitment. Reactive expressive aggression accounted for the largest negative impact on affective commitment among the three aggression components.

Reactive in-expressive aggression though implicit, was experienced among frontline employees by way of discrimination along tribal lines, threats and verbal abuse from customers, and employees being forced to take responsibility of errors not committed. Physical assault was however at bare minimum. Such reactive in-expressive aggression affects affective commitment among frontline hotel employees significantly and in a negative way.

Various forms of aggression are experienced in five star hotels located in Nairobi central business district. The most common forms however are; inter-employee aggression which is experienced within the frontline employees; customer versus employee aggression that is experienced between customers and employees, and which is more prevalent; and aggression between employees and managerial staff. The hotels are however putting in place mechanisms such as: strengthening teamwork through team building, transformational leadership, and information sharing to manage workplace aggression.

5.4 Implication of the Study Findings

The study hypothesized a direct effects model which links employee workplace aggression and affective commitment in the context of five star hotels frontline employees. Findings of this study have various implications on the theory and practice of workplace climate and affective commitment among frontline employees.

5.4.1 Implications to Theory

This study was underpinned by four theories seeking to justify the four constructs under study. The first theory underpinning this study was that of organizational support theory. Under this theory the expectations was that through the support of the organization, a social exchange process would be initiated which sets the stage for

employees' to feel obligated to help the organization to realize its goals. The findings of this study which showed elements of workplace aggression in the hotels under study did indeed strengthen the organization support theory. It was apparent that cases of customers threatening and verbally abusing frontlines employees were explicit in those hotels. Considering that hotels operate under the service industry where, the assumption often is that the customer is right, this study provides evidence that the organizational support theory in the service industry needs to explore a framework through which both the employee and customer feel supported. Although it is documented that employees who are highly supported usually engage greater job related efforts (Frear *et al.*, 2018), a situation such as in this study where a balance is required in the support offered to the customer on the one hand, and the employee on the other has not been envisaged.

The second theory underpinning this study was the theory of planned behaviour, which reflects on an individual's motivation to engage in a particular behaviour. Under this theory, aggression may be viewed as behaviour elicited out of frustration. The findings in this study show that workplace aggression has a negative influence on affective commitment. It may therefore be deduced that although aggression may be a reflex behaviour, loss of affection for the work which culminates into turnover intent is a planned behaviour that builds over time. This finding therefore adds a new dimension to planned behaviour in the sense that some antecedent factors such as workplace aggression which may not have been planned for priory, could present an avenue through which frontline employees or individuals for that matter decide to plan for subsequent behaviour. Perhaps the theory could be improved to reflect latent factors by rephrasing it as theory of latent and planned behaviour.

The third theory that informed workplace aggression variables was conservation of resource theory. Under this theory, it was posited that aggression among individuals is an act of conserving resources inclusive of self-esteem. Through the study therefore, this theory was enriched through the confirmation that, five star hotel managers ought to realize that frontline employees are a critical resource which should be conserved at all costs. The study shows clearly that frontline employees may choose to be proactive relational, reactive expressive or reactive in-expressive in their aggression, all of which lower their affective commitment. The hotels therefore ought to invest in the resource conservation theory by ensuring that these aggression forms are limited in order to stem turn-over intent.

Meanwhile, the study strengthened the notion expressed in Meyer and Allen's three component model by showing that the psycho-social component that is affective commitment is dependent upon the three forms of aggression. Proactive aggression could in essence be viewed from a proactive personality dimension with potential to illuminate nuanced interplays between frontline workers work characteristics and their emotional attachment to the hotels. Furthermore, the study brings to light the possibility of frontline employees changing the way they provide service owing to the psychological feeling that they are under constant observation as embedded in reactive aggression.

5.4.2 Implications for Practice

The practice of hotel management is greatly reliant on the interactions between frontline employees and customers. Frontline employees are indeed perceived as employees who are in constant interaction with customers (Mensar-Kufuor & Doku, 2017). The findings of this study pose a lot of practical implications in the hotels' goal

of enhanced guest perceptions of the quality of service. In showing that various forms of aggression are experienced in the hotels in question, the study implies that realization of service quality enhancement can be a very difficult goal to achieve. Although frontline employees are expected to provide assistance to customers to meet their wants and fulfil their needs, the finding showing that customers often threaten and verbally abuse employees connotes negative implications to such practice.

The findings showing loss of affective commitment among frontline employees can be quite damaging to the reputation of the five star hotels in question. It has previously been stated that a lasting impression of service quality is manifested through frontline employees (Watt, 2009). The negative effects that workplace aggression experienced in the hotels have on affective commitment, bodes poorly for the practice of service delivery in the hotels. This is so given the positive effect that exists between affective commitment and service performance (Heydari & Keung Lai, 2019). Indeed, the findings of this study points towards need to refocus attention in five star hotels in Nairobi. Although hotels have traditionally focused more on customer / consumer behaviour (Cambra-Fierro, Melero-Polo & Vazquez-Carrasco, 2014), the emerging competitive climate requires that the hotel practice takes cognizance of company customer relationships. This should be more so for the frontline employees who are the face of the hotels.

5.5 Recommendations of the Study

The study makes the following recommendations for practice and for future studies.

5.5.1 Recommendations for Practice

The organizations should employ proper policy making on this issue, in that there is need to take strict action against harassers no matter in what designation he/she is in the organization.

Proactive relational aggression practices such as sexual harassment, threats and verbal abuses from customers, and work overloads do not go well with the status that comes with five star hotels. It is necessary upon the management of these hotels to stem the proactive relational aggression tendencies that exists between customers and frontline employees, by putting in place mechanisms for enhancing customer relationship management.

Presence of inter-employee aggression in the form of ridicule, verbal insults, sarcasm and general humiliation represents negative feeling towards frontline employees' affective commitment. Management of five star hotels in Nairobi ought to recognize the critical roles that this category of employees plays. The hotel industry being labour-intensive, and which no longer counts on a growing market, means that management of five star hotels in Nairobi central district should be more concerned with productivity and what ought to be done about it. Efforts should be put in place to address incidences of reactive expressive aggression which exists among frontline employees.

Management should look to open up channels of communication which can be used to capture reactive in-expressive aggression inherent, but implicit among frontline

employees. This form of suppressed aggression can have dangerous impacts on employee emotions if not addressed. Meanwhile, the hotels should look for a way of nipping the various forms of aggression identified in the bud. Perhaps organizing excursions through which frontline employees can connect could be a positive move towards addressing workplace aggression. Involving employees in decision making through transformational leadership should also be considered.

5.5.2 Recommendations for future studies

The findings of this study have positive implications for the workplace not only in five star hotels but for the hotel industry as a whole. Future studies should look to overcome the limitation of using only five star hotels drawn from Nairobi central business district, by expanding the geographic scope to cover hotels in Kenya. Besides, given that aggression between customers and employees appears to be on the rise, future studies should seek to triangulate data collection so as to bring on board the views of customers who are critical to the performance of the hotels in question.

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APPENDICES

Appendix I: Introductory Letter

Dear Respondent,

RE: REQUEST TO FILL THE ATTACHED QUESTIONNAIRE.

I am a student of Moi University pursuing a Master degree in Hospitality Management (MHM), in the School of Tourism, Hospitality and Events Management.

I request your assistance in filling the attached questionnaire. Which has been designed to gather information on the *Relationship between Employee Workplace Aggression and Affective Commitment in Selected five star Hotels in Nairobi, CBD Kenya*. The information will be entirely for academic and learning purposes and will be treated with utmost confidentiality.

Thank you.

Yours faithfully



Ms. Akeyo Winnie Akinyi

Appendix II: Research Questionnaire for Employees

SECTION A: Personal Information

1. Gender: (1) Male (2) Female
2. Age: (1) 18- 25 years (2) 26-35 years (3) 36-45 years
(4) 46-55 years (5) above 55 years
3. Highest Education level: (1) Never went to school (2) Primary
(3) Secondary school (4) Diploma (5) Degree (6) Masters
4. Marital status: (1) Single (2) Married (3) Separated
(4) Widowed (5) Divorced
5. Which hotel do you work for? (1) Intercontinental (2) Sarova (3) Norfolk
6. Which department do you work?
(1) Front office (2) Food and Beverage (3) Housekeeping
Please specify your job title.....
7. How long have you been employed in the hotel?
(1) Below 1 year (2) 1-3 Years (3) 3-5 Years
(4) Above 5 Years

SECTION B: PROACTIVE RELATIONAL AGGRESSION IN THE WORK PLACE

Please use a Tick (✓) or (x) in spaces provided or appropriately fill in the spaces as per the questions provided. To what extent do you agree with the following statements in regard to proactive relational aggression in the workplace?

KEY: 1=Always (A) 2=Often (O) 3=Occasionally (OC) 4=Rarely (R) 5=Never (N)

8.	STATEMENTS	A	O	OC	R	N
	FREQUENCY	1	2	3	4	5
B1	Necessary information is withheld from me which makes my work more difficult.					
B2	I am monitored excessively as compared to the rest.					
B3	I have been sexually harassed in the work place.					

B4	People spread malicious rumours about me					
B5	There is negative gossip about me.					
B6	I encounter repeated offensive remarks made about me and my private life.					
B7	A customer has ever threatened to comment negatively about our services.					
B8	I am given unmanageable work load. (BLACKMAIL)					

SECTION C: REACTIVE EXPRESSIVE AGGRESSION IN THE WORKPLACE

Please use a Tick (✓) or (x) in spaces provided or appropriately fill in the spaces as per the questions provided. To what extent do you agree with the following statements in regard to reactive expressive aggression in the workplace?

KEY: 1=Always (A) 2=Often (O) 3=Occasionally (OC) 4=Rarely (R) 5=Never (N)

9.	STATEMENTS	A	O	OC	R	N
	FREQUENCY	1	2	3	4	5
C1	I am insulted verbally in the workplace					
C2	A customer made nasty comments about me in public					
C3	I get reactions from others that I work unnecessarily too hard					
C4	Sarcastic statements are about me at workplace					
C5	My attempt to engage in conversations are met with silence					
C6	The result of my work is undervalued					
C7	I am a target of practical jokes					
C8	I am being nasty names within the workplace					
C9	People make comments to me that I consider ridiculous & insulting					

SECTION D: REACTIVE IN-EXPRESSIVE AGGRESSION IN THE WORKPLACE

Please use a Tick (✓) or (x) in spaces provided or appropriately fill in the spaces as per the questions provided. To what extent do you agree with the following statements in regard to reactive in-expressive aggression in the workplace?

KEY: 1=Always (A) 2=Often (O) 3=Occasionally (OC) 4=Rarely (R) 5=Never (N)

10.	STATEMENTS	A	O	OC	R	N
	FREQUENCY	1	2	3	4	5
D1	I have been verbally threatened and abused by a customer					
D2	I have been threatened with a weapon					
D3	I have been forced to accept liability for faults that are not mine					
D4	I have been tribally discriminated and harassed					
D5	I have been frustrated by employees at work					
D6	I have been injured requiring medical assistance					
D7	I have been assaulted resulting to minor injuries requiring first aid					

D 9) Specify any other forms of aggression that you have encountered in the hotel

.....

D10) Suggest ways in which the management can deal with the aggression

.....

SECTION E: AFFECTIVE COMMITMENT

Please use a Tick (✓) or (x) to indicate your level of agreement with the statements pertaining to Affective Commitment. To what extent do you agree with the following statements in regard to your attitude in the workplace?

KEY: 1=Always (A) 2=Often (O) 3=Occasionally (OC) 4=Rarely (R) 5=Never (N)

10.	STATEMENTS	A	O	OC	R	N
	FREQUENCY	5	4	3	2	1
E1	I feel a strong sense of belonging to the hotel.					
E2	I feel as if this hotel’s problems are my own.					
E3	I would be very happy to spend the rest of my career with this hotel.					
E4	This hotel has a great deal of personal meaning to me					
E5	I meet my goals and objectives at work					
E6	I exercise teamwork with my workmates					
E7	I extend extra shifts so as to meet my deadlines					
E8	I feel responsible for the course of events at this hotel					
E9	I take frequent sick leaves so as to avoid going to work					
E10	I rarely miss going to work					

E11) What other ways do management try to improve your commitment to the organization

.....

E12) Recommend ways in which management can do to ensure your commitment to the organization

.....

Thanks for your Co-operation

Appendix III: Interview Schedule for Managers

1. Do you ever experience aggression of any form?
Yes [] No []
2. If yes what are the common forms of aggression? Explain
 - i. Employee and employee

 - ii. Employee and customers

 - iii. Employee and managers
3. What mechanisms are put in place to manage aggression?

4. Do you have any policies towards aggression in the hotel? If yes explain

END

Appendix IV: Recommendation from Moi School



MOI UNIVERSITY
SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT

Telephone: 0771-296270/0790850990
Fax: (053) 43047
E-mail: deansthe@mu.ac.ke

Box 3900
ELDORET
Kenya

Ref: MU/STHE/SGS/23

3rd March, 2020

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

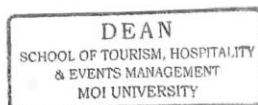
RE: RECOMMENDATION LETTER FOR AKEYO WINNIE AKINYI -STHE/PGH/001/18

The above named is a bonafide student of Moi University, School of Tourism, Hospitality and Events Management. She is pursuing a Master of Hospitality Management degree in the Department of Hotel and Hospitality Management.

She has successfully completed her course work and has defended her proposal titled "**Relationship between workplace Aggression and Affective Commitment in selected Five Star hotels in Nairobi Central Business District, Kenya**". Ms. Akinyi has been allowed to proceed to the field for data collection.

Any assistance accorded to her will be appreciated.

Yours faithfully,



PROF. DAMIANNAH KIETI
DEAN, SCHOOL OF TOURISM, HOSPITALITY & EVENTS MANAGEMENT



(ISO 9001:2015 Certified Institution)


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This is to Certify that Miss.. Winnie Akeyo Akinyi of Moi University, has been licensed to conduct research in Nairobi on the topic: RELATIONSHIP BETWEEN WORKPLACE AGGRESSION AND AFFECTIVE COMMITMENT IN SELECTED FIVE STAR HOTELS IN NAIROBI CENTRAL BUISNESS DISTRICT,KENYA. for the period ending : 01/April/2021.

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RELATIONSHIP BETWEEN EMPLOYEE AGGRESSION AND AFFECTIVE
COMMITMENT IN SELECTED FIVE STAR RATED HOTELS IN NAIROBI CENTRAL
BUSINESS DISTRICT, KENYA BY, AKEYO WINNIE AKINYI STHE/PGH/H/001/18 A
RESEARCH THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF HOSPITALITY
MANAGEMENT, SCHOOL OF TOURISM, HOSPITALITY AND EVENTS
MANAGEMENT, MOI UNIVERSITY SEPTEMBER 2021