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**The Intervening Role of Employee's Awareness on the Relationship
between the Adequacy of Welfare and Job Stability of University
Catering Employees in Nairobi City County, Kenya**

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Abstract

The study sought to find out the intervening role of employee's awareness on the relationship between adequacy of welfare and job stability of university catering employee's in Nairobi City County, Kenya. The study covered aspects of; employee's awareness on welfare initiatives, provision of efficient staff welfare initiatives, job stability, attention to the needs of the employees, implementation and improvement of welfare programs, indirect compensation, welfare measures, non-monetary welfare programs, a feeling of being secure, valued, cared and having a positive motivation to remain in an organization. The study demonstrated how employee's awareness intervenes in the relationship between adequacy of welfare initiatives and job stability of university catering employees using its key components such as; satisfaction, conducive working environment, positive attitude and an improved performance. These are key indicators of job stability. The study was descriptive covering a stratified sample of 189 respondents drawn from 300 employees. Data was collected through self-administered questionnaires and an interview guide questions. The two tailed Pearson product moment correlation was used and interpreted as follows; 0.010 to 0.041 implied, insignificant relationships; 0.041 to 0.70 implied, a moderate relationship; while > 0.70 implied a significant positive relationship. Meanwhile, negative value implied an inverse relationship. The results indicated that, a high response rate of 80.42% was obtained, thus high validity and reliability of data. Majority 61.20% of the respondents were females while the minority (38.80%) were males. A p-value of 0.81 showed that, there is a very strong significant positive relationship between welfare initiatives awareness and job stability. A p-value of 0.942 showed that, there is a very strong significant positive relationship between the adequacies of welfare initiatives and job stability, a p-value of 0.72 on showed that, there is a significant positive relationship between the

adequacy of welfare initiatives and welfare initiatives awareness. In conclusion, welfare initiatives awareness plays a key intervening role in the relationship between the adequacies of welfare initiatives and job stability of university catering employees. The study recommends that, university managements should focus more not only on providing sufficient innovative welfare that address University catering employees welfare needs, but also on ensuring that, employees know welfare initiatives provided by their organizations.

Key Words; *Employee's Awareness, Adequacy of Welfare, Job Stability, Employee's Welfare.*

1.1 Introduction

According to Almeida (2015) organizations should attract, secure and promote human resource capacities, in addition to the provision of welfare and cultural issues. According to a website by managementguide (2020) Employee's awareness refers to "a level which an employee knows certain policies, situations, documents or any other important information". The website demonstrated that, employee's awareness fosters knowledge and ameliorate practical knowledge on the enacted policies and workplace procedures. In this context, employee's awareness is perceived to an act of fostering knowledge on available welfare initiatives and ameliorating knowledge on the extent they are provided and the influence they have on job stability of university catering employees. According to Merriam Webster dictionary (2020), adequate refers to, sufficient for a specific need or requirement, good enough and of acceptable quality, lawful or reasonably sufficient. In this study, "adequacy of welfare" refers to sufficient welfare initiatives, acceptable and of good quality. Job stability refers to increased attachment or reduced separation.

Globally, the demand for universities education continues to surge causing great pressure on catering services offered in public universities (Mbirithi, 2013). Instead of universities management supporting the university catering employees, they are busy outsourcing catering services (Sang, 2012), and revamping them into income generating units (Simon, 2017). Catering and accommodation services are very important for higher learning institutions to achieve high quality education (Simon, 2017). According to Varun (2014), the hospitality sector needs an evaluation which provides for an overall development of employees, if at all they require to achieve strategic management goals of hospitality sectors which in turns will lead to the achievement of the overall goal of universities. The researcher is then, of the opinion that, the overall development of university catering employees can be achieved through the provision of effective adequate updated welfare initiatives to address the challenges of the 21st century. According to Ruby (2012) employees have little choice of benefit packages and are unaware of benefits they are entitled to. This makes it hard for them to know whether the welfare initiatives they receive are adequate or not. According to Byars (1997) some employees have little or no idea of their welfare. The current study fill this gap by creating employees awareness of what are welfare initiatives by demonstrating some of them provided to this employees by their universities and those ought to be provided to them. According to Amirnejad and Asplor (2016), "failure to look into staff welfare needs by providing "efficient facilities" results to negative staff's altitude". The implication of which is uncommitted, disloyal employees. According to Ndila (2010), university employees are not satisfied with fringe benefits offered and would prefer a revision of the same. According to National Institute of Health (2013) job stability refers to increased attachment or reduced separation while job instability refers to employees detachment and increased separation coupled with involuntarily turnover.

Principles of Employee's Welfare

According to a website report (Shodhganga.inflibn) there are 8 principles of employee's welfare which includes; The Principle of social responsibility which stated that, "welfare activities are a manifestation of an industry's duty towards its workers". The results of which is trust and confidence from workers. The Principle of democratic values which appreciates that the unfulfilled needs that employees have and obligates the responsibility of providing welfare services to the employers. It also demonstrates that, employees have a right on nature and manner in which welfare initiatives are provided to them. The Principle of adequacy of wages which demonstrated that, welfare services are not a substitute to wages but are additional to better working and social life of employees. The Principle of efficiency (Shodhganga.inflibn) which agrees that welfare increases employee's efficiency. Its on-line report demonstrates that, housing facility, health based facilities and safety measures are key welfares that lead to employee's efficiency. The principle of Co-responsibility reveals that, the responsibility of employee's welfare is both the responsibility of the employer and the employees while the principle of totality of welfare demonstrates that, employee's welfare theories should include all the employees and should be accepted by all the decision makers. The principle of Re-personalization reveals that, welfare initiatives needs to adopt a healthy development of industrial premises, workers and the surrounding communities.

Approaches to Employee's Welfare

A report by (Shodhganga.inflibn) stated that, there are four main approaches to employees welfare namely; paternalistic, atomistic, mechanistic and humanistic approach. The paternalistic approach explains the employer's sense of duty and moral responsibilities directed to his employees. The atomistic approach holds that, the scope of employee's welfare should be as small as possible, and that, employees are spirited by their individual interests and them acts to promote them. According to the mechanistic approach, a man is a "mechanical unit" that works in a given number of hours to maintain high consistent outputs. Like the atomistic approach, employee's benefits should be as minimal as possible. The Humanistic approach advocates for human values and relationships thus contrasting both the atomistic and the mechanistic approaches.

Theories of Employee's Welfare

There are 9 commonly known theories of employee's welfare. The Religious theory advocates for investing in welfare of workers for future benefits of organizations. According to the theory, humans are created to naturally share progress and profits, and that; even the creator of human beings will not forgive greed and unfair exaggerated acquisitive tendencies. The philanthropic theory states that, employers provide good working conditions and facilities such as restrooms and canteens as a sign of their kindness and to improve their working conditions. The paternalistic/trusteeship theory assumes that, owners of businesses should use their resources to enhance welfare of employers who contribute to the creation of these resources. The policing theory obligates employers to provide basic welfare to their employees. The placating theory, advocates for a good working relationships where welfare measures are provided as a reward of the employees efforts. The efficiency/functional theory advocates for the provision of welfare initiatives to employees in order to increase the efficiency of workers. The public relations theory advocates for the provision of welfare to improve the image of an organization. The social

theory states that, employers should provide good working conditions to employees to improve the life and health of employees.

1.2 Statement of the Problem

According to Ngaruiya, Nyandiega, Origa and Ondundo (2015) they current welfare initiatives are inadequate and more so, dissatisfying, as demonstrated by Saji, Tarek and Mohammad (2013). According to Amirnejad and Asploor (2016), the effective provision of staff welfare facilities is a challenge for managers as employees have many different needs. According to Ndila (2010) University employees are not satisfied with fringe benefits offered and would prefer a revision of the same. Njeru, Moguche and Mutea (2017) noted that, employee's welfare initiatives are not regularly revised. According to Ngaruiya, Nyandiega, Origa and Ondundo (2015) they current welfare initiatives are inadequate and more so, dissatisfying, as demonstrated by (Saji, Tarek & Mohammad, 2013). According to Byars, Rue and Leslie (1997), some employees have little or no idea of their welfare. The current study fill this gap by creating employees awareness of what are welfare initiatives by demonstrating some of them provided to this employees by their universities and those ought to be provided to them.

1.3 Study Objectives

- i. To find out the intervening role of employees awareness in the relationship between adequacy of welfare initiatives and job stability of university catering employees in Nairobi City County, Kenya
- ii. To establish the relationship between employee's awareness and job stability of university catering employees in Nairobi City County, Kenya
- iii. To determine the relationship between the adequacy of welfare initiatives and job stability of university catering employees in Nairobi City County, Kenya

1.4 Null Hypothesis

H0₁: Employee's awareness has no intervening role in the relationship between adequacies of welfare initiatives and job stability of university catering employees in Nairobi City County, Kenya

H0₂: There is no relationship between employee's awareness and job stability of university catering employees in Nairobi City County, Kenya

H0₃: There is no relationship between the adequacy of welfare initiatives and job stability of university catering employees in Nairobi City County, Kenya

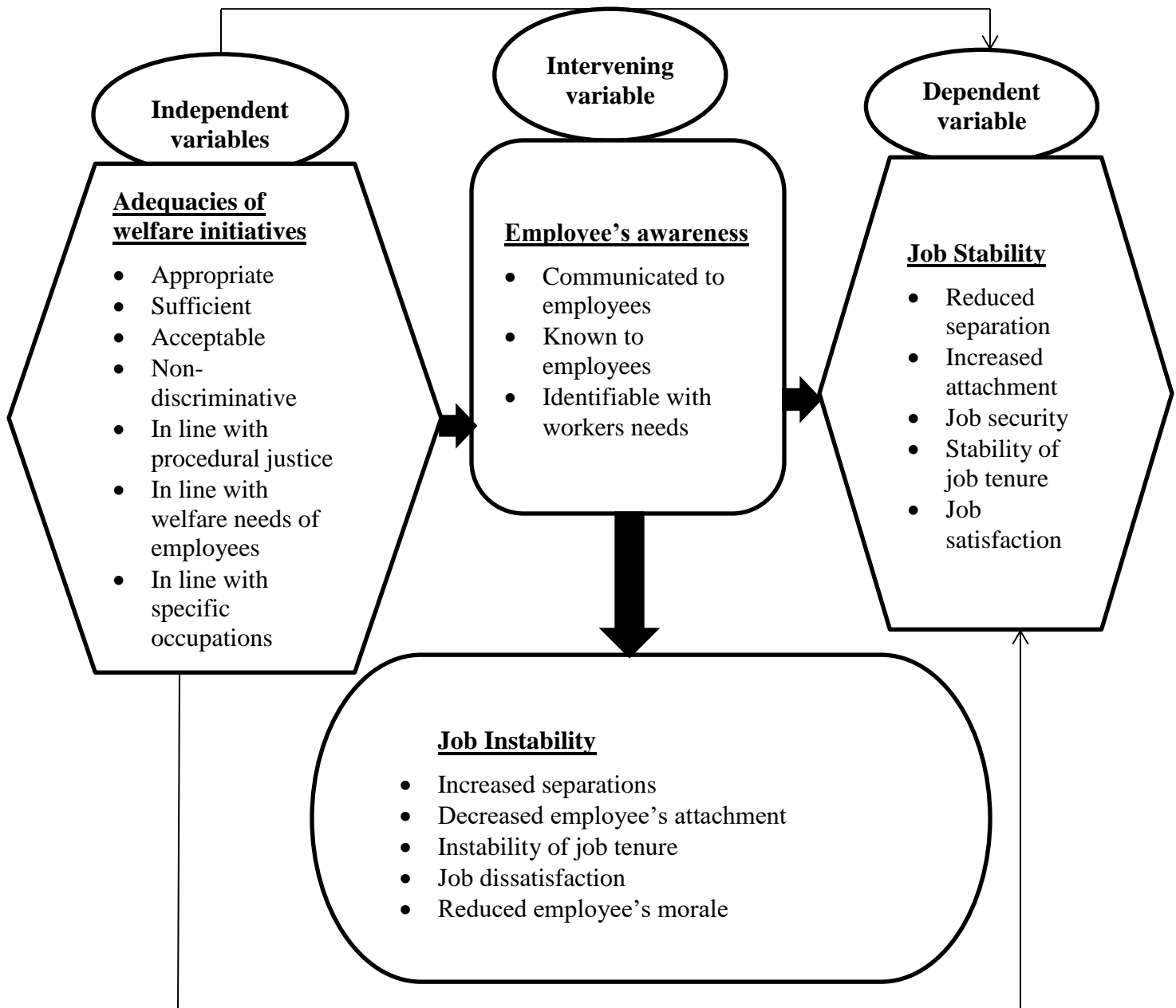
1.5 Alternative Hypothesis

H1₁: Employee's awareness has a key intervening role in the relationship between adequacies of welfare initiatives and job stability of university catering employees in Nairobi City County, Kenya

H1₂: There is a relationship between employee's awareness and job stability of university catering employees in Nairobi City County, Kenya

H1₃: There is a relationship between the adequacy of welfare initiatives and job stability of university catering employees in Nairobi City County, Kenya

1.6 Conceptual frame work



2.1 Literature Review

Employee's awareness

Employee's awareness is an act of fostering knowledge on available welfare initiatives and ameliorating knowledge on the extent they are provided and the influence they have on job stability of university catering employees. According to Akpan (2013) employees who perceive threat of job security may become less committed and may decide to quit. Such a threat may emanate from a reduction or a suspension of welfare initiatives, which is an indication that, the organization is becoming less stable. According to Jayanthi (2019) organizations management should arrange for programmes to improve the employee's awareness and that, the management should conduct regular meetings and allow employees to participate in those meetings.

Job stability

According to the National Institute of Health (2013) job stability refers increased attachment or reduced separation while on the other hand job instability refers to employees detachment and increased separation coupled with involuntarily turnover triggered by a decline of welfare initiatives such as leave and health insurance. According to the U.S. Bureau of Labour Statistics (2002), job stability declined in 1980s and in 1990s and marginally changed between 1975-2001.

The report indicated that, all increases in job security for men occurred in 1990s, while for women the increase was uniform through out the period between 1975-2001. During the period under the review, job stability fell for married couples but job security increased.

Welfare initiatives

According to Jacoby (2000) the responsibilities of providing welfare is dated back a century ago when companies began to provide welfare to their employees under, "welfare work" commonly known as, "welfare capitalism". The strategy of "mutual benefits association" to provide savings fund, health plans and burial benefits developed and matured into insurance companies. It latter spread to Europe in what was referred to as, "European welfare state" that provided unemployment, sickness and old-age security. By 20th century, welfare capitalism was left at the hands of the governments and trade unions and could now be found in many countries of the world. It is now recognized by the intellectuals, social reformers, and political leaders who are of the opinion that, elaborate employees recreational facilities, trade unions, job stability, pensions and other benefits in sufficient extent can led to job stability of employees of various professions and categories. According to Khademi (2014), "organizational welfare has a positive impact on organizational performance including happiness, security, motivation and job satisfaction".

Adequacy of welfare initiatives and job stability

Amirnejad & Asploor (2016) demonstrated that, failure to look into staff welfare needs by providing "efficient facilities" results to negative staff's altitude. The implication of which is uncommitted, disloyal employees. Using a cross sectional survey design and a sample of 105 academic and non-academic staffs, Ruby *et al.*, (2012) studied the impact of indirect compensation on employees of (Mataheko and Miotso) of the Central University College in Ghana, and found out that, poor implementation of indirect compensation benefits negatively affects employees whereas adequate provision of indirect compensation benefits results to a

healthy, loyal and satisfied workforce. Ndila (2010) studied the perceived influence of work environment on productivity among the administrative staff at the University of Nairobi and found out that, University employees are not satisfied with fringe benefits offered and would prefer a revision of the same. The 40% dissatisfaction with welfare measures at the Anna University in a study by Amirtha and Prinicatta (2015) cannot be ignored as it may trigger the intention to leave, a key indication of job instability. According to a report by U.S. Bureau of Labour Statistics (2002), “workers with well defined benefit plans receives substantially lower benefits if they change jobs frequently”. According to Jayanthi (2019) organizations “are giving more benefits to their employees and maintaining good standard measures to make them satisfied in their organizations”. According to Almeida (2015), “if rewards are inadequate for ones level of performance disatissfaction occurs”.

Employee’s Awareness and Job Stability

According to Akpan (2013) “employees who perceive a threat to job security become less committed to the organization. Such a threat emanate from a reduction or a suspension of welfare initiatives. This is an indication that the organization is becoming less stable. According to Jayanthi (2019), it is sad to appoint employees on temporally basis as, “the employees are aware that, even though the company is providing the good welfare measure, they are not satisfied because of their job standard. This indicates that, satisfaction and awareness of welfare initiatives depends on how have been publicized among the employees.

3.1 Methodology

A descriptive research design was used to find out the intervening role of employee’s awareness on the relationship between the adequacy of welfare and job stability of university catering employees in Nairobi City County, Kenya. It assisted the researcher to collect primary data using the questionnaires without interfering with their duties. The study was conducted in Nairobi City County as it had the largest number of universities and universities campuses as compared to all the other 46 counties in Kenya (CUE, 2016). The targeted population comprised of 300 catering employees, 5 universities and a sample of 189 respondents.

Sampling techniques

Simple random sampling method was used to select the study areas. Each of the accredited university was assigned a number, and the number was written on a piece of paper and folded. The folded papers were then placed in a box. The researcher picked one at a time until he got the requisite number of universities of the study. Stratified sampling procedure was used to select the respondents of the study. The population was divided into strata’s based on the subsets. A random sample was then drawn from each stratum. Each item within the stratum was given a unique number and a sample was selected at random using the lottery method. The selection was done using the lists of employees that was provided by the catering managers.

Table 1: Summary of Sampling Techniques

Technique	Area applied	Justification
Simple random sampling	Study Areas (Universities)	Equal representation
Stratified sampling	Respondents of the study (Catering employees)	Equal chance of being selected of respondents in all cadres of staffs

Table 2: Distribution of the respondents

Participants	Population	Sample size	Percentage
Catering employees	300	189	63%
Total	300	189	63%

The sample size of catering employees was determined using Israel's (1992) sample size calculation formulae.

Data collection

Raw data was collected by means of self-administered questionnaires and an interview guide while the secondary data was collected from journals, annual reports, websites and publications.

Pre-Testing

Instruments of data collection were pre-tested in 1 public and 1 private university within Nairobi City County to eliminate errors, to identify area of improvement and to check on their suitability as research tools. This assisted the researcher to establish the expected response rate and to modify or eliminate questions which are either not clear or were not in line with the objective of the study.

Validity and Reliability of Research Instruments

Content validity of the research instruments was determined by pre-testing the instruments and checking responses against study objectives, conceptual frame work and as guided by the research supervisors. Pre-test was carried out within Nairobi County in non-participating university campuses. Research assistants were trained on data collection procedures, including clarifying the purpose of the study to the respondents, making suggestions, observing skills and other important inputs. The instruments were administered to the same respondents in non-participating university campuses after thirty days as a test of reliability. The pre-testing data was coded and analyzed to identify and correct the emerging errors. A reliability coefficient of 0.805 was obtained 0.8; this showed that, the questionnaires were reliable since the coefficient of 0.8 or higher is recommended by (Mugenda, 2008).

Test-re test method established the reliability of questionnaires. Consistency of variables was tested using a Cronbach Alpha Test whose results are on Table 3 and 4.

Table 3: Case Processing Summary

Case Processing Summary			
		N	%
Cases	Valid	152	100.0
	Excluded ^a	0	.0
	Total	152	100.0

a. Listwise deletion based on all variables in the procedure.

Table 3 show that, all the variables of the study were tested and none was excluded.

Table 4: Reliability test results

Reliability Statistics	
Cronbach's Alpha	N of Items
.805	20

The Cronbach's Alpha results on Table 4 indicated a Cronbach alpha value of 0.8 which is closer to +1. Since, the closer the alpha value is to 1.0, the higher the internal consistency of variables (Gliem, 2003), then, all the variables of the current study have high internal consistencies as shown on Table 4. A reliable scale should have a Cronbach alpha value of at least 0.7, or higher (Brotherton , 2012). This means that, the current study is highly reliable, since its measurement is neutral as demonstrated by (Loo Boon Ching, 2012) who stated that, reliability analysis reflects the extent into which the measurement is neutral.

4.1 Results and Discussions

This section gives out the detailed findings of the data collected using self-administered questionnaires as received by the researcher. The study sought find out the intervening role of employee's awareness on the relationship between the adequacy of welfare and job stability of University catering employees in Nairobi City County, Kenya. This section presents the findings according to the objectives of the study. A target population of 300 respondents was used. Using the Israel's sample size calculation formulae a sample of 189 participated in the study.

Response rate

A high response rate of 80.42% was obtained, thus minimized the chances of obtaining biased statistics, making the study findings valid and reliable.

Table 5: Response rate

Category	Expected response	Actual response	Response rate
University catering employees (Questionnaires)	189	152	80.42%

Catering employees response rate was 80.42% as shown on Table 1 was adequate for analysis as it was above 50% (Babbie, 2002) and further agreed to Brewer and Rojas (2012) that any response rate above 50% and above is adequate for analysis. This is supported by Mugenda and

Mugenda (1999) cited in (Keitany, 2014, p. 30), who stated that, “a response rate of 70% and over is excellent” for analysis. The response concurs with that of a past study by Ruby (2012) which recorded a response rate of higher than 80%. The implication of which is reliability and adequacy of data for analysis.

4.2 Data analysis

Table 6: Demographic Statistics

N=152	Labeled Values	Count	Percentage
Gender	Male	59	38.80%
	Female	93	61.20%
Age	<20	2	1.30%
	20-24 years	9	5.90%
	25-29 years	15	9.90%
	30-34 years	26	17.10%
	35-39 years	33	21.70%
	40-44 years	34	22.40%
	45-49 years	15	9.90%
	50-54 years	18	11.80%
Marital status	Single	30	19.70%
	Divorced	3	2.00%
	Married	115	75.70%
	Window	3	2.00%
	Not Applicable	1	0.70%
Education	Primary School	2	1.30%
	Secondary School	6	3.90%
	Certificate	38	25.00%
	Diploma	59	38.80%
	Undergraduate	34	22.40%
	Postgraduate	13	8.60%
Experience	0-4 years	36	23.70%
	5-9 years	45	29.60%
	10-14 years	40	26.30%
	15-19 years	18	11.80%
	> 20 years	13	8.60%
Employment	Casual	10	6.60%
	Probation	1	0.70%
	Permanent	118	77.60%
	Contract	23	15.10%
Description	Support	17	11.20%
	Operational	70	46.10%
	Supervisory	40	26.30%
	Management	25	16.40%

Source: Research Data (2017)

Table 6 show that, majority 61.20% was female while the minority (38.80%) were females. Meanwhile majority 22.40% aged between 40-44 years while the minority 1.30% aged below 20 years of age. Moreover, it exhibits that, majority 75.70% were married whereas the minority 0.70% were of the view that, the issue of marriage is not applicable when we come to the issue of adequacies, awareness and job stability of university catering employees. The findings also showed that majority of the respondents 38.80% held a Diploma level of education whereas the minority 1.30% held a primary level of education. Table 1 showed that majority 29.60% of the respondents had an experience of between 5-9 years while the minority 8.60% had an experience of more than 20 years of age. Moreover, Table 1 showed that majority 77.60% were employed on permanent basis as compared to a minority 0.70% who were employed on probationary terms of service. Majority of the respondents 46.10% described themselves as operatives while the minority 11.20% described themselves as support staffs.

Descriptive statistics

Table 7

	Mean	Standard Deviation
Presence of a welfare policy	2.9	0.9
Impact of a welfare policy on job stability	3.8	1.5
Personal opinion, on welfare policy impact on job stability	1.1	0.4
welfare initiatives awareness	14.5	9.5

A mean of 2.9 on Table 7 indicated that, the respondents held a neutral position on the question whether their universities had a welfare policy on catering employees. Regarding the same, a standard deviation of 0.9 showed that the responses regarding the presence of a welfare policy were moderately spread out around the mean. On how the presence of welfare initiatives impacts on job stability, a mean of 3.8 showed a level of disagreement whereas a standard deviation of 1.5 indicated that, there was a significant variance on whether welfare impacts job stability, and that, there was no consensus on the same. Not only the question of “how” was looked into but also the personal opinions of the university catering employees. On personal opinions, a mean of 1.1 demonstrated there was a strong agreement on personal opinions regarding whether welfare initiatives impacts job stability, whereas a standard deviation of 0.4 showed that, the responses regarding personal opinions were concentrated around the mean. Lastly, on the choice of welfare initiatives known to the employees, a mean of 14.5 indicated a strong disagreement whereas a standard deviation of 9.5 showed that the responses regarding the same were moderately spread out. The results of Table 2 were interpreted as shown on Table 3.

Table 8

Means		Std. Deviation	
	Interpretation		Interpretation
> 4.5	Strongly dis-Agreed	> 1	Significant variance, No consensus
3.5 - 4.5	Dis-Agreed	< 1	No significance variance in responses
2.5 - 3.5	Neutral	1	Responses were further spread Out
< 1	Strongly Agreed	0.5 -/and < 1	Responses Moderately spread Out
		< 0.5	Responses were concentrated around the mean

Pearson product moment correlation results (Two-tailed): Awareness and Job Stability

Table 9

Correlations N=152		Welfare awareness	Job stability
Welfare initiatives awareness	Pearson Correlation	1	0.02
	Sig. (2-tailed)		0.81
Job stability	Pearson Correlation	0.02	1
	Sig. (2-tailed)	0.81	

A p-value of 0.81 on Table 9 showed that, there is a very strong significant positive relationship between welfare initiatives awareness and job stability of university catering employees. This is an indication that, universities should try as hard as possible to create awareness of welfare initiatives available to their employees.

Welfare initiatives adequacies and Job stability

Table 10

Correlations N=152		Job stability	Adequacy of welfare
Job Stability	Pearson Correlation	1	-0.01
	Sig. (2-tailed)		0.942
Adequacy of welfare initiatives	Pearson Correlation	-0.01	1
	Sig. (2-tailed)	0.942	

A p-value of 0.942 on Table 10 showed that, there is a very strong significant positive relationship between the adequacies of welfare initiatives and job stability of university catering employees. Therefore, universities should find ways of making employees welfare initiatives as sufficient as possible not only to address their physical, mental, social and psychological needs but also to enhance job stability of university catering employees.

Welfare initiatives awareness and adequacies

Table 11

Correlations N=152		Adequacy of welfare	Welfare awareness
Adequacy of welfare initiatives	Pearson Correlation	1	0.03
	Sig. (2-tailed)		0.72
Welfare initiatives awareness	Pearson Correlation	0.03	1
	Sig. (2-tailed)	0.72	

A p-value of 0.72 on Table 11 showed that, there is a significant positive relationship between the adequacy of welfare initiatives and welfare initiatives awareness. This shows that university's management should do all that it takes to make welfare initiatives sufficient and makes it more known to their employees. The awareness can be created through memos, meetings, university's newsletters, noticed boards, staffs welfare/labour welfare offices and labour welfare officers.

Regression results: Awareness and Job Stability

Table 12: Model summary

Model Summary					Change Statistics				Durbin-Watson	
	R	R ²	Adjusted R ²	Std. Error of the Estimate	R ² Change	F Change	df1	df2	Sig. F Change	
1	.020	0	-0.01	0.82	0	0.06	1	150	0.81	2.07
a Predictors: (Constant), welfare initiatives awareness										
b Dependent Variable: Job stability										

Table 12 shows that, the values of multiple correlation coefficients between the predictor and the outcome $R=0.020$ while the measure of the variability in the outcome is zero. This means that, the predictor's accounts for 0% of the variation in job stability of university catering employees. This is also the value in the R^2 change; this is because past studies revealed that, the adjusted R^2 is always equal or closes to R^2 the case with the current study. The Durbin-Watson statistic is 2.07 which are close to 2. According to Field (2008), the closer to 2 the value is, the better, an indication that the assumptions of the study were met.

Analysis of variance: Awareness and Job Stability

Table 13

ANOVA: Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.04	1	0.04	0.06	.807b
	Residual	101.43	150	0.68		
	Total	101.47	151			
a Dependent Variable: Job stability						
b Predictors: (Constant), welfare initiatives awareness						

The anova test on Table 13 showed that, $F= 0.06$ and the p-value is 0.807. Since the F value is < 1 and P-value is > 0.05 , contrary to the normal expectation of >1 and < 0.05 , the implication is that, welfare initiatives awareness failed to improve the ability of the study to predict job stability of university catering employees.

Coefficients: Awareness and Job Stability

Table 14

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Toleranc	VIF
1 (Constant)	1.78	0.12		14.59	0		
Welfare awareness	0.00	0.01	0.02	0.25	0.81	1	1

From Table 14, b values indicate the individual contribution of each predictor to the model, and also show the relationship between job stability and welfare initiatives awareness. Since the b values are positive, there is a positive relationship between the predictor (welfare initiatives awareness) and the outcome (Job stability). The Standard error was used to check whether the t-

test associated with a b value is significant, since 0.01 is < 0.05 , then the t-test associated with a b-value is significant. Table 9 indicated that, the value of $t(0.25) = 0.81$ which is > 0.05 , this means that, the predictor is not making significant contribution to the model. The standardized beta values provide an insight into the importance of a predictor in the model. The standardized beta for the current model is 0.02, the implication of which, welfare initiatives awareness has some importance on job stability of university catering employees. Table 14 showed that the Collinearity diagnostics, both Tolerance and the Value Inflated Factors were within the acceptable ranges. Applying interpretation, that the rule of thumb is “IF Tolerance is > 0.04 and the VIF is < 10 , then, we can conclude that, there was no cause of alarm on the batch of statistics used”

Regression results: Welfare initiatives adequacies and Job Stability

Table 15: Model summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics				Sig. Change	Durbin-Watson
					R ² Change	F Change	df1	df2		
1	0.006	0	-0.01	0.82	0	0.01	1	150	0.94	2.08
a Predictors: (Constant), Adequacies of welfare initiatives										
b Dependent Variable: Job stability										

Table 15 shows that, the values of multiple correlation coefficients between the predictor (welfare initiatives awareness) and the outcome (job stability) $R=0.006$ while the measure of the variability in the outcome R^2 is zero. This means that, the predictor’s accounts for 0% of the variation in job stability of university catering employees. This is also the value in the R^2 change; this is because past studies revealed that, the adjusted R^2 is always equal or closes to R^2 the case with the current study. The Durbin-Watson statistic is 2.08 which are close to 2. According to Field (2008), the closer to 2 the value is, the better, an indication that the assumptions of the study were met.

Analysis of variance: Adequacies of welfare initiatives and Job Stability

Table 16

ANOVA: Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.0	1	0.00	0.01	0.94
	Residual	101.5	150	0.68		
	Total	101.5	151			
a Dependent Variable: Job stability						
b Predictors: (Constant): Adequacies of welfare initiatives						

The anova test on Table 16 showed that, $F= 0.01$ and the p-value is 0.94. Since the F value is < 1 and P-value is > 0.05 , contrary to the normal expectation of >1 and < 0.05 , the implication is

that, adequacies of welfare initiatives failed to improve the ability of the study to predict job stability of university catering employees.

Coefficients: Adequacies of welfare initiatives and Job Stability

Table 17

Model: Coefficients		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.86	0.68		2.75	0.01		
	Adequacies of welfare initiatives	-0.03	0.34	-0.01	-0.07	0.94	1	1
a Dependent Variable: Job stability								

From Table 17, b values indicate the individual contribution of each predictor to the model, and also show the relationship between job stability and adequacies of welfare initiatives. Since the b values are negative, there is a negative relationship between the predictor (adequacies of welfare initiatives and the outcome (Job stability)). The Standard error was used to check whether the t-test associated with a b value is significant, since, -0.03 is < 0.05 then, the t-test associated with a b-value is significant. Table 17 indicated that, the value of t (-0.07 = 0.94 which is > 0.05, this means that, the predictor is not making significant contribution to the model. The standardized beta values provide an insight into the importance of a predictor in the model. The standardized beta for the current model is -0.01, the implication of which, adequacies of welfare initiatives has some importance on job stability of university catering employees. Table 17 showed that the Collinearity diagnostics, both Tolerance and the Value Inflated Factors were within the acceptable ranges. Applying interpretation, that the rule of thumb is “IF Tolerance is > 0.04 and the VIF is < 10, then, we can conclude that, there was no cause of alarm on the batch of statistics used”

Regression results: Awareness and adequacies of welfare initiatives

Table 18: Model summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	0.03	0.001	-0.01	9.52	0.001	0.13	1	150	0.72	1.35
a Predictors: (Constant), Adequacies of welfare initiatives										
b Dependent Variable: Welfare initiatives awareness										

Table 18 shows that, the values of multiple correlation coefficients between the predictor (adequacies of welfare initiatives) and the outcome (welfare initiatives awareness) R=0.03 while the measure of the variability in the outcome R² is 0.001. This means that, the predictor’s accounts for 0.1% of the variation in welfare initiatives awareness of university catering

employees. This is also the value in the R^2 change; this is because past studies revealed that, the adjusted R^2 is always equal or closes to R^2 the case with the current study. The Durbin-Watson statistic is 1.35 which is close to 2. According to Field (2008), the closer to 2 the value is, the better, an indication that the assumptions of the study were met.

Analysis of variance: Awareness and adequacies of welfare initiatives

Table 3

ANOVA: Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.66	1	11.66	0.129	.720
	Residual	13590.176	150	90.601		
	Total	13601.836	151			

a Dependent Variable: welfare initiatives awareness
b Predictors: (Constant), Adequacy of welfare initiatives

The anova test on Table 19 showed that, $F= 0.129$ and the p-value is 0.720. Since the F value is < 1 and P-value is > 0.05 , contrary to the normal expectation of >1 and < 0.05 , the implication is that, adequacies of welfare initiatives failed to improve the ability of the study to predict welfare initiatives awareness of university catering employees.

Coefficients: Awareness and adequacies of welfare initiatives

Table 4

Model Coefficients		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.74	7.81		1.50	0.14		
	Adequacies of welfare initiatives	1.42	3.97	0.03	0.36	0.72	1	1

a Dependent Variable: welfare initiatives awareness

From Table 20, b values indicate the individual contribution of each predictor to the model, and also show the relationship between adequacies of welfare initiatives and welfare initiatives awareness. Since the b values are positive, there is a positive relationship between the predictor (adequacies of welfare initiatives and the outcome (welfare initiatives awareness). The Standard error was used to check whether the t-test associated with a b value is significant, since, 3.97 is >0.05 then, the t-test associated with a b-value is not significant. Table 15 indicated that, the value of t ($0.36 = 0.72$ which is > 0.05 , this means that, the predictor is not making significant contribution to the model. The standardized beta values provide an insight into the importance of a predictor in the model. The standardized beta for the current model is 0.03, the implication of which, adequacies of welfare initiatives has some importance on welfare initiatives awareness. Table 15 showed that the Collinearity diagnostics, both Tolerance and the Value Inflated Factors were within the acceptable ranges. Applying interpretation, that the rule of thumb is “IF

Tolerance is > 0.04 and the VIF is < 10 , then, we can conclude that, there was no cause of alarm on the batch of statistics used”

5.1 Conclusions

In conclusion, welfare initiatives awareness plays a key intervening role in the relationship between the adequacies of welfare initiatives and job stability of university catering employees. Keeping employees in the dark on welfare available to them may mean that, universities may use resources to provide welfare which may not result to the accomplishment of intended purpose. Staff meetings, memos, university’s newsletters, magazines, annual publications, staff welfare officer, human resource registrars, staff unions are some of the avenue to create employees awareness of the welfare initiatives provided by their employers.

6.1 Recommendations

University managements should focus more not only on providing sufficient innovative welfare that address university catering employees welfare needs (physiological, psychological, emotional) and other needs, but also on ensuring that, employees know welfare initiatives provided by their organizations. This way, they will be able to participate not only on improving them but also on advising the management on which ones better addresses their needs. Creating awareness will also assist employees to discern whether the offered initiatives are sufficient or not. The implication of which; sufficient ones will led to job stability.

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