

# **Welfare Initiatives and their Roles on Job Stability of Catering Employees in Selected Universities in Nairobi City County, Kenya.**

**<sup>1</sup>Waweru Bernard K., <sup>2</sup>Maranga V.N., & <sup>3</sup>R. Mugambi**

<sup>1</sup> Post Graduate Student, Kenyatta University.

<sup>2</sup> Lecturer, Kenyatta University.

<sup>3</sup> Lecturer, Kenyatta University.

**Email: kamauwaweru24@gmail.com**

## **Abstract**

The study sought to establish welfare initiatives and their roles on job stability of catering employees in selected universities in Nairobi City County, Kenya. The study covered aspects of efforts, programs, services, benefits and facilities provided by the universities to their catering employees. The study also covered the aspects of concerned with roles of welfare initiatives on job stability such as; employee's sense of being valued, employees' attachment, improved performance, fringe benefits, employees' commitment, talents retention, hard work, competency, a sense of ownership, employees loyalty, employees satisfaction and a sense of fulfillment. 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 respondents agreed with the provision of uniforms, medical facilities, clean safe working station and employee's assistance with means of between 1.5 to 2.5. However, with a mean of between 3.5 to 4.5, they strongly disagreed that, they are provided with welfare initiatives; meals allowance, long service grants, paid holidays and recreational facilities. Moreover, with a mean of 2.57, the respondents were neutral with the provision of; sufficient number of toilets (2.57) and housing facilities. The results of standard deviations were as follows; leave policy (1.53), sporting facilities(1.24), regular salary increment (1.37), comprehensive pension policy (1.35), sufficient number of toilets (1.08), meals allowance (1.25), long service grants (1.15), canteen facilities (1.04), counseling service (1.12), paid holidays (1.30), recreational facilities (1.09), well maintained restrooms (1.13), medical facilities (1.02), employee's funeral assistance (1.32) and transfer assistance (1.37) had a standard deviation  $>1$ , implying that, there was a significance variance. Housing facilities (0.99), uniforms (1.00) and a clean station (0.94), had a standard deviation  $<1$ , meaning, there was no significance variance and hence consensus in responses. With a mean of 1.86 and a standard deviation of .979, majority agreed that welfare initiatives make them

feel valued by their universities. 86.2% agreed that, being valued makes them more attached to their universities. A mean of 1.84 and a standard deviation of .839 revealed that, welfare inspires employees to work hard and better. It is evidenced with a mean of 1.82 and a standard deviation of .921 that, fringe benefits enhances employee's commitment. A mean of 2.50 and a standard deviation of 1.483 revealed a concurrence that, welfare initiatives attracts and retains talents of university catering departments. A majority of respondents 42.8% were of the opinion that, welfare initiatives inspires hard work and competency among the university catering employees. A mean of 2.39 and a standard deviation of 1.557, the respondents opined that, welfare initiatives enhance their satisfaction levels. Moreover, with a mean of 1.39 and a standard deviation of .769, the respondents were of the view that, welfare initiatives allows them to take pride in their organizational membership. A majority of the respondents (86.8%) held that, welfare initiatives allow employees loyalty. It is evidenced with a mean of 1.93 and a standard deviation of .716 that, welfare initiatives enables employees to work with passion and fulfillment. The findings demonstrated with a mean of 1.81 and a standard deviation of 0.820 that, welfare initiatives enables employees to continue working with their organizations.

**Key Words;** Welfare Initiatives, Welfare Services, Welfare Benefits, Employees' attachment, employees loyalty, employees satisfaction, psychological contract, and employees fulfillment.

## **Introduction**

Employees high in well-being stay with an organization for a longer period of time. This is attributed to psychological fulfillment which results to high job embeddedness. Therefore a mutual exchange relationship between the employer and the employee in terms of welfare initiatives is crucial. This calls for a shared obligation and a fulfillment of an obligation by each party.

## **Background**

Employees often find reasons to stay with an employer who cares for their personal and professional welfare. Therefore, universities need to carry out structured welfare initiatives to support employees and their families. This is to enhance their quality of work life. In this context, employees welfare initiatives refers to all efforts, programs, services, benefits and facilities provided by the universities to enhance job stability and quality of work-life of university catering employees. According to (Omonijo, Oludayo, Eche, Uche, Ohunakin, 2015) majority of employees are no longer comfortable working in an institution of higher learning without adequate fringe benefits. Universities mainly

comprises of Teaching and non-teaching staff.

According to (Azeem and Quddus, 2014), when we use the language of “human anatomy”, the “non-teaching staff” is the “Central nervous system” of a ‘human body”, in this context, ‘the university”. University catering employees are a part of this ‘Central nervous system” of the body “University”. Therefore, the success of a university as an organization is dependent on the believe of the employees, that their well-being is taken care of (Eisenberger and Stinglhamber, 2011).

According to (Njeru, Moguche and Mutea, 2017), employees are directly influenced by the nature and quality of welfare services. As such employee’s welfare services should be adequately competitive and focused towards solving the real needs of the employees. This concurs with (Ruby, 2012) who postulated that, the welfare of workers is a crucial factor that contributes to the success of an organization. According to a report by (University of Nairobi, 2013). The well-being of a university staff is vital for the realization of the vision and mission of the University. This is further demonstrated by (Owence, Pinagase and Mercy, 2014), who stated that, employees valued benefit encourages job stability.

### **Welfare initiatives**

According to a report by the (University of Sussex, 2012) welfare initiatives includes; safety advice, private medical insurance, sporting facilities, a supermarket, staff library facilities and the on-campus health center, child cares, campus cafes, on-campus banks and staffs accommodation. The Pakistan study by (Khan, 2014) demonstrated welfare initiatives to include retirement benefits, job security. In India, employee’s welfare is advanced in legislations such as (Insurance Act, 1948), and the (WCA Act, 1923). This rule provides for welfare benefits such as; lockers, seats, first aid, an ambulance, sickness, maternity, dependent’s funeral and medical benefits (Ravindra, 2013). The government has further provided the catering establishment act of 1958, which regulates the conditions of persons working in catering establishments (Government of Tamil Nadu, 2014).

The Nigerian study by (Omonijo, Oludayo, Eche, Uche, Ohunakin, 2015) in a faith- based institution of higher learning in South-West Nigeria found out that the following welfare initiatives are offered; house allowance, medical allowance, paid holidays, pension scheme, subsidized meal, transportation, annual salary increment, time off, on-campus accommodation, in service training and sick leave. Bagudu, Usman and Ibrahim (2013), studied staffs turnover among state owned institutions in Nigeria, and found out that, employee’s welfare include better working environment,

accommodation, staff schools, medical facilities, salaries and fringe benefits. Kenya legislations provide for employee's welfare in (KEA, 2007) cap 226 on rights and duties in employment. It provides for hours of work, annual, maternity and sick leaves, housing, water, food and medical attention. The (OSHA, 2007) provide the guidelines for safety, health and welfare of workers (GoK, 2007). The (WIBA, 2007) and the (NHIF, 2007) act provides for leaves transformational and recreational facilities for the employees.

According to (Kenyatta University, 1995) development plan, staff welfare includes housing, medical services, insurances, pension schemes, loans, restaurants, banks and multi- purpose halls. A study by (Akala, 2012) on factors that influence employee's retention among the non-teaching staff at the university of Nairobi, classified employee's welfare into physical and emotional welfare. Physical welfare include health, safety, paid holidays and reduced working hours while emotional welfare include counseling services. According to (CUNY, 2009) employee welfare initiatives include basic health plans such as prescription drug plans, dental plan, hearing aid benefit, disability benefits, extended medical benefit, retirement benefits, health benefits, leaves and free interest loans. A study by (Bosibori, Nyakundi, Munene and Walter, 2012) demonstrated that, employee welfare secures labour and include housing, medical, canteen and recreational facilities. According to (Dennis, 2012), welfare policy stem from measures to improve health and safety, paid holidays, reduced working hours and mental well- being of employees.

### **Roles of Employee's Welfare Initiatives on Job Stability**

#### **Welfare initiatives and an employee sense of being valued.**

Owence, Pinagase and Mercy (2014), who stated that, employees valued benefit, encourages job stability. Omonijo, Oludayo, Eche, Uche, Ohunakin (2015) noted that, workers management policies relating to poor fringe benefits and lack of rewards affects job stability, especially in work environments where employees feel undervalued or ignored, or where they feel helpless or unimportant.

#### **Welfare initiatives and a feeling of being attached to an organization**

Employees feels and have an opinion that, it is the work of an employer to provide welfare initiatives to them. According to (Mitchell, Holtom and Lee, 2001), the closer the employees person views, values, and goals are to the organizational culture, the better the fit, and the "higher the likelihood that an employee will feel attached to the organization. Job embeddedness is a broad constellation of

psychological, social and financial influences on employee's retention. These influences are present on the job as well as outside the employee's immediate working environment, and, are likened to strands in a "web" in which a person can become stuck to a job. Such social and financial influences includes monetary and non-monetary welfare initiatives availed by the employer within and outside the working environment.

### **Welfare initiatives and a sense of working hard and better**

According to (Beheshtifar and Mojtaba, 2013), in (Brunneto, 2013), when the organization treats employees well, they reciprocate with hard work. According to (Beheshtifar and Mojtaba, 2013), commitment of employees can be increased by giving them fringe benefits. Wambui, Cherotich, Emily and Dave (2017) studied the effects of work life balances on employee's performance of Kabarak University in Nakuru County, Kenya. The findings demonstrated that, presence of financial arrangements with financial institutions makes them more committed to their work. A study by (Rawat et al, 2016) on labour welfare schemes and their impacts on job satisfaction that was carried out in Dehradun in India, found out that, employees welfare initiatives increases the commitment of workers. According to (Amirnejad and Asploor, 2016), when employees understand that, the organization is concerned to their happiness and supports them, they assign themselves as part of the organization considering it their representation, thereby, having a sense of adherence and allegiance to the organization.

### **Welfare initiatives and employee' commitment**

Employee's commitment is the degree to which an employee identifies with the organization and wants to continue participating in it. The commitment may be affective, continuance or normative (Akeke, Akeke and Awolusi, 2015). Affective commitment is the tendency of an employee to remain in an organization due to his emotional attachment and strong identification with objectives and the mission of an organization. Continuance commitment is where an employee commits to an organization for fear of social economic loses which includes; pension accruals and social cost, friendship with other workers and organizational memberships. Normative commitment is where an employee commits to and remains in an organization because of feelings of obligation. Committed employees have a stronger sense of belonging, and remains being part of the organization.

Khademi (2014) studied the effect of welfare services on organizational commitment of staff in Meymeh. The study demonstrated that, when initiatives are implemented in organizations they

positively impact employee's happiness and job security. According to the study by (Shefali and Shikha, 2017), employees welfare activities assist the employees to develop a sense of belonging towards organization. Nazeri, Meftahi and Kianipour (2012), analyzed the role of staffs well-being as independent variable and the work locus of control as the moderate factor associated with the organizational commitment. The results suggested that, the staffs well-being could have a negative relationship with the continuance commitment and a positive relationships with normative commitments.

### **Welfare initiatives and their role on attracting and retaining talents**

Every education institution wants to have a competitive edge in order to attract more students and potential employees (Naris and Ukpere, 2010). According to (Smith, 2015), employees often find reasons to stay with an employer who cares for their personal and professional welfare. Therefore, any organization that aims to be an attractive employer need to strive to create a supportive and a caring work environment for its employees. Eaton, Marx and Bowie, (2007) studied employee's wellness programmes in the United States of America institutions and its impact on health behaviour and status of faculty and staff. The findings indicated that, health promotions attract and retain skilled staff.

Grawitch, Trales and Kohler, (2007) examined the affiliation between safety health practices and turnover intention in universities. The findings indicated that, health and safety practices are positively related to turnover intentions. The Tehran University study by (Azam, 2012) on the level of employee's satisfaction with the availability of welfare facilities among the staff working in the headquarters of Tehran University established that, non-cash facilities attract and retain high skilled employees. Manzine and Gwandure (2011) studied the employees welfare used by organizations as a strategy of arousing productivity of employees, and found out that, employees welfare initiatives secures labour force. According to (Keitany, 2014) employee's welfare programs retain and improve employee's conditions.

### **Welfare initiatives and employees satisfaction**

A management research report by (Saji, Tarek, and Mohammad, I.T., 2013), on employees satisfaction among the non-teaching staff in Higher Educational Institution in Saudi Arabia, found out that, most staff members were dissatisfied with the level of facilities (transportation, medical, vacation) provided to them and to their families. A study by (Rawat et al, 2016) on labour welfare

schemes and their impacts on job satisfaction that was carried out in Dehradun in India, found out that, employees welfare initiatives improves morale and loyalty of workers. Bharti, Parul and Ashok Kumar (2013) studied the provision of the employee's welfare initiatives under the factories act and their impacts on employees. They also reviewed the information on welfare provisions and employees satisfaction. The findings indicated that, there is a relationship between the provision of welfare initiatives and employees satisfaction.

Azem and Quddus (2014) studied the job satisfaction among the non-teaching employees of Central Universities in India, Hyderabad (University of Hyderabad and Maulana Azad National Urdu University). The results found out that, creches, construction of working women's hostels on the campus, incentive for working long hours and on holidays, reimbursement of medical bills and the reimbursement of tuition fees are welfare measures that leads to employee's job satisfaction. Khademi (2014) studied the effect of welfare services on organizational commitment of staff in Meymeh. The study demonstrated that, when welfare initiatives are implemented in organizations they positively impact the performance of such organizations in terms of ensuring employees

happiness and job security.

### **Welfare initiatives and job stability**

According to (Owence, Pinagase and Mercy, 2014), employees valued benefit encourages job stability. They combine innovativeness and job stability as demonstrated by (Lamba and Choudhary, 2013). According to (Amirnejad and Asploor, 2016), lack of attention to the needs of the employees and neglecting the provision of efficient facilities have a negative and irreversible impacts on the staffs altitude. Rao, Patro and Raghuath (2015) studied the impact of welfare measures on employee's performance in both public and private education institutions of higher learning, medical centres and banks of Visakhapatnam district India. The study demonstrated that, welfare measures (intra-mural and extra-mural) should be provided by organizations whether public or private as they eliminates turnover and increases productivity.

According to (Amirnejad and Asploor, 2016), when employees understand that, the organization is concerned to their happiness and supports them, they assign themselves as part of the organization considering it their representation, thereby, having a sense of adherence and allegiance to the organization. Manzine and Gwandure (2011) studied the employees welfare used by organizations as a strategy of arousing productivity of employees, and found out that, "Welfare services can be used to secure workforce by providing proper human conditions of work".

### **Statement of the Problem**

A management research report by (Saji, Tarek, and Mohammad, I.T., 2013); found out that, most staff members were dissatisfied with the level of facilities (transportation, medical, vacation) provided to them and to their families. This means that, they are inadequate (Ngaruiya, Nyandega, Origa and Ondundo, 2015), one of the challenges brought by massification of universities are inadequate staff welfare and inadequate staffs. The current welfare initiatives are selective as demonstrated by (Odeku and Odeku, 2014) who demonstrated that, managers increase their welfare at the expense of their subordinates. It is also clear that, the current welfare initiatives do not address the real needs of employees and are not determined with the active participation of employees. This negates the principles of employee's welfare service as demonstrated by (Ananthi, Narmatha, Murukesh and Periasamy, 2016) that, employee's welfare services should satisfy the real needs of employees and they should be determined with the active participation of all the workers.

### **Research Hypotheses**

H1: Welfare initiatives are not used by catering employees in selected Universities in Nairobi City County, Kenya.

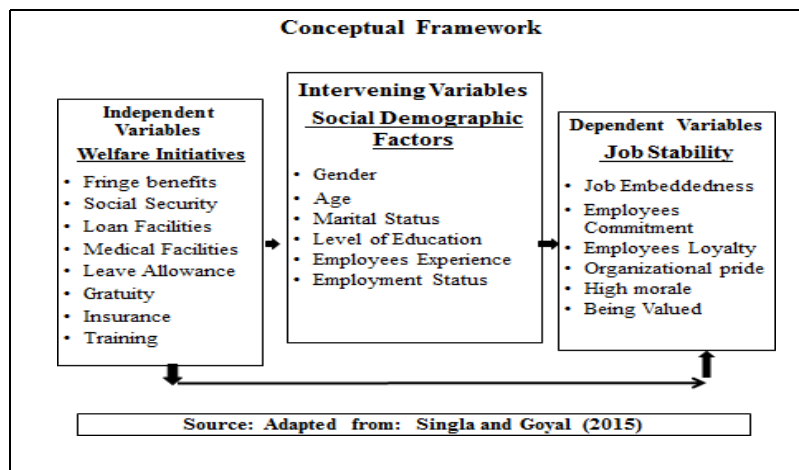


H2: Welfare initiatives have no significant role on job stability of catering employees in selected Universities in Nairobi City County, Kenya.

### The Conceptual Framework

The conceptual framework shows the relationship between the independent variables(welfare initiatives); fringe benefits, social security, loan facilities, medical facilities, leave allowance, gratuity, insurance and training and the dependent variables (Job stability) as represented on its key facets of; employees commitment, job embeddedness or attachment, organizational pride, high morale and being valued. Intervening variables were the social demographic factors (Gender, Age, Marital status, Employees experience and Employment status).

**Figure 1.1: Conceptual Frame work**



## LITERATURE REVIEW

### Introduction

This chapter reviewed literature on welfare initiatives and their roles on job stability of university catering employees. The research evaluated the constructs of the Psychological contract theory.

### Welfare Initiatives and their Roles on Job Stability of Catering Employees

A study by (Omonijo, Oludayo, Eche, Uche, Ohunakin, 2015) at a private based institution of higher learning in South-West Nigeria, demonstrated that, majority of the respondents (86.6%) were not comfortable working in an institution of higher learning without adequate fringe benefits. Thus, there is a need to improve the current welfare initiatives so as to align them with employee’s real needs. This is not only to make them comfortable but also to improve their standards of living. According to (Amirnejad and Asploor, 2016) effective provision

of staff welfare facilities is hindered by many different needs of employees. Thus there was a need to know these welfare initiatives and classify them according to different cadres of employees and into different university staff categories. This is to make them play their roles effectively.

According to a report by the (University of Sussex, 2012) welfare initiatives includes; safety advice, private medical insurance, sporting facilities, a supermarket, staff library facilities and the on-campus health center, child cares, campus cafes, on-campus banks and staffs accommodation. The Nigerian study by (Omonijo, Oludayo, Eche, Uche, Ohunakin, 2015) in a faith-based institution of higher learning in South-West Nigeria found out that the following welfare initiatives are offered; house allowance, medical allowance, paid holidays, pension scheme, subsidized meal, transportation, annual salary increment, time off, on-campus accommodation, in service training and sick leave.

Kenya legislations provide for employee's welfare in (KEA, 2007) cap 226 on rights and duties in employment. It provides for hours of work, annual, maternity and sick leaves, housing, water, food and medical attention. A study by (Akala et al., 2012) on factors that influence employee's retention among the non-teaching staff at the university of Nairobi, classified employee's welfare into physical and emotional welfare. Physical welfare include health, safety, paid holidays and reduced working hours while emotional welfare include counseling services. According to (Owence, Pinagase and Mercy, 2014), employees valued benefit encourages job stability. According to (Beheshtifar and Mojtaba, 2013), commitment of employees can be increased by giving them fringe benefits.

### **The Psychological Contract Theory**

The theory is based on employee's sense of fairness, trust and belief between the employer and the employee that each is fulfilling his part of the bargain. Each of the party is obligated to fulfill his role to ensure continuity of the exchange relationship between the two parties. In this theory, the employer has a role to provide social emotional rewards while the employee on the other hand has a responsibility to provide his skills, efforts and commitments towards accomplishment of the organizational goals. Psychological contract can be redefined to mean a mental agreement of what each party is to provide, and is categorized into transactional, relational and balanced contracts. Transactional contract is based on monetary exchanges such as bonus while the relational contract is based on non-monetary and social emotional factors such as employee's welfare initiatives. Meanwhile, balanced psychological contract is based open ended time frame and mutual concern of relational agreement with the performance demand and renegotiation of transactional contracts (Wangithi and Muceke, 2012).

## Summary of the Literature Review and the Research Gap

Past studies evidenced that, employees are not comfortable working in organizations that do not provide adequate welfare initiatives such as fringe benefits as demonstrated by (Omonijo, Oludayo, Eche, Uche, Ohunakin, 2015). Therefore there is a need to make them adequate and to align them to different occupations. Earlier studies are not clear on how to make welfare initiatives comfortable and adequate. According to (Amirnejad and Asploor, 2016) effective provision of staff welfare facilities is hindered by many different needs of employees. Thus there was a need to know these welfare initiatives and classify them according to different cadres of employees and into different university staff categories. This is to make them play their roles effectively. The literature review has revealed that, the current welfare initiatives are not regularly revised and there is a need to do so (Ndila, 2010). It is therefore evident that, the current welfare initiatives are not updated and are no in a position to address the current needs of university catering employees.

## METHODOLOGY

The research study used the descriptive research design to find out welfare initiatives used in universities and their roles on job stability. The design has quantitative and qualitative approach methods which established welfare initiatives and their roles on job stability of catering employees working in universities in Nairobi City County, Kenya. The study was carried out in catering departments of 5 out of 46 university campuses in Nairobi City County Kenya (Commission for the University Education, July, 2016). The target population comprised of 300 university catering employees within the area of the study. The population was heterogeneous, thus, stratified sampling was done in selecting the respondents of the study and simple random sampling was used to select university campuses of the study.

**Table 1.1: Summary of Sampling Technique**

Technique	Area applied	Justification
Simple Random Sampling	Selected University Campuses from in Nairobi City County	Equal chance of being selected to represent the sample
Stratified Sampling	Selected individual respondents	Equal representation of catering employees working in university catering departments

## Sample Size

A total of 189 respondents participated in the study as shown on summary distribution of the respondents.

**Table 1.2: Sample Size**

Participants	Population	Sample Size
--------------	------------	-------------

University Catering Employees	300	63%	189
<b>Total</b>	<b>300</b>		189

The sample size of university catering employees was determined using Israel's (1992) sample size calculation formulae as shown;

<p><b>Equation 1:</b></p> $n = \frac{N}{1 + N(e)^2}$	<p><b>Where :</b> N = population</p> <p>e = precision rate at 5% (0.05)</p> <p>n = sample size</p>
--	--

The study used both primary and secondary data collection methods to collect data. Primary data was collected by means of self-administered questionnaires and an interview guide. Secondary data was collected from journals, annual reports, websites and publications.

### **Pretesting**

All the instruments of data collection were pretested in one university not included in the actual study findings. The pre-test assisted the researcher to ensure clarity of items in the instrument of study. It also aided the researcher to identify the similarity of meanings, and the actual time needed to administer the actual data collection process.

### **Instruments Validity and Reliability**

The instruments of this study were questionnaires and interview guide questions which were validated by the use of content analysis. Content analysis was done by cross-checking responses against the study objectives, hypotheses and against the conceptual framework. The content validity of questionnaires was ensured through consultation with the supervisors. Test-re test method was used to establish the reliability of the questionnaires. A cronbach alpha was used to test the consistency of variables. A cronbach alpha test results were interpreted according to (Gliem, 2003), who stated that, the closer the cronbach alpha coefficient is to 1.0, the higher the internal consistency of the study variables. The same is supported by (Brotherton, 2012) study which stated that, a reliable scale should have an alpha value of at least 0.7, or higher. The results of pretest were analyzed to identify the errors. The results of the individual welfare initiatives were between 0.800 to 0.822, meaning, the data collection instruments were reliable as they were higher than 0.7 as suggested by (Brotherton, 2012).

### **Data analysis technique**

Quantitative and qualitative data analysis techniques were used in the study as the data collected were both numerical and narrative. Descriptive statistics (means and standard deviations) was used by the researcher.

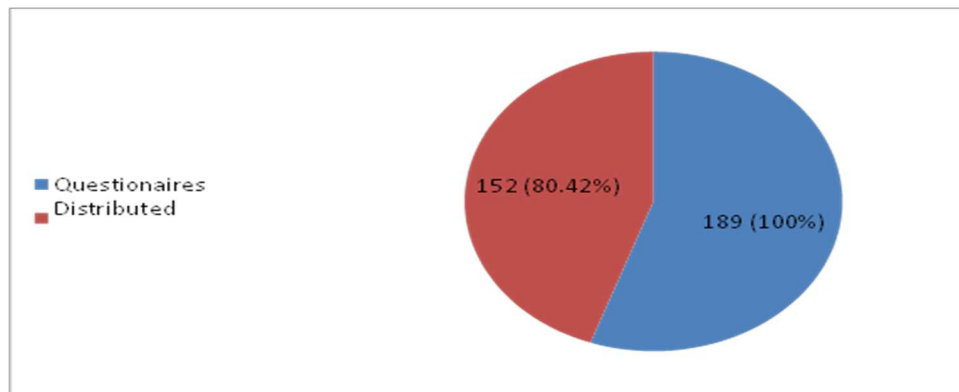
## RESULTS AND DISCUSSIONS

### Introduction

This section represents the analysis, findings and discussions of the study. The main objective was to explore welfare initiatives and their roles on job stability of university catering employees in Nairobi City County, Kenya. The findings presented include; response rate, demographic profiles, welfare initiatives and their roles on job stability. The study targeted a total of 189 respondents who were the catering employees of selected universities in Nairobi City County, Kenya.

### Response Rate

A high response rate was obtained; this reduced the chances of getting biased statistics. As such, the findings were reliable as shown on the figure below;

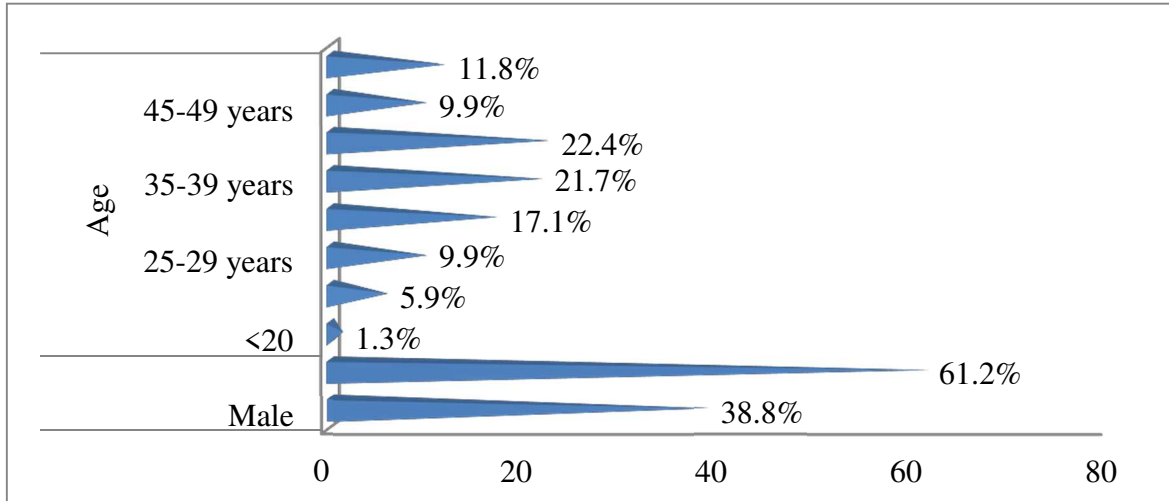


A response rate of 80.42%; this is adequate for analysis, as it conforms to to Mugenda and Mugenda, 1999 (as cited in Keitany, 2014, p. 30) that “a response rate of 70% and over is excellent” for analysis. A non-response rate of 19.58% of university catering employee’s questionnaires was due to time constraints especially near the meal times and at the meal times.

## Demographic Characteristics of the respondents

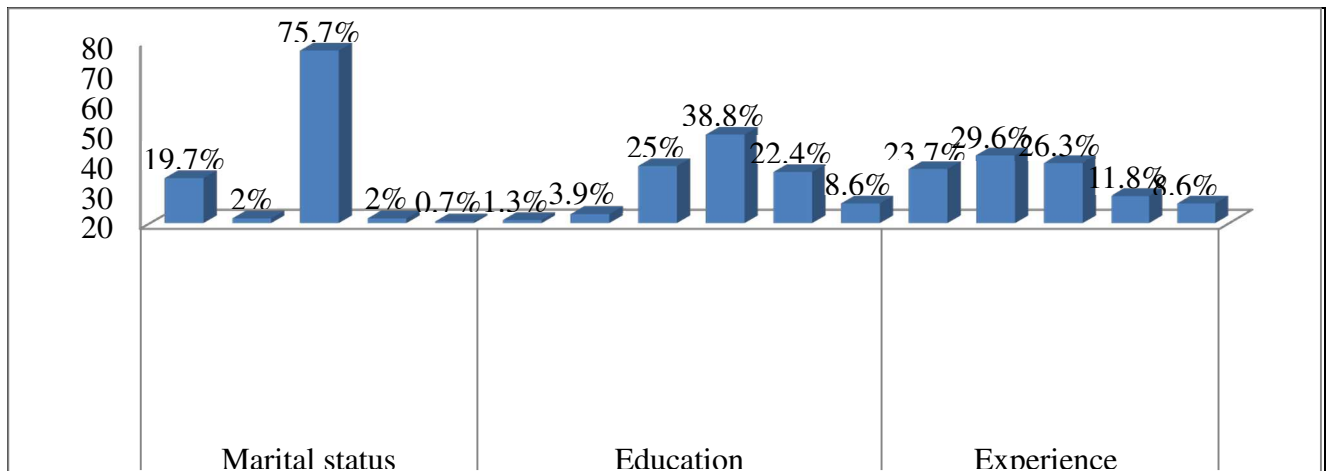
The study sought employee's demographics and the findings were presented as shown;

### Gender and Age of the respondents



According to the findings, 38.8% were male and 61.2% were female. This contrasts (Azeem and Quddus, 2014) study conducted in Maulna Azad National University which found out that, majority (71.4%) was males. Most of the respondents 22.4% were aged between 40-44 years while the minority 1.3% had an age of below 20 years.

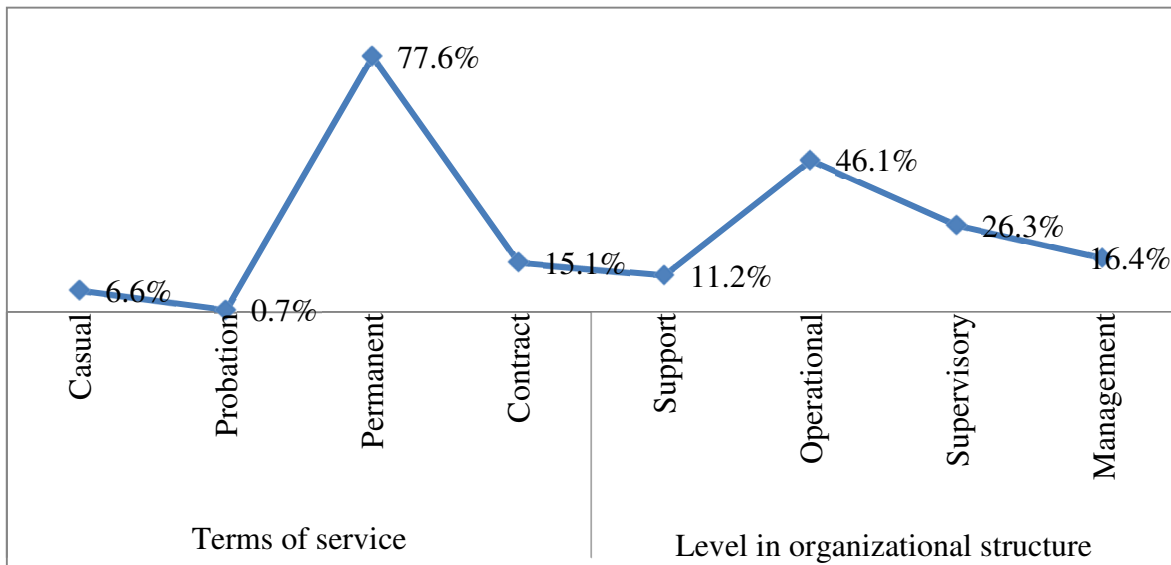
### Marital Status, Education level and Employees Experience



The majority of the respondents (75.7%) were married while minority 0.7% was of the opinion that, marriage is not applicable. This concurs with (Kosgey, Mutai and Lagat, 2018) where 89% of the respondents were married. Meanwhile, majority (38.8%) had a diploma as the highest level of

education while the minority (1.3%) held a primary level certificate. The study revealed that, majority (29.6%) had an experience of between 5-9 years while the minority (8.6%) had an experience of >20 years of age

**Terms of Service and Level of Employee in Organization Structure**



Majority of the respondents (77.6%) were employed on permanent terms of service while the minority (0.7%) was on probation. In terms of their levels in organizational structure, majority (46.1%) described themselves as operational while minority (11.2%) described themselves as support staffs.

**Table 1.3: Welfare Initiatives.**

	Mean	Std.Deviation
My organization has a high satisfactory leave policy	3.14	1.53
Sporting Facilities are provided for employees	3.22	1.24
Regular salary increment is offered to employees	3.03	1.37
My establishment has a comprehensive pension policy	3.73	1.35
Sufficient number of toilets are provided for the employees	2.57	1.08
Meals allowance is provided to the employees in your establishment	4.02	1.22
Long service grants are provided to the employees	3.97	1.14
My establishment provide canteen facilities to employees	2.62	1.04
Counseling services are provided by my establishment	2.72	1.12
Housing facilities are provided by the establishment	2.57	0.99
My establishment offer paid holidays to the employees	3.97	1.30

Recreation facilities are provided in my establishment	3.61	1.09
There are well maintained rest rooms in my organization	3.01	1.13
My establishment offer medical facilities to the employees	2.28	1.02
My establishment provide us with uniforms	1.86	1.00
My working station is safe and clean	1.84	0.94
Employees are assisted when their family members pass away	2.68	1.32
Employees on transfer are facilitated to settle down	3.07	1.37

The respondents agreed with the provision of uniforms, medical facilities, clean safe working station and employee's assistance with means of between 1.5 to 2.5. However, with a mean of between 3.5 to 4.5, they strongly disagreed that, they are provided with welfare initiatives; meals allowance, long service grants, paid holidays and recreational facilities. Moreover, with a mean of 2.57, the respondents were neutral with the provision of; sufficient number of toilets (2.57) and housing facilities (2.57). The results of standard deviations were as follows; leave policy (1.53), sporting facilities(1.24), regular salary increment (1.37), comprehensive pension policy (1.35), sufficient number of toilets (1.08), meals allowance (1.25), long service grants (1.15), canteen facilities (1.04), counseling service (1.12), paid holidays (1.30), recreational facilities (1.09), well maintained restrooms (1.13), medical facilities (1.02), employee's funeral assistance (1.32) and transfer assistance (1.37) had a standard deviation >1, implying that, there was a significance variance. Housing facilities (0.99), uniforms (1.00) and a clean station (0.94), had a standard deviation <1, meaning, there was no significance variance and hence consensus in responses.

### **Role of employee's welfare on job stability of university catering employees**

The study sought to find out the role of welfare initiatives on job stability of university catering employees. The respondents were asked to rate the elements on a scale of 1 to 5 ranging as 1=strongly agree, 2=agree, 3=neutral, 4=disagree and 5= strongly disagree. A likert scale with five points was used to capture and interpret the responses. Those elements those were not considered to have any role on job stability were awarded number 5 while those which had a strong significant role were awarded number 1, those which had a fairly significant role were awarded number 2 while 3 was awarded neutral. Meanwhile, those awarded 4 had no role on job stability while those awarded 5 had no role at all. The summary of the elements tested was as shown on the table below;



**Table 1.4: Role of Welfare Initiatives on Job Stability of University Catering Employees**

	Mean	S.Deviation
Welfare makes me feel valued by the organization	1.86	0.979
Being valued makes me more attached to the organization	1.82	0.887
Welfare inspires employees to work better and harder	1.84	0.839
Fringe benefits enhances employees commitment	1.82	0.921
Welfare attracts and retains talent in the organization	2.50	1.483
Welfare inspires hard work and competency	3.68	2.712
Welfare enhances employees satisfaction	2.39	1.557
Welfare allows employees to take pride in their organization	1.32	0.769
Welfare allows employees loyalty	1.13	0.339
Welfare enable employees to work with passion and fulfillment	1.93	0.716
Welfare enables me to continue working with the organization	1.81	0.820
Welfare inspires me to work hard	1.78	0.745
Welfare enables me to work with passion and fulfillment	1.88	0.848
Valid N (listwise)		

Means were established and interpreted as follows; Means >4.5 implied strongly agreed, 3.5-4.5 implied disagreed; 2.5-3.5 implied neutral, 1.5-2.5 implied agreed, <1 implied strongly agreed. Standard deviations were also obtained and interpreted as follows; >1 implied: significance variance and lack of consensus while <1 implied, lack of significance variance in responses, 1, implied that, the responses were further spread out, >0.5 and <1, implied that, the responses were moderately distributed, while < 0.5 implied that, the responses were concentrated around the mean. From the findings, the respondents disagreed that, welfare initiatives inspires hard work and competency. The results indicated that, the respondents agreed that; welfare initiatives make them; feel valued (1.86), attached to their organizations (1.82), inspires them to work better and harder (1.84), enhances their commitment (1.82), attracts and retains talent (2.50), enhances employees satisfaction (2.39), enables employees to work with passion and fulfillment (1.93), enables them to continue working in their universities (1.81),inspires them to work hard (1.78) and enables them to work with passion and

fulfillment (1.88). However, with means of 1.32 and 1.13 respectively, the respondents agreed that, welfare initiatives enables them to have pride in their organization and allows employees loyalty. The study findings concur with (Owence, Pinagase and Mercy, 2014), who stated that, employees valued benefit, encourages job stability. The findings also concur with (Mitchell, Holtom and Lee, 2001), who stated that, the closer the employees person views, values, and goals are to the organizational culture, the better the fit, and the “higher the likelihood that an employee will feel attached to the organization. The standard deviation results revealed that, apart from three elements (attracts and retains talent, (1.483), inspires hard work and competency (2.712) and enhances employees satisfaction (1.557) the other ten elements had a standard deviation of <1. This means that, a part from the mentioned three, there was no significance variance in responses, an indication of a general consensus among the study respondents.

**Hypothesis: Welfare initiatives and their roles on job stability**

The study determined the relationship between welfare initiatives and their roles on stability. The study tested the following hypotheses stated in null and alternative forms.

**H01:** Welfare initiatives have no significant role on job stability of university catering employees in selected Universities in Nairobi City County, Kenya.

**H11:** Welfare initiatives have a significant role on job stability of university catering employees in selected Universities in Nairobi City County, Kenya.

To test the hypotheses, welfare initiatives were analyzed against their roles on job stability of university catering employees using the chi-square analysis. The chi-square was done to establish whether they have a significant role on job stability of catering employees in selected universities in Nairobi City County, Kenya. A p-value of <5 was considered as significant and the results were as shown on table 1.5.

**Table 1.5: Hypothesis: Welfare initiatives and their roles on job stability**

	<b>Test Statistics</b>	<b>Chi-Square</b>	<b>value</b>
A	My organization has a high satisfactory leave policy	8.855	.065
B	Sporting Facilities are provided for employees	14.118	.007
C	Regular salary increment is offered to	5.039	.283
D	My establishment has a comprehensive pension policy	47.276	.000
E	Sufficient number of toilets are provided for the	68.592	.000
F	Meals allowance is provided to the employees	98.789	.000
G	Long service grants are provided to the employees	82.671	.000
H	My establishment provide canteen facilities	70.895	.000
I	Counseling services are provided by my establishment	49.053	.000
J	Housing facilities are provided by the establishment	77.408	.000
K	My establishment offer paid holidays to the employees	98.592	.000
L	Recreation facilities are provided in my establishment	46.092	.000
M	There are well maintained restrooms in my establishment	71.355	.000
N	My establishment offer medical facilities to the employees	78.395	.000
O	My establishment provide us with uniforms	118.789	.000
P	My working station is safe and clean	123.921	.000
Q	Employees are assisted when their families pass away	9.645	.047
R	Employees on transfer are facilitated to settle	4.908	.297
S	Welfare enables me to continue working	150.566	.000
T	welfare makes me feel valued by the organization	128.855	.000
U	being valued makes me more attached to the	137.803	.000
V	Welfare inspires employees to work better and harder	141.553	.000
W	Fringe benefits enhances employees commitment	136.750	.000
X	Welfare attracts and retains talent in the organization	136.395	.000
Y	Welfare inspires hard work and competency	86.224	.000
Z	Welfare enhances employees satisfaction	194.684	.000
A 2	Welfare allows employees to take pride in their	347.211	.000

B 2	Welfare allows employees loyalty	82.526d	.000
C 2	Welfare enable employees to work with passion and fulfillment	97.895e	.000

The findings presented an  $\chi^2=8.855$ ,  $df^*=4$  and the  $p=0.065$  which is  $>0.05$ . With a significance level  $>0.05$  (0.65), the alternative hypothesis (H1) was rejected. The results showed that there was no significant relationship between employee welfare initiative A and its role on job stability of university catering employees. The implication of  $\chi^2$  test result is that, a satisfactory leave policy cannot be attributed to its role on job stability of university catering employees.

In welfare initiative B, the results were  $X^2=14.118$ ,  $df^*=4$  and the  $p=0.007$  which is  $<0.05$ , the significance level being  $<0.05$  (0.007), the  $H_0$  was rejected. As a result the alternative hypothesis (H1) was accepted. This result showed that, there is a significant relationship between the employee welfare initiative B and its role on job stability of university catering employees. Here, the implication of  $\chi^2$  test result is that, sporting facilities are attributed to their roles on job stability of university catering employees. The same can be said on other welfare initiatives and their roles; in D to P whose results= $0.000$  and by default  $<0.005$  and as a result their  $H_0$  being rejected and by implication their  $H_1$  being accepted. Meaning, there is a significant relationship between welfare initiatives D to P and their roles on job stability of university catering employees.

The implication of  $\chi^2$  test result is that, a comprehensive pension policy, sufficient number of toilets, meals allowance, long service grants, canteen facilities, counseling services, housing facilities, paid holidays, recreational facilities, well maintained restrooms, medical facilities, staff uniforms, a safe and a clean working environments are attributed to their roles on job stability of university catering employees. Their roles are shown on capital letters S to C2. This concurs with (Azem and Quddus, 2014) study on job satisfaction among the non-teaching employees of Central Universities in India, Hyderabad (University of Hyderabad and Maulana Azad National Urdu University), which found out that, welfare initiatives such as creches, construction of working women's hostels on the campus, incentive for working long hours and on holidays, reimbursement of medical bills and the reimbursement of tuition fees led to employees job satisfaction. On welfare initiative Q,  $X^2=9.645$ ,  $df^*=4$  and the  $p=0.047$  which is equals to 0.05 when converted into 2 decimal places. Since this is not  $>$  or  $<0.05$  (In 2 decimal places), the study can only attributed Q (employees assistance when their family members pass away) with job stability of university catering employees

## **SUMMARY, CONCLUSIONS AND RECOMMEDATIONS**

## **Introduction**

The study sought to determine welfare initiatives and their roles on job stability of catering employees in selected universities in Nairobi City County, Kenya. The following conclusions, summary and recommendations were made from the study findings based on the study objectives.

### **Summary**

This section presents the summary of findings in line with objectives of the study

#### **Welfare initiatives used in university catering**

The objective sought to establish welfare initiatives used in university catering departments in Nairobi City County, Kenya. The findings revealed that, with means of between 1.5 to 2.5, the respondents agreed that they are provided with welfare initiatives; staff uniforms, medical facilities, clean safe working environment and employees assistance. It is evident from the study that, with a mean of between 3.5 to 4.5, the respondents strongly disagreed that, they are provided with welfare initiatives; meals allowance, long service grants, paid holidays and recreational facilities. Moreover, with a mean of 2.57, the respondents were neutral with the provision of; sufficient number of toilets (2.57) and housing facilities (2.57).

#### **Role of welfare initiatives on job stability of university catering employees**

The objective sought to find out the role of welfare initiatives on job stability of university catering employees in selected universities in Nairobi City, County, Kenya. The findings revealed that, the respondents disagreed that, welfare initiatives inspires hard work and competency. The results indicated that, the respondents agreed that; welfare initiatives make them; feel valued (1.86), attached to their organizations (1.82), inspires them to work better and harder (1.84), enhances their commitment (1.82), attracts and retains talent (2.50), enhances employees satisfaction (2.39), enables employees to work with passion and fulfillment (1.93), enables them to continue working in their universities (1.81),inspires them to work hard (1.78) and enables them to work with passion and fulfillment (1.88). However, with means of 1.32 and 1.13 respectively, the respondents agreed that, welfare initiatives enables them to have pride in their organization and allows employees loyalty. The findings revealed that, there is a significant relationship between welfare initiatives D to P and their roles on job stability of university catering employees. The implication of x2 test result is that, a comprehensive pension policy, sufficient number of toilets, meals allowance, long service grants, canteen facilities, counseling services, housing facilities, paid holidays, recreational facilities, well maintained restrooms, medical facilities, staff uniforms, a safe and a clean working environments are attributed to their roles on job stability of university catering employees.

**Recommendations**

Based on the study findings, the following recommendations were made;

1. Universities management should provide welfare initiatives; meals allowance, long service grants, paid holidays and recreational facilities to university catering employees.
2. To ensure job stability of university catering employees, universities management should provide free interest loans to cater for welfare initiatives which may not be provided by the universities.
3. A similar study should be carried out in universities outside Nairobi locality and a sound decision be made to ensure a uniformed provision of welfare initiatives to catering employees in Kenya.

## REFERENCES

- Akala. (2012). *Factors Influencing Employees Retention among the Non- Teaching Staff at the University of Nairobi, Kenya*. Nairobi: University of Nairobi.
- Amirnejad & Asploor . (2016). Effect of Employees Welfare on Job Performance of the Staff at the Islamic Azad University, Abadan and Khorramshahr Branches. *Journal Article Supplimentary Issue*.
- Ananthi, Narmantha, Murkesh & Periasamy (2016). An Analysis of Employee's welfare. *International Journal of Research in Business, Management and Accounting*, ISSN 2455-6114 United Kingdom.
- Azam (2012). A Study on the Headquarters Staff Satisfaction with the availability of the welfare Facilities in Tehran University of Medical Sciences. *Journal of Heath Policy and Sustainable Health*
- Azem, Dr. M.A & Quddus, Dr. M.A. (2014). Job Satisfaction among the Non-Teaching Employees of Universities in India - A Comparative Study. *European Journal of Business and Management*. ISSN 2222-1905 (Paper).
- Bagudu, Usman & Ibrahim. (2013). Employees Turnover and its Effects on Organization Productivity of State Owned Institutions in Niger State: An Impediment to achieving vision 2020 in Niger State. *Journal of Business and organizational development*, 2277- 0070.
- Beheshtifar & Mojtaba. (2013). Hr Maintainance: A Vital Factor to Promote Job Commitment. *International Journal of Academic Research in Business and Social Sciences*, 2222- 6990.
- Bhatt, P., Parul, F., & Ashokakumar (2013). Provision of Welfare under Factories Act and its Impacts on Employees. *Journal of Business Management and Social Sciences Research*, 2 (2).
- Bosibori, Nyakundi, Munene & Walter. (2012). Role of Employees Welfare Services on Performance of the National Police Service in Kenya. A Case of Kisii Central District. *International Journal of Arts and Commerce*, 1, 73-94.
- Brotherton, B. (2012). *Researching in Hospitality and Tourism*.
- Cuny. (2009). *Summary of Benefits, Full Time Instructional (Teaching and Non- Teaching) staffs Manual*. Newyork: Cuony.
- Dennis. (2012). *Human Resource Management for Hospitality and Tourism*. London: Elsevier Publications.
- Eisenberger, Humtington, Hutchson & Sowa. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 500-507.
- Eaton, Marxie & Bowie. (2007). Faculty and Staff Health Promotions. Results from School Health Policies and Programs Study. *A Journal of School Health*, 557-566.

Grawitch, Trales & Kohler. (2007). Health Work Place Practices and Employees Outcomes. *International Journal of Stress Management*, 275-293.

Insurance Act. (1948). *Insurance Act*. Nairobi: Gok.

KEA, G. (2007). *Kenya Employment Act Cap 226*. Nairobi: Gok.

Keitany. (2014). *Perceived Relationship between Employee Welfare Programs and Employees Performance in Kenya*. Nairobi: University of Nairobi.

Kenyatta University. (1995). *The Six Year Development Plan 1994-2000, The Catering and Hostel Staff*. Nairobi: Kenyatta University.

Khademi, T. (2014). Examining Effects of Welfare Services on Organizational Commitment of Staff at Education Department in Meymeh? *Reef Resources Assessment and Management Technical Paper*, 40, (1), pp. 1607-7393

Khan. (2014). The Factors Affecting Employees Turnover in Organization: The Case of Overseas Pakistanis Foundation. *African Journal of Business Management*, 25-34.

Lamba & Choudhary (2013). Impact of Hr practices on Organizational Commitment of the Employees. *International Journal of Research and Advancements in Technology*, 2278- 7763.

Manzine & Gwandure (2011), A Study of Employee's Welfare Initiatives as a strategy to arouse Productivity of Employees in Organizations. Research Review. 3 (11) Pg.41. *International Journal of Business and Administration*

Mitchell, Holtom & Lee. (2001). "How to Keep Your Best Employees: Developing an Effective Retention Policy". *Academy of The Management Executive*, 95-109.

Ngunjiri, B., Nyandega, I., Origa. J & Ondundo. P.A. (2015) *Effect of Mass University Enrolment on Non - Academic activities: The Case of the University of Nairobi*. *Educational Journal*, 4 (2), 51-59.

Nhif. (2007). *National Hospital Insurance Act*. Nairobi: Gok.

Njeru L., Moguche. A.M. & Mutea. F.M., (2017). An Exploratory Study of the Relationship between Non-Monetary Welfare Programs and Employees Performance among the Non-Teaching Staff in Institutions of Higher Learning in Kenya. *European Journal of Social Science Studies*, (2), 2501-8590.

Odeku & Odeku (2014). *In Pursuit of Employees Welfare in the Workplace: Issues in Perspective*. Nairobi.

Omonijo, D.O., Oludayo, O.A., Eche, G.A., Uche, .O.O., Ohunakin, F. (2015). Intentional Turnover of Administrative Staff in a Private Faith-Based Higher Institution, South-West Nigeria. *Mediterranean Journal of Social Sciences*, 2039-2117

Osha. (2007). *Occupational Health And Safety Act*. Nairobi: Gok.



Owence, Pinagase & Mercy. (2014). Causes and Effects of Staff Turnover in the Academic Development Centre. A Case of a Historically Black University in South Africa. *Mediterranean Journal of Social Sciences*, 5 (11), 2039 - 2117.

Patro, C.S, & Raghunath, K.M.K (2015). Employee Welfare is Key: An Insight. *International Journal of Business and Administration research review*, 3(11), 2347-856X.

Ravindra. (2013). Labour Welfare Practices and Social Security in Industries. *International Journal of Research in Commerce, Economics & Management, A Monthly Double- Blind Peer Reviewed (Refereed, Juried) Open Access International E-Journal*, 2231-4245

Rawat, D.S. & Chaubey, B. (2016). An Analysis of Labour Welfare Schemes and its Impact on Job Satisfaction: An Empirical Study. Uttarachal University: Denhadrum.

Ruby. (2012). *The Impact of Indirect Compensation on Employee Productivity. A Case of Central University College, Ghana. A Master's Thesis.*

Saji, G., Tarek, A., & Mohammad, I.T. (2013). Employees Satisfaction among Non-Teaching Staff in Higher Educational Institution in Saudi Arabia. MAGNT Research Report, ISSN, 1444-8939.

Shefali, M. & Shikha, K. (2017). Non-Monetary Employees Welfare Activities (Strategic Move towards Changing Dynamics of Organization). *Proceedings of International Conference on Strategies in Volatile and Uncertain Environment for Emerging Markets*, pp. 170-189: Indian Institute of Technology Delhi, New Delhi.

Smith. (2015). *Motivation and its Impact on Employee Loyalty and Commitment: A Quantitative Analysis.* Washington: Trinity Washington University.

U.O.N. (2013). *Annual Report.* Nairobi: Uon.

University of Sussex (2012, July 14). *Www.Sussex.Ac.Uk.* Retrieved December 14, 2017, From *Www.Sussex.Ac.Uk*: [Http://Www.Sussex.Ac.UK](http://Www.Sussex.Ac.UK)

Wca Act, W. (1923). *Work Compensation Act.* Nairobi: Gok. Wiba. (2007). *Work Injury Benefits Act:Nairobi*