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# The Mediating Role of Welfare on the Relationship between University Catering Employee's Pride and Loyalty in Nairobi City County, Kenya

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## Abstract

The study sought to explore the mediating role of welfare on the relationship between catering workers pride and loyalty between public and private universities in Nairobi City County, Kenya. The interrelationship between the welfare variables was measured using multiple liner regressions while 2-tailed person product moment correlation was used to establish the relationship between workers pride and loyalty of catering employees. Student's T-Test was used to carry out the hypothesis testing. A descriptive research design was used as it is timely, cheap and accurate. The study was carried out in 5 out of 46 University campuses in Nairobi City County accredited to operate in Kenya by the Commission for the University Education. The

study targeted 300 University catering employees in Nairobi City County, Kenya. A sample size of 189 respondents was obtained using the Israel's (1992) sample size calculation formulae. Simple random sampling was used to select the 5 study areas while stratified sampling procedure was used to select the 189 individual respondents of the study. Questionnaires with both open and closed ended questions were used to collect the primary data. A pre-test of 30 questionnaires whose results not included in this study was carried in one of the university campus. Out of 189 questionnaires distributed, 152 were fully filled and returned giving a response rate of 80.42% which is adequate for analysis. The findings of the study showed that, there is a moderate significant positive relationship between work-in-pride (0.60) and employee's loyalty.

**Keywords:** *Work-in- Pride, Employee's Loyalty, Private Universities, Public Universities & Kenya*

## 1.1 Introduction

Employee's welfare includes better working environment, accommodation, staff schools, medical facilities, salaries and fringe benefits (Bagudu, 2013). Workers pride also known as employee's pride prefers to when employees feel good of themselves, trust in their abilities and are confident in managing their tasks and responsibilities as expected of them. According to a website, Half (2017) pride in one's organization is the strongest driver of happiness for workers in both the United States and Canada, and that, workers who feel proud of their organizations are three times likely to be happy at work compared to those who don't. According to Hoek (2013) employee's loyalty is the feeling that organizations wants the best for employees and as a result continue to do their best and not to look for another job. According to Hoek *et al* (2013) organizations are highly dependent on employee's loyalty and that, it is important for organizational success.

## 1.2 Background of the Study

Employee's altitudes towards an organization give raise to the behavioural component of loyalty. According to Arvidson (2014) loyalty is a feeling of devotion towards someone. In this study, it is a feeling of devotion towards a university by the university catering employees. An employee who has developed an affectation to the organization is more likely to demonstrate loyal behaviours and works towards over all goals of the organization. Welfare initiatives play a vital role in creating a positive perception and altitude towards their organizations. Employee's pride and welfare initiatives are associated to employee's sense of trust and of being cared for by their employer. Employee's loyalty is linked to employee's behaviours both positive and negative. According to Malek (2018) employee's loyalty refers to employee's feeling of commitment toward the employer and comprises of four indicators of: intent to continue, readiness to do additional effort, feeling of belonging and readiness of additional responsibility. According to Tomic (2018), when employees hold high level of loyalty, this makes them act as best as they can, which in turn holds a direct and a note worth effect on performance of an organization. Ali (2010) stated that, "employee's loyalty generates a kind of commitment to the organization and thus performing with an advanced level, which in turn, will have a subsidiary effect and a positive impact on performance on the organization level".

### 1.3 Theories of Employee's Loyalty

#### Social Exchange Theory

The theory focuses on factors of exchange between the organization and its employees. The theory implies that,

“When an individual feel that there is a positive exchange between the organization and the individual, the employee will be more loyal to the organization. These positive exchanges can entail physical benefits like wages, promotion and bonuses but also exchanges between leaders of the organization and the employee, like trust, faithfulness and loyalty” (Tyler, 2001)

According to a social exchange theory by Blau (1968) as a person gains favour, the gainer is anticipated to maintain a responsibility to give a favour in return to the granter in indefinite time. Organizations are expected to sustain a good workplace and circumstances such as effective relationship and employee welfare initiatives.

According to Hooi (2018), “an employee commitment in an organization is very much dependent on the degree of management commitment. As long as organizations increase their commitment levels and dedication to employees, they will remain committed. It is important to understand that high achieving employees will be high achievers if their employers take their needs into consideration, forgive an honest mistake and care about their opinion, or, in other words-can be trusted to do the right thing”.

#### Social Identity Theory

This theory attempts to explain the factors affecting employee's loyalty and focus ones upon the level of the identification the respondents feel towards different components of the organization. Sandra (2019) Stated that, the social identity theory explains that, the more an individual identifies with the organization, the more motivated, committed, and there by loyal the employee will be”. According to Sandra et al (2019) there are factors which affect individual employee's identification with an organization, and include among other, the congruency of values and norms of an organization with an individual. Therefore, universities like any other business should focus on factors that are identified with employees so as to increase their level of loyalty. The study gave an example that,

“If a person identifies with the people whom they work with, it could be beneficial to make sure that he group stays strong together, But, if the person identifies more strongly with the leader of the organization, it could be more important to focus on developing the leadership skills of the managers of the organization”.

#### Link between Workers Pride and Employee's Loyalty

According to Hooi (2018) employee's loyalty develops from self-evaluation of whether employee's expectations are met or exceeded and results to growth of employee's satisfaction. The study revealed that, “the more satisfied an employee is regarding his or her working environment, the more likely that he or she will develop a sense of commitment towards the organization in general”.

As cited in Hooi (2018), “no company in the service industry could be successful in the long run without trying to create a good working environment for its own employees.

Treat your employees like your best customers and you will see a dramatic effect on loyalty-from employees and customers alike”.

Wongladda (2016), In: Katzenbach, (2003), stated that, “If the employees in the hospitality industry experience pride, it could lead to retaining employees”. Employee’s retention in this case being taken as an indication of employee’s loyalty, there by establishing a link between work-in-pride and employee’s loyalty.

### **Link between Welfare and Employee’s Loyalty**

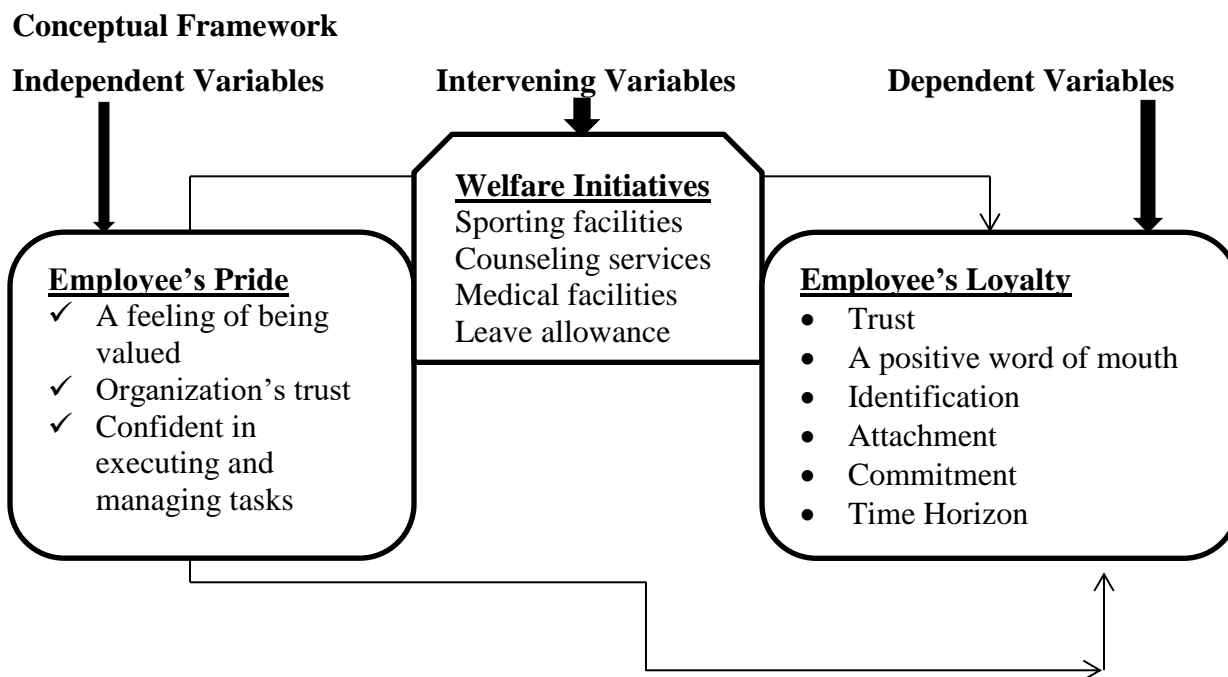
According to a survey of 1800 employees by Aon Consulting revealed that, one of the top drivers of workforce commitment and loyalty include the fact that management communicates information about employee’s benefits to its employees. Researchers at the University of Delaware established that, employees are committed and are more willing and likely to work harder if they perceive that their on-job contributions are valued and that the company cares for them. One of the ways in which the university can show that they value the contribution of university catering employees, and that they care for them, is by providing them with adequate and efficient welfare initiatives, thus promoting their work pride.

### **1.4 Statement of the problem**

According to <http://www.effectory.com/knowledge/what-is-employee-loyalty>, today, both employers and employees think more about themselves. The website revealed that, employers are under more pressure from shareholders to perform well and as a result cannot always offer job security. Despite all this, the current study a part from establishing the relationships will enable human resource experts and universities management to develop a targeted and customized employee loyalty enhancement strategy. According to a report by Sandra (2019) stated that, “factors which increases employees loyalty might not be so clear”, and that, there is a need to dip deeper into the concept of employee’s loyalty”. The Sandra *et al* (2019) study further revealed that, “the factor which has the most effect on employee loyalty has not been fully researched”. Therefore the current study attempt to address the same using welfare initiatives as a moderating variable between workers pride and employees loyalty of university catering employees. According to Tseng (2017), study that focused on factors such as ethical Leadership and Organizational Identification suggested that, future studies should look into other factors which could have an impact on employees being loyal or not, thus, justifying the need for the current study. A study by Wongladda (2016) revealed that, “few studies have thoroughly explored pride experienced by employees in the hospitality during their work or serving”.

### **1.5 Research Hypotheses**

- H1: There is no significant relationship between employee’s pride and loyalty of university catering employees in Nairobi City County, Kenya
- H2: There is a significant relationship between employee’s pride and loyalty of university catering employees in Nairobi City County, Kenya



**Figure 1.1 Conceptual framework**

## 2.1 Literature Review

### Employee's Welfare

Globally, the report by University of Colombo (2012) revealed that, welfare initiatives include paid holidays and allowances such as; acting allowance, cost of living allowance and language allowance. The report by the MonashUniversity (2014) welfare initiatives includes; severance pay, inter-campus work, travel and transfers, car packing, child care, gym membership, voluntary reduced working year, long service leave, individual work flexibility arrangements, leave and holiday entitlements. The report Sussex University (2012) welfare initiatives includes; safety advice, private medical insurance, sporting facilities, a supermarket, staff library facilities and the on-campus health centre, child cares, campus cafes, on-campus banks and staffs accommodation. Regionally, the study by Omoninjo (2015) studied faith-based institution of higher learning in South-West Nigeria and 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. Locally, the University of Nairobi 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 counselling services.

## Workers Pride

Pride is a positive emotion and it generally is derives from events that have positive outcomes from oneself (Pinder, 2014). It is a feeling of satisfaction, enjoyment or pleasure with something one has achieved and/or one can do, or in the accomplishment and/or abilities of someone (Decrop, 2010). Pride-in-work represents the individual connection felt by employees to services offered by the company, that arise from a sense of personal achievement resulting from the job and efforts taken by the organizations to appreciate the outstanding achievement of the employees (Tracey, 2004). Pride in hospitality work place is defined as a feeling of satisfaction, enjoyment or pleasure the employees have achieved from their work efforts and includes; the capabilities and accomplishments of their organizations, sections, supervisors, colleagues, and subordinates that they are in contact with. Work-in-pride indicates the pride carried by the employees in performing their assignments or for being a part of an organization or a group. It is an important factor of organizational well-being that was established by “best companies to work for” model by (Lau, May, 1998) and “great place to work” model by (Burchell, 2011).

According to Wongladda (2016) employees work-in-pride has 4 fold namely; pride-in-work, pride in organization, pride in membership in their sections and individual pride. Pride-in-work is the pleasure and satisfaction one feels from doing his or her tasks well (Wollack, 1971) and is associated with commitment to an organization (Ferris, 1983). According to Pinder (2014), “pride is a positive human emotion that accompanies work experiences and which influences motivation in work”. Pinder *et al* (2014) study revealed that, “employees who take pride in their work indicate that they regard their works as enjoyable, meaningful, remarkable, provocative, and worthwhile (Jin, 2009).

“Pride in organization is derived from specific views of the organization and from experiences within the organization. The employees pride in an organization identifies the organization as being noteworthy, significant, effective and a valuable part of the society” (Arnett, 2002)

“Pride in membership in a section is where; hospitality work involves team work or working as a part of the group. The membership refers to the employee; the section refers to the group in which employees work. The supervisors, colleagues and subordinates from all membership work together like a team. The success of the group or membership in a group is essential to serve as a means of motivation and building pride for members in a group” (Gouthier, 2011).

The 4<sup>th</sup> fold of work-in-pride is the “individual pride” which depends on individual achievement from which they gain inspiration, such as the ability of one to carry out their work assignments and a sense of one’s own worthiness and self- esteem gained Helm (2013). Therefore, the current study evaluated pride-in-work as a determinant of employees’ loyalty of catering employees working in universities. According to Gouthier (2011) “employees feel proud when they perceive their jobs to be meaningful and when they feel their jobs to be of the same value to the organization and the people in general”. When employees feel proud of what they do, they do it with efficiency, commitment and productivity (Burchell, 2011). According to Alfes (2012) when the organizations put measures to improve the well-being of employees, they trusts their

employers and are more likely to increase their efforts at their work places, this is in addition to staying with the employers.

### Employee's Loyalty

Niehoff (2001) Defined loyalty as “active behaviours that demonstrate pride in and support for organization”. According to his study, loyal employees defend their organization against criticism, emphasize on the positive aspects of the organization and refrain from complaining about the organization. The study further revealed that, loyal employees give numerous advantages to organizations as they sets forth additional endeavors in their duty, act as helpful representative delegates outside the organizations, and perform well and beyond the standard in doing the seemingly insignificant details that assist the organization work efficiently. According to Hooi (2018) employee loyalty can be defined as a psychological attachment or commitment to the organization and develops as a result of increased satisfaction. Employees loyalty is measured by aggregating four indicators of behavioural and altitudinal components into four indicators of; overall satisfaction with managers, deserves my loyalty, likelihood to continue working at organization and likelihood to provide referrals for organization. According to a study by Guillon (2014) loyalty may be either; “loyalty as an altitude” or “loyalty as a behaviour” and that, there are 7 forms of loyalty, which include; Identification, Attachment, Commitment, Trust and positive word-of-mouth, Time Horizon (short- vs. long term) and Type of performance (cost vs. non-costs). According to Bloemer (2006) there are different kinds of altitudinal loyalty and includes; word-of-mouth, Intentions of staying, insensitivity to benefits and complaining which are related to relationship proneness.

Globally, the study by Empower Group for the Manpower International Employee Loyalty Survey (2002); cited in Hooi (2018), that was conducted in; United States, France, Germany, Italy, Japan, Mexico, Netherland and the United Kingdom found out that employee's loyalty increased between 2000-2002. This contrasts the research by the Next Generation Consulting findings which showed that, today's young talents rotate jobs every 18-36 months due to the fact that, both college degrees and the employer don't guarantee jobs anymore and that job changes in a career is becoming a norm. The Next generation results further demonstrated that, in current employment, there are fewer promotional opportunities and by the time young talents are becoming 32 of age, they mostly had changed their jobs 9 times or have thought of going back to school or even have started their own businesses. The National Employee Benchmark Study (2001) cited in Hooi (2018) revealed that, the drivers that enhance employee's loyalty include among others; care and concern for employees, a feeling of accomplishment, employees trust, employees satisfaction, availability of work resources and having a well-defined job.

Locally, the findings of a Kenyan study by Otieno (2016) enumerated less loyalty as one of the controversies of the contemporary employment relationship of the 21<sup>st</sup> century. This is also another contrast of the findings of a study by Manpower International Employee Loyalty Survey (2002) findings. The Otieno *et al* (2016) study concurs with that of the National Employee Benchmark study (2001) of the United States of America which found out that, the incidence of true loyalty remains at 24% in 2001 as it was in 1999.

In order to increase employees loyalty, past studies revealed 15 key components of enhancing employees loyalty which includes; dialogue, competitive pay, understanding broader context of



employees lives, approach employees with a feeling of discovery, good working conditions, regular constructive employees feedback, listen to employees-even if you can't always do what they want, be honest with employees, freedom to succeed, advocate for employees, employees career plan, engage employees in understanding organizations mission and vision, help the uncommitted employees leave, provide learning environment and create partnerships.

## **2.2 Theoretical frame works**

### **Social Identity Theory**

The social identity theory was first developed by Henri Tajfel and John Turner during the 1970s and 80s, (Turner & Oakes, 1986). It is a social psychological analysis of the role of self-conception in group processes, membership and intergroup relations (Hogg, 2006). A person social identity is based upon his/her conception of their membership within a social group and results from social categorization. The analysis by the SIT reveals that people assigns themselves into groups within or outside an organization where they have shared beliefs, altitudes, actions, and personal intentions. In the context of the current study, universities as organizations are conglomerates of inter and intra groups, and, themselves are larger groups. Both intra and extra groups are made of individual employees, and contribution of each is vital for the success of the university. Therefore, there is a need to inculcate workers pride through the application of welfare initiatives among other HRM strategies to ensure employees loyalty. This is to improve their organizational trust, identification with the universities, commitment, attachment and eventually good performance of both the universities and catering employees.

### **Social Exchange Theory**

The social exchange theory attempts to explain the behaviour people exhibit while making decisions. According to theory, people make decisions depending on what outcome they expect in relation to the amount of effort which has to be put in to get outcome. According to Blau (1964) exchange behaviours are, "voluntary actions of individuals that are motivated by the returns they are expected to bring", and entails, physical returns, emotional well-being as well as psychological well-being.

### **Summary of the Literature Review and the Research Gap**

The study by Empower Group for the Manpower International Employee Loyalty Survey (2002) measured employees loyalty using the retention rates while the current study measured the employees loyalty into four indicators of; overall satisfaction with managers, deserves my loyalty, likelihood to continue working at organization and likelihood to provide referrals for organization. It was also carried miles away from Africa, and, it is clear from the study by Hooi (2018) that, loyalty levels vary across the world geographies. This justifies the current study which was carried out in Nairobi City County, Kenya. Whereas, most of the past studies respondents includes workers from businesses, non-profit organizations, government organizations, companies, the current study is delimited to universities and to university catering employees only.

### 3.1 Methodology

#### Research Design

The research used a descriptive research design to compare to explore the mediating role of welfare on the relationship between university catering employee's pride and loyalty in Nairobi City County, Kenya.

#### Scope of Study

The study was carried out in Nairobi City County because it was found to have had the highest number of University Campuses (46) compared to other counties as per the report by (Commision for the University Education, 2016). The area is large and has both public and private universities that enjoy a large population of students who require catering and accommodation services particularly those from far frank Counties such as West-Pokot, Mandera, Mombasa, Kisumu and Laikipia among others.

#### Study Approaches

Quantitative and qualitative approach methods were used which assisted the researcher to unravel the behaviour of the respondents in each institution for ease of comparison.

#### Sampling Techniques

**Table 1 Summary of Sampling Technique**

Technique	Where applied	Justification
<b>Stratified Sampling</b>	Selected university campuses in the study area	Equal representation of both public and private universities
<b>Convenient sampling</b>	Catering employees from both public and private universities	To obtain the required sample to minimize errors

#### Sample size

A total of 152 university catering employees participated in the study as shown on Table 2 on summary distribution of the respondents according to two categories of the targeted institutions.

**Table 2 Summary Distribution of the Respondents**

Study Respondents				
University Catering Employees		Value	Count	Percent
Standard Attributes	Format	F4		
N	Valid	152		
	Missing	0		
Labeled Values	1	Support Staffs	17	11%
	2	Operational/Technical Staffs	70	46%
	3	Supervisors	40	26%
	4	Managers & Deputy managers	25	16%
			<b>152</b>	<b>100%</b>

### Data Collection Instruments

The study used both primary and secondary data collection methods to collect data. The primary data source utilized a structured questionnaire for university catering employees. The research instruments comprised of both open and closed ended questions. Secondary sources of data involved retrieving information from research journals, websites, periodicals, book reviews and other relevant literature.

### 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 0.815 was obtained which is  $> 0.8$ ; this showed that, the questionnaires were reliable since the coefficient of 0.8 or higher is recommended by (Mugenda, 2008). According to (Zikmund) the Cronbach's Alpha Results are interpreted as follows; 0.8 very good reliability,  $> 0.7$  good reliability, 0.6 fair reliability,  $< 0.6$  poor reliability.

**Table 3 Reliability Test Results: Cronbach's Alpha Test Results**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.815	20

### Data Analysis Technique

Quantitative data analysis techniques were used by the study. Quantitative data was analyzed using IBM statistical packages for social sciences.

**Table 4 Hypothesis Testing: Student’s T Test Results**

<b>One-Sample Test: Test Value = 3</b>						
	<b>t</b>	<b>df</b>	<b>Sig. (2-tailed)</b>	<b>Mean Difference</b>	<b>95% Confidence Interval</b>	
					<b>Lower</b>	<b>Upper</b>
Employee's loyalty	-68	151	0	-1.9	-1.9	-1.81
Employee's pride	-27	151	0	-1.7	-1.8	-1.55

Table 4 shows the results of Student’s T Test Results which is one of the parametric tests that was done to test the hypothesis of the study. The sig. two tailed figure on Table 4 is zero which is < 0.05. This means that, the difference between the variables mean and the test values are statistically significant and thus, null hypothesis cannot be accepted. This means that, the alternative hypothesis is accepted. According to Brotherton (2012), “the most important figure in these results is the sig. two tailed figure in the one sample test table. If it is > 0.05, then the difference between the variables mean and the test value is not statistically significant and the null hypothesis cannot be rejected and vice versa”.

#### 4.1 Results and Discussions

This section gives detailed findings of the data collected using questionnaires. As outlined, the study sought to explore the mediating role of welfare on the relationship between catering workers pride and loyalty between public and private universities in Nairobi City County, Kenya.

##### Response rate

The response rate measured how well the targeted sample size was arrived at. A high response rate obtained minimized the chances of biased statistics and hence, enhanced validity and reliability as shown in Table 5.

**Table 5 Response Rate**

Category	<b>Public Universities &amp; Private Universities</b>	
	<b>Expected Response</b>	<b>Actual Response</b>
Catering employees (Questionnaires)	189 (100%)	152 (80.42 %)

In both public and private universities, the response rates 80.42% was adequate for analysis and conclusions as they were above (50%) as demonstrated by (Babie 2002); In (Mwangi, 2018). This also concur to Brewer and Rojas (2012) as also cited in Mwangi (2018) who demonstrated that any response of 50% and above is adequate for analysis. A non-response of (19.58%) was due to non-complete and un-filled questionnaires which were left out during data screening. An acceptable response rate was however realized which implied that the study instruments and procedures were precise and within the acceptable limits.

## Demographic Variables

**Table 6 Demographic results**

Sex	%	Marital Status	%	Experience	%	Level	%
Male	39%	Single	20%	0-4 years	24%	Support	11%
Female	61%	Divorced	2%	5-9 years	30%	Operational	46%
		Married	76%	10-14 years	26%	Supervisory	26%
		Window	2%	15-19 years	12%	Management	16%
		Not Applicable	1%	> 20 years	9%		
Age	%	Education	%		%		
<20	1%	Primary	1%	Casual	7%		
20-24 years	6%	Secondary	4%	Probation	1%		
25-29 years	10%	Certificate	25%	Permanent	78%		
30-34 years	17%	Diploma	39%	Contract	15%		
35-39 years	22%	Undergraduate	22%				
40-44 years	22%	Postgraduate	9%				
45-49 years	10%						
50-54 years	12%						

**Source: Research Data (2017)**

Table 6 shows that, a majority (61%) of the respondents were females as compared to a minority (39%) who were males. According to the findings of the study, a similar majority (22%) of the respondents aged between 25-39 and 40-44 % respectively. Table 6 shows that, a majority (76%) of the respondents were married as compared to a minority (1%) who were of the view that, the issue of marital status does not matter when it comes to the issue of work-in-pride and employee's loyalty of university catering employees. Table 6 showed that, majority (39%) of the respondents held a Diploma level of education while the minority (1%) held a primary level of education. The findings also revealed that, a majority (30%) of the respondents had an experience of between 5-9 years whereas the minority (9%) had an experience of over 20 years of age. The encouraging part of it was that, Table 6 showed that; majorities (78%) were employed on permanent basis while the minorities (1%) were on the probationary terms of service. Lastly, Table 6 showed that, majority (46%) of respondents was working at operational/technical level while the minority (11%) worked as support staffs.

## 4.2 Descriptive Statistics

**Table 7 Descriptive Statistics**

<b>Descriptive Statistics: N= 152, Maximum =5, Minimum =1, Std. D.= Standard Deviation</b>										
	<b>Range</b>	<b>Sum</b>	<b>Mean</b>		<b>Std. D.</b>	<b>Variance</b>	<b>Skewness</b>		<b>Kurtosis</b>	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employee's pride	4	201	1.32	0.06	0.77	0.59	2.8	0.2	7.93	0.39
Employee's loyalty	1	172	1.13	0.03	0.34	0.12	2.2	0.2	2.89	0.39
Valid N (listwise)										

Table 7 showed that 152 responses were returned as depicted by N. The standard deviation for the two variables were; 0.77 for employees pride and 0.34 for employees loyalty, whereas the means were 1.32 and 1.13 respectively. These indicate that the values of employee's loyalty were more clustered around the mean as compared to those of the work-in-pride. According to Brotherton (2012), the smaller the standard deviation, the more clustered the values are around the mean and vice versa. This is an indication that employee's loyalty has lower variation compared to employee's pride. It also held the truth that, as the means goes down, the standard deviation increases. A standard deviation of 0.34 on employee's loyalty implied that, the responses were concentrated around the mean whereas, a standard deviation of 0.77 indicated that the responses were moderately distributed. According to (Ciaran, 2009) a standard deviation may be interpreted as;  $> 1$ = significance variance and lack of consensus of responses,  $< 1$ =no significance and no consensus on responses,  $> 0.5$  and  $< 1$ =responses were moderately distributed whereas  $< 0.5$  implied responses are concentrated around the mean. In terms of agreement, employee's loyalty has a lower mean as compared to work-in-pride, meaning that, thus holding the truth that, the lower the mean the higher the level of agreement. The skewness values of 2.2 and 2.8 for the study variables, indicates that, the values are slightly higher than 2 which is the absolute value of skewness, meaning it is acceptable and that the values are slightly away from the absolute match. The value of kurtosis values are 7.93 and 2.89, meaning that, the shape is more humped than a normal distribution with the values piling up in the middle.

## Two Tailed Pearson Product Moment Correlation Results

**Table 8 Pearson Correlation Results**

<b>Two Tailed Pearson Correlations: Employees loyalty and work-in pride</b>			
		Employee's loyalty	Employee's pride
Employee's loyalty	Pearson Correlation	1	0.0
	Sig. (2-tailed)		0.6
	N	152	152
Employees pride	Pearson Correlation	0.0	1
	Sig. (2-tailed)	0.6	
	N	152	152

### Source: Research Data (2017)

Table 8 shows the relationship between university catering workers pride and employees loyalty. According to Table 8, the p-value was 0.6; this shows that, there is a moderate significant positive relationship between work-in- pride (0.60) and employee's loyalty (0.60). This interpretation is done according to interpretation figures of Ciaran (2009) which indicated the following ranges of p-values; +/- 0.91 to +/- 1.00 imply very strong significant positive relationship, +/- 0.71 to +/- 0.90 imply high significant positive relationship, +/- 0.41 to +/- 0.70 imply moderate positive significant relationship, +/- 0.21 to +/- 0.40 imply small but definite relationship while +/- 0.00 to +/- 0.20 indicated slightly almost negligible relationship. Ciaran *et al* (2009) further stated that, a positive figure indicate a positive relationship whereas a negative value indicate a negative relationship. This results means that, in designing employee's loyalty programmes and other human resource management strategies such as welfare initiatives, human resource managers in universities should always consider work-in-pride as a key component of loyalty of university catering employees.

## Multiple Linear Regression Results.

**Table 9 Model Summary**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.039a	0.002	-0.005	0.34
a Predictors: (Constant),work-in-pride				
b Dependent Variable: Employee's loyalty				

### Source: Research Data (2017)

Table 9 showed that, the values of the multiple correlation between the work-in- pride and employee's loyalty  $R = 0.39$ . The model shows that,  $R^2 = 0.002$  which means that, work-in-pride accounts for 0.2% of the variation on employee's loyalty. The adjusted  $R^2 = -0.005$ , which means

that, if the model was derived from the population rather than a sample it would account for approximately 0.5% less variance in the outcome.

### Analysis of Variance

**Table 10 Analysis of Variance**

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.03	1	0.03	0.23	.629b
	Residual	17.34	150	0.12		
	Total	17.37	151			
a Dependent Variable: Employee's loyalty						
b Predictors: (Constant), Employees pride						

Table 10 showed that, the f-ratio is 0.23 which is  $< 1$  and the p-value is 0.629 which is slightly  $> 0.5$ , the implication of which the results moderately improved the ability to predict employee's loyalty. According to AndyField (2008), The F-ratio represents the ratio of the improvement in prediction that results from fitting the model labeled regression in the Table, relative to the inaccuracy that still exists in the model labeled residual in the table. Moreover, AndyField *et al* (2008) stated that, "if the improvement due to fitting the regression model is much greater than the inaccuracy within the model then the value of F should be greater than 1". From the discussion of the above author, it is clear that the value of p-value should be  $< 0.05$ .

### Model Parameters

**Table 11 Coefficients of regression**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.11	0.06		20.15	0
	Employee's pride	0.02	0.04	0.04	0.48	0.63
a Dependent Variable: Employee's loyalty						

Table 11 gives us the estimates for the b values, this values indicates the individual contribution of the predictor to the model. Table 11 shows that the B value = 0.02, an indication that, there is a positive relationship between the predictor and the outcome. So, as work-in-pride increases, employee's loyalty also increases. Since, the t associated with a b value is 0.6 higher than 0.05 then the predictor is not making significant contribution to the model. According to Field (2009), "the smaller the value of Sig. (and the larger the value of t) the greater the contribution of that



predictor". For this model, (work-in-pride)  $t(0.48) = 0.63$ ,  $p > 0.1$  meaning it is not a significant predictor of employee's loyalty. The standardized beta value for work-in-pride is 0.04.

## 5.1 Summary, Conclusions and Recommendations

The researcher sought to establish whether there is a significant relationship between work-in-pride and employee's loyalty of university catering employees in Nairobi City County, Kenya. From analysis of data collected, the following discussions, conclusions and recommendations were made. These sections were based on the objectives of the study.

### Summary

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

### Relationship between Work-in-pride and Employee's Loyalty

The objective determined and compared the relationship between work-in-pride and employee's loyalty of university catering employees in Nairobi City County, Kenya. The findings presented that, there is a moderate significant positive relationship between work-in-pride (0.60) and employee's loyalty.

### Conclusion

Based on the findings of study, the following conclusions were made.

1. Welfare initiatives play a vital moderating role on the relationship between work-in-pride and employee's loyalty of university catering employees in Nairobi City County, Kenya.

### Recommendations

Based on findings of study, the following recommendations were made.

1. Universities management should provide adequate welfare initiatives to university catering employees as they play a vital moderating role on the relationship between work-in-pride and employee's loyalty
2. A similar study should be replicated in universities outside Nairobi and in other hospitality areas such as; hotels, restaurants, TIVET registered institutions, public and private sponsored high schools in Nairobi City County, Kenya.

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