



**INTERVENING ROLE OF JOB TENURE IN THE RELATIONSHIP BETWEEN JOB SECURITY AND JOB STABILITY OF UNIVERSITY CATERING EMPLOYEES IN NAIROBI CITY, KENYA**

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**ABSTRACT**

The study sought to find out the intervening role of job tenure in the relationship between job security and job stability of University catering employees in Nairobi City County, Kenya. The objective of the study was to establish the relationship between job security and job stability of university catering employees. There has been an outcry by the university hospitality staffs of being employees in terms of contract or casual employments with very few staffs being employed on permanent terms and a very small number being employed on permanent and pensionable terms of service. As a result, limited job security, low morale, low job embeddedness, little commitment coupled with job instability. Therefore, the current study covered aspects of; job tenure, job security and job stability. The study was descriptive covering a stratified sample of 189 respondents drawn from 300 employees. Data was collected through self-administered questionnaires and an interview guide questions. The two tailed Pearson product moment correlation was used and interpreted as follows; 0.010 to 0.041 implied, insignificant relationships; 0.041 to 0.70 implied, a moderate relationship; while > 0.70 implied a significant positive relationship. Meanwhile, negative value implied an inverse relationship. The results indicated that, a high response rate of 80.42% was obtained, thus high validity and reliability of data. There is a small definite positive relationship between job security and job tenure of university catering employees as demonstrated by a p-value of 0.2. The findings also showed that, there is a Moderate positive relationship between job security and job stability of university catering employees. There is a slightly almost negligible relationship between job tenure and job stability of university catering employees as demonstrated by the p-value of 0.2. The findings revealed that, Job security accounts for 1.3% of the variation in job tenure of university catering employees. The findings also showed that, Job security accounts for 0.1% of the variation in job stability of university catering employees. The results showed that, Job tenure accounts for 1.3% of the variation in job stability of university catering employees. In conclusion, job tenure plays a key intervening role in the Relationship between Job Security and Job Stability of University Catering Employees. Therefore, University managements should focus on improving job tenures of university catering jobs. This is to ensure their job security and job stability.

**Keywords:** Job Tenure, Job Security, Job Stability, university catering employees, employees attachment.

**INTRODUCTION**

Job tenure is the length of time an employee works for an employer (Kokemuller, 2018). Kokemuller et al., (2018) revealed that, formal job tenures carry a virtual “employment for life” meaning. This is an indication on the role of job tenure on employee’s job stability. According to the U.S Bureau of Labour statistics (2018), the median tenure for American workers was 4.6 years as at 2012 compared to 3.5 years which was recorded in the year 2000. The statistics further revealed that, food preparation and service had the lowest job tenure while architecture had the highest job tenure. Job security is the assurance that a workers employment will continue in the future and may be influenced by among other factors; collective bargaining agreement, contract terms and provision of welfare initiatives. According to a report by the Society of Human Resource Management (2012) job security is the number two contributor of job satisfaction. This satisfaction, in most circumstances leads to job stability. According to Burchell (2014), Job security is an employee’s perception that their job or an important feature of their job is secure. It involves the likelihood of job loss or the extent employees are concerned about or worry about losing their jobs. A tenured employee is someone who has worked for an organization for a number of years. Indeed, Career Guide (2020) said employees that have worked in an organization for over 5 years are considered as long-tenured, while those that have worked for less than 5 years are short tenured. A report by the U.S Bureau of Labour

statistics (2018), said workers in service sector had lowest median of 2.9 years and among them were food service workers who had lowest median of 1.9 years. This is clear that the job tenure of food services workers needs to be relooked at in order to improve their job stability. This is because the median of 1.9 years and the fact that, it was the lowest points out to little job security. University catering employees are a part of food service workers and therefore have not been spared either, and as such, the current study focused on the intervening role of job tenure in the relationship between job security and job stability of University catering employees in Nairobi City County, Kenya.

**Statement of the Problem**

Workers in the service sector had the lowest median of 2.9 years and among them were food service workers who had the lowest median of 1.9 years. Mugove and Munkazi (2018) noted Kenyan public universities are facing turnover challenges with competitive firms both public and private. In comparing different sectors, the U.S Bureau of Labour statistics (2018) found out that, workers in leisure and hospitality had the lowest median tenure of 2.2 years.

**Study Objectives**

- i. The Intervening Role of Job Tenure in the Relationship between Job Security and Job Stability of University Catering Employees in Nairobi City County, Kenya.
- ii. To establish the relationship between Job Security and Job Tenure of university catering employees in Nairobi City County, Kenya
- iii. To determine the relationship between Job Tenure and Job Stability of university catering employees in Nairobi City County, Kenya
- iv. To establish the relationship between Job Security and Job Stability of university catering employees in Nairobi City County, Kenya

**Null Hypothesis**

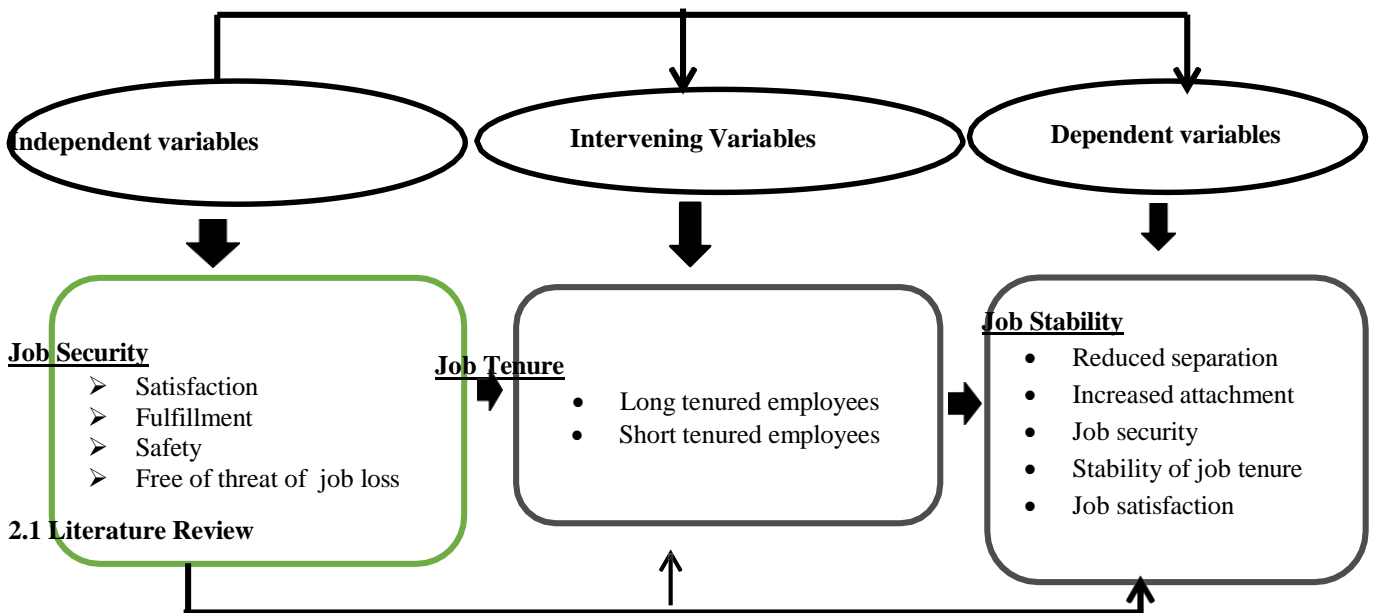
H0<sub>1</sub>: Job tenure has no intervening role in the relationship between Job Security and Job Stability of University Catering Employees in Nairobi City County, Kenya.

H0<sub>2</sub>: There is no relationship between Job Security and Job Tenure of university catering employees in Nairobi City County, Kenya

H0<sub>3</sub>: There is no relationship between Job Tenure and Job Stability of university catering employees in Nairobi City County, Kenya

H0<sub>4</sub>: There is no relationship between Job Security and Job Stability of university catering employees in Nairobi City County, Kenya

**Conceptual frame work**



**Job Tenure**

Job tenure is the length of time an employee works for an employer (Kokemuller, 2018). Employee tenure is a measure of how long wage and salary workers had been with their current employer at the time of the survey. Along tenured employees is an employee who has worked in an organization for a period of 5 or more years while a short tenured employee is the one who had worked for a period of less than 5 years. The U.S Bureau of Labour statistics (2018) revealed that, the median job tenure for males was 4.3 years while that of females 4.0 years. Wage and

salaried males had a median tenure of 30% while their female counterparts had a median tenure of 28%. This shows that, the median job tenure for males is higher compared to that of females. Older employees recorded a higher median tenure as compared to younger employees. For example, the median tenure of workers between ages of 55 to 64 was 10.1 years as compared to 2.8 years of employees aged between 25 to 34 years of age. The findings also revealed that, younger workers were more likely than older workers to be short-tenured employees. Employers with degree level of education recorded higher median job tenure as compared to those who had diploma and high school level of education. The U.S bureau of statistics *et al.*, (2008) showed that, the median tenure for men and women with than a high school diploma was 4.7 years and 4.2 years respectively. In comparing the occupations, the findings revealed that, workers in service occupations had the lowest median tenure of 2.9 years, and among employees working in service occupations, food service workers had the lowest median tenure of 1.9 years.

### **Job Security**

Job security has become indispensable in employee preference lists, particularly due to economic reasons (Adebayo and Lucky, 2012). According to James (2012) job security is the assurance in an employee's job continuity due to the general economic conditions in the country. It is concerned with the chances of employees keeping their jobs in order not to be unemployed (Simon, 2011). Jobs which are not backed by indefinite contractor cannot be guaranteed for a reasonable period is deemed to lack job security. According to Adesubomi and Abolade (2018), security is a great motivator that enables an individual to move on in life, it brings a sense of satisfaction and fulfillment and it is achieved when an individual knows he/she is secured or safe in whatever endeavor he/she is involved in.

"When an individual is safe and secured then he can move on to achieve other things he desires (Abolade, 2013). Once an individual is assured of security especially of his job, and he sees it practically displayed, he may be motivated to be the best he could be since nothing poses as a threat to him in this wise" (Adesubomi *et al.*, 2018)

Heydy and Toni (2017) said job security is probability of an employee to keep a job. The higher the probability of keeping employment the higher the job security. On the other hand, "Job insecurity is the perception of a potential threat to continuity in his/her current job" (Heaney, Israel, and House, 1994), *in* (Heydy and Toni (2017). Abolade (2013) defined "job security to an employee is that his/her job is not threatened and that the individual will be on the job for as long as the individual wants with no feeling or reason whether objective or subjective that he/she might lose the job". According to Gholamreza and Hamdi (2011) study findings, there is a significant positive relationship between job security and both job satisfaction and organizational commitment. A study by Adesubomi and Abolade (2018) found out that, job insecurity negatively affect organization and induces employee's turnover. In the United States of America, job security is dependent on economic performance, if the economy is good; more jobs are created leading to job security. In Britain, job security is very low, as it is cheaper to fire permanent employees since employees are only entitled to a legal minimum of one week redundancy pay per year worked (one and a half weeks for workers over 40) (Adebayo and Lucky, 2012). In other European countries, things are different as employees have indefinite contracts which, whilst not guaranteeing job for life, makes it very difficult for an employer to terminate an employee's employment (Adebayo *et al.*, 2012). In Africa, particularly in Nigeria things are different due to economic slowdowns which have worsened the economy (Minai and Lucky, 2012).

### **Job Stability**

According to mba School.com (2017) job stability is the duration one perceives to keep his/her current job without external factors (Heydy and Toni, 2017). A report by Rinaldo and Elena ((2008) stated that, "unstable workers are paid around 20% less than stable workers and that this gap has not significantly changed for the last 15 years". The report further indicated that, the hazard to get a stable job decreases by 9.7 %, thus supporting that, the patterns of stabilization patterns have not changed over time and that the time required to get a stable job has decreased over time. The problem is quite imminent in the hospitality sectors.

### **Link between Job Security and Job Tenure.**

According to the findings of a study by U.S bureau of statistics *et al.*, (2008), "during recessions or other periods of declining job security, median tenure and the proportion of workers with long tenure could rise if less senior workers are more likely to lose their jobs that are workers with long tenure". According to Abolade (2013), "contract staff and part-time employees, workers may not be certain that they will be in their employment for longer period as many employers of labour now lay off their employees due to economic reasons and the inability of some workers to keep pace with the dynamic changes that are going on in world of work".

### Link between Job Security and Job Stability

According to a report by indeed Career Guide (2020), high employee's turnover rates can make existing employees and candidates looking for a new job feel uncertain. The study further revealed that, when employees stay with an organization for many years, the organization is viewed as secured, which may attract candidates looking for job stability. According to a report by Gangaram (2016) showed that, "ditching of employees from some establishments indicates that, the establishments has grief's though it's speeded up by certain extensive characteristics but examining on them can reduce turnover". Satisfied workers contribute well and have a positive attitude towards their job in an organization (Mugove and Mukanzi, 2018). According to Rinaldo and Elena (2008), "an unstable worker may pay a short term price in order to get greater economic returns in the long run". This is a clear demonstration of how job insecurity affects jobs instability. A study by Gholamreza and Hamid (2011) found out that, there is a significant relationship between employees' job satisfaction and organizational commitment. In Malaysia, job security is ranked as the most critical factor that tends to determine their choice of job and look stay in a job (KPMG, 2010).

### Link between Job Tenure and Job Stability

Long tenured employees are loyal and tend to indicate employees' satisfaction (Indeed Career Guide, 2020). This is an indication that, job tenure plays a pivotal role on job stability of employees. The report further enumerated the benefits of tenure to include; job security and job stability, attraction and retention of talents among others. Tenure employees tend to feel more stable in their careers and positions, resulting in increased motivation, productivity and commitment to the organization. The study further revealed that, organizations with high number of tenured employees can attract talent and encourage employee retention. According to U.S bureau of statistics *et al.*, (2008), "during periods of economic growth, the median tenure and the proportion of workers with long tenure could fall if more job opportunities are available for new entrants to the workforce and experienced workers have more opportunities to change employers and take better jobs". A report by Gholamreza, et al., (2011) found out that, organizational commitment and job satisfaction among permanent employees are higher than satisfaction and commitment of contractual employees.

## RESULTS AND DISCUSSIONS

### Response rate

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

**Table 5: Response rate**

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

Catering employees response rate was 80.42% as shown on Table 1 was adequate for analysis as it was above 50% (Babbie, 2002) and further agreed to Brewer and Rojas (2012) that any response rate above 50% and above is adequate for analysis. This is supported by Mugenda and Mugenda (1999) cited in (Keitany, 2014, p. 30), who stated that, "a response rate of 70% and over is excellent" for analysis. The response concurs with that of a past study by Ruby (2012) which recorded a response rate of higher than 80%. The implication of which is reliability and adequacy of data for analysis.

### Data analysis

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

**Table 58: Demographic Variables**

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

**Table 59: Descriptive statistics**

N=152, Minimum=1 Maximum=5	Range	Mean	Std. Error	Std. Deviation	Variance	Skewness	Std. Error	Kurtosis	Std. Error
Employees experience (Job tenure)	4	2.52	0.10	1.22	1.48	0.48	0.20	-0.63	0.39
I feel more attached to this organization (Job Security)	4	1.82	0.07	0.89	0.79	1.41	0.20	2.45	0.39
I work with passion and fulfillment (Job Stability)	4	1.88	0.07	0.85	0.72	1.10	0.20	1.66	0.39

Table 2 shows the results of descriptive statistics which were done and interpreted as shown on Table 3. The results demonstrated there was an agreement of the study variables. The results indicated that, the highest level of agreement was demonstrated with job stability represented by the statement, “I feel more attached to this organization” while the lowest level of agreement is indicated with a mean of 2.52 “employees experience” which represented “Job tenure”. The standard deviation of 1.22 on job tenure demonstrated that, there was a significance variance, and that, there was no consensus between the study variables. Standard deviations of 0.89 and 0.85 showed that, there was no significant variance, and that, there was consensus of responses. According to (Brotherton, 2012) a standard deviation is used to measure dispersion within the dataset, and that, the smaller the standard deviation the more clustered the values are around the mean. This means that, as far as the data set is concerned on job stability and job security, there are more concentrated around the mean than those on the job tenure, since they recorded smaller standard deviations compared to job tenure.

**Table 60. Interpretation of Descriptive Statistics**

Means		Std. Deviation	
	Interpretation		Interpretation
> 4.5	Strongly dis-Agreed	> 1	Significant variance, No consensus
3.5 - 4.5	Dis-Agreed	< 1	No significance variance in responses
2.5 - 3.5	Neutral	1	Responses were further spread Out
1.8-2.5	Agreed	0.5 -/and < 1	Responses Moderately spread Out
<1	Strongly Agreed	< 0.5	Responses were concentrated around the mean

**Table 61. Pearson Product Moment Correlation Results (Two-tailed): Job Security and Job Tenure.**

Correlations		Job security	Job tenure
Job security	Pearson Correlation	1	0.1
	Sig. (2-tailed)		0.2
	N	152	152
Job Tenure	Pearson Correlation	0.1	1
	Sig. (2-tailed)	0.2	
	N	152	152

Two tailed Pearson correlation was done to establish the relationship between job security and job tenure and the results were interpreted using Table 5 adopted from past studies. The results on Table 4 showed that, there is a definite positive relationship between job security and job tenure of university catering employees as demonstrated by a p-value of 0.2.

**Table 62 Interpretation of Two Tailed Pearson Correlation**

P-Value ranges	Meaning/Interpretation
+/- 0.000 - +/- 0.20	Slightly almost negligible relationship
+/- 0.21 - +/- 0.40	Small but definite relationship
+/- 0.41 - +/- 0.70	Moderate relationship
+/- 0.71 - +/- 0.90	Strong/High relationship
+/- 0.91 - +/- 1.00	Very Strong Significant
+	Positive relationship
-	Negative relationship

Two tailed Pearson correlation was done to establish the relationship between Job Security and Job Stability, and the results were interpreted using Table 5 adopted from past studies. The results on Table 4 showed that, there is a Moderate positive relationship between job security and job stability of university catering employees.

**Table 63. Pearson Product Moment Correlation Results (Two-tailed): Job Security and Job Stability**

Correlations		Job Security	Job Stability
Job Security	Pearson Correlation	1	0.03
	Sig. (2-tailed)		0.7
	N	152	152
Job Stability	Pearson Correlation	0.03	1
	Sig. (2-tailed)	0.7	
	N	152	152

**Table 64. Pearson Product Moment Correlation Results (Two-tailed): Job Tenure and Job Stability**

Correlations		Job Stability	Job Tenure
Job Stability	Pearson Correlation	1	0.12
	Sig. (2-tailed)		0.2
	N	152	152
Job Tenure	Pearson Correlation	0.12	1
	Sig. (2-tailed)	0.2	
	N	152	152

Two tailed Pearson correlation was done to establish the relationship between job tenure and job stability, and the results were interpreted using Table 5 adopted from past studies. The results on Table 7 showed that, there is a slightly almost negligible relationship between job tenure and job stability of university catering employees as demonstrated by the p-value of 0.2.

**Table 65. Regression results: Job Security and Job Tenure**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error	Change Statistics					Durbin Watson
					R <sup>2</sup> Change	F Change	df1	df2	Sig. F	
1	0.114	0.013	0.006	0.884	0.013	1.965	1	150	0.163	2.064
a Predictors: (Constant), Job tenure										
b Dependent Variable: Job security										

Table 8 shows that, the values of multiple correlation coefficients between the predictor and the outcome R=0.114 while the measure of the variability in the outcome R<sup>2</sup> = 1.3. This means that, the predictor (Job security) accounts for 1.3% of the variation in job tenure of university catering employees. This is also the value in the R<sup>2</sup> change; this is because past studies revealed that, the adjusted R<sup>2</sup> is always equal or closes to R<sup>2</sup> the case with the current study. The Durbin-Watson statistic is 2.064 which are 2.1 to the nearest tens. According to Andy field (2008), the closer to 2 the value is, the better, an indication that the assumptions of the study were met.

**Table 66. Analysis of variance: Job Security and Job Tenure**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.54	1	1.54	1.97	0.16
	Residual	117.31	150	0.78		
	Total	118.84	151			

a Dependent Variable: Job Security

b Predictors: (Constant), Job tenure

The anova test on Table 9 showed that, F= 1.97 and the p-value is 0.16. The F value is > 1 as expected in normal circumstances while the p-value is slightly greater than 0.05 which is also equal 0.1(nearest tens) contrary to the normal expectation of >1 and < 0.05, the implication is that, job security slightly improved the ability of the study to predict job tenure of the university catering employees.



**Table 67. Coefficients: Job Security and Job Tenure**

Model		Unstandardized		Standardized	t	Sig.	Collinearity	
		Coefficients	Std.	Coefficients			Statistics	
		B		Beta			Tolerance	VIF
1	(Constant)	1.61	0.2		9.72	0		
	Job tenure	0.08	0.1	0.11	1.40	0.16	1	1

Table 10, indicate the individual contribution of each predictor to the model, and also show the relationship between Job Security and Job Tenure. Since the b values are positive, there is a positive relationship between the predictor (Job Security) and the outcome (Job Tenure). The Standard error was used to check whether the t-test associated with a b value is significant, since 0.1 is equal to 0.05 (0.1 to the nearest tens), then the t-test associated with a b- value is significant. Table 10 indicated that, the value of t (1.40) =0.16 which is > 0.05 (0.1 to the nearest tens), this means that, the predictor is not making significant contribution to the model.

The standardized beta values provide an insight into the importance of a predictor in the model. The standardized beta for the current model is 0.11, the implication of which, job security has some importance on job tenure of university catering employees. Table 14 showed that the Collinearity diagnostics, both Tolerance and the Value Inflated Factors were within the acceptable ranges. Applying interpretation, that the rule of thumb is “IF Tolerance is > 0.04 and the VIF is < 10, then, we can conclude that, there was no cause of alarm on the batch of statistics used”

**Table 68, Regression results: Job Security and Job Stability**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	Change Statistics					Durbin Watson
					R <sup>2</sup> Change	F Change	df1	df2	Sig. Change	
1	0.031	0.001	-0.01	0.89	0.001	0.14	1	150	0.706	2.1

a Predictors: (Constant), Job Stability

b Dependent Variable: Job Security

Table 11 shows that, the values of multiple correlation coefficients between the predictor and the outcome R=0.031 while the measure of the variability in the outcome R<sup>2</sup> = 0.001. This means that, the predictor (Job security) accounts for 0.1% of the variation in job stability of university catering employees. This is also the value in the R<sup>2</sup> change; this is because past studies revealed that, the adjusted R<sup>2</sup> is always equal or closes to R<sup>2</sup> the case with the current study. The Durbin-Watson statistic is 2.1 which are close to 2. According to Andy field (2008), the closer to 2 the value is, the better, an indication that the assumptions of the study were met.

**Table 69. Analysis of variance: Job Security and Job Stability**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.1	1	0.11	0.142	0.706
	Residual	118.7	150	0.79		
	Total	118.8	151			

a Dependent Variable: Job Security

b Predictors: (Constant), Job stability

The anova test on Table 12 showed that, F= 0.142 and the p-value is 0.706. The F value is < 1 while the p-value is greater than 0.05 which is also equal 0.1(nearest tens) contrary to the normal expectation of F=>1 and P=< 0.05, the implication is that, job security failed to improve the ability of the study to predict job stability of the university catering employees.

**Table 70. Coefficients: Job Security and Job Stability**

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.76	0.18		10.00	0		
	Job Stability	0.03	0.09	0.03	0.38	0.71	1	1

a Dependent Variable: Job Security

Table 13, indicate the individual contribution of each predictor to the model, and also show the relationship between Job Security and Job Stability. Since the b values are positive, there is a positive relationship between the predictor (Job Security) and the outcome (Job Stability). The Standard error was used to check whether the t-test associated with a b value is significant, since 0.09 is equal to 0.05 (0.1 to the nearest tens), then the t-test associated with a b- value is significant. Table 13 indicated that, the value of t (0.38) = 0.71 which is > 0.05 (0.1 to the nearest tens), this means that, the predictor is not making significant contribution to the model. The standardized beta values provide an insight into the importance of a predictor in the model. The standardized beta for the current model is 0.03, the implication of which, job security is of paramount importance on job stability of university catering employees. Table 13 showed that the Collinearity diagnostics, both Tolerance and the Value Inflated Factors were within the acceptable ranges. Applying interpretation, that the rule of thumb is “IF Tolerance is > 0.04 and the VIF is < 10, then, we can conclude that, there was no cause of alarm on the batch of statistics used”

**Table 71. Regression results: Job Tenure and Job Stability**

Model Summary										
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R <sup>2</sup> Change	F Change	df1	df2	Sig. F Change	
1	0.12	0.013	0.007	1.214	0.013	1.996	1	150	0.16	1.896
a Predictors: (Constant), Job Stability										
b Dependent Variable: Job Tenure										

Table 14 shows that, the values of multiple correlation coefficients between the predictor and the outcome R = 0.12 while the measure of the variability in the outcome R<sup>2</sup> = 0.013. This means that, the predictor (Job tenure) accounts for 1.3% of the variation in job stability of university catering employees. This is also the value in the R<sup>2</sup> change; this is because past studies revealed that, the adjusted R<sup>2</sup> is always equal or closes to R<sup>2</sup> the case with the current study. The Durbin-Watson statistic is 1.896 which is close to 2. According to Andy field (2008), the closer to 2 the value is, the better, an indication that the assumptions of the study were met.

**Table 72. Analysis of variance: Job Tenure and Job Stability**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.9	1	2.9	2.00	0.2
	Residual	221.0	150	1.5		
	Total	223.9	151			
a Dependent Variable: Job Tenure						
b Predictors: (Constant), Job Stability						

The anova test on Table 15 showed that, F= 2.00 and the p-value is 0.2. The F value is 2 which is > 1 and the p- value is 0.2 which is > 0.05 which is also equal 0.1 (nearest tens) contrary to the normal expectation of P= < 0.05, the implication is that, job tenure improved to an extent the ability of the study to predict job stability of the university catering employees.

**Table 73. Coefficients: Job Tenure and Job Stability**

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	SE	Beta			Tolerance	VIF
1	(Constant)	2.2	0.24		9.23	0		
	Job Stability	0.2	0.12	0.12	1.41	0.16	1	1
Job Tenure								

Table 16, indicate the individual contribution of each predictor to the model, and also show the relationship between Job Tenure and Job Stability. Since the b values are positive, there is a positive relationship between the predictor (Job Tenure) and the outcome (Job Stability). The Standard error was used to check whether the t-test associated with a b value is significant, and the standard error for this model is 0.12 which is slightly higher than the determinant of 0.05/0.1, this is an indication that, the t-test associated with a b-value is significant. Table 16 indicated that, the value of t (1.41) = 0.16 which is > 0.05 (0.1 to the nearest tens), this means that, the predictor is not making significant contribution to the model. The standardized beta values provide an insight into the importance of a predictor in the model. The standardized beta for the current model is 0.12, the implication of which, Job Tenure is of paramount importance on job stability of university catering employees. Table 16 showed that the Collinearity diagnostics, both Tolerance and the Value Inflated Factors were within the acceptable ranges. Applying interpretation, that the rule of thumb is “IF Tolerance is > 0.04 and the VIF is < 10, then, we can conclude that, there was no cause of alarm on the batch of statistics used”

## CONCLUSIONS

In conclusion, job tenure plays a key intervening role in the Relationship between Job Security and Job Stability of University Catering Employees in Nairobi City County, Kenya

## RECOMMENDATIONS

University managements should focus on improving job tenures of university catering jobs. This is to ensure their job security and job stability, which is beneficial to both the employees and the university’s management. Moreover, this may enhance clientele’s satisfaction in terms of quality outputs.

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