



**Chuka University**

info@chuka.ac.ke | 020 231 0512 / 020 231 0518

**MODERATING ROLE OF WELFARE IN THE RELATIONSHIP BETWEEN TALENT MANAGEMENT AND JOB STABILITY OF UNIVERSITY CATERING EMPLOYEES IN NAIROBI CITY, KENYA**

**Bernard Waweru Kamau**

*Department of Hospitality & Tourism, School of Hospitality, Tourism & Leisure Studies, Kenyatta University, P. O. Box 48400-00100, Nairobi*

*Email: kamauwaweru24@gmail.com*

**How to cite:**

Kamau Bernard waweru (2021) Moderating role of welfare in the relationship between talent management and job stability of university catering employees in Nairobi city, Kenya. In: Isutsa, D .K. (Ed.) *Proceedings of the 7<sup>th</sup> International Research Conference held in Chuka University from 3<sup>rd</sup> to 4<sup>th</sup> December 2020, Chuka, Kenya*, p.263-275

**ABSTRACT**

The study sought to find out the moderating role of welfare initiatives in the relationship between talent management and job stability of University Catering Employees in Nairobi, Kenya. The study was descriptive covering a stratified sample of 189 respondents drawn from 300 employees. Data was collected through self-administered questionnaires. 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. The results of two tailed Pearson correlation gave us a p-value of 0.10, an indication that, there is a very strong significant positive relationship between talent management and job stability of university catering employees. The results further showed that, there is a Strong Positive relationship between welfare initiatives; Housing facilities (0.9), Canteen facilities (0.71), Pension policy (0.8) and talent management of university catering employees. Moreover, the results also showed that, there is a Moderate Positive relationship between welfare initiatives; Transfers assistance (0.7), recreational facilities (0.7), leave policy (0.6) and talent management of university catering employees. The results showed that there is a very strong positive significant positive relationship between the welfare initiatives; Transfer assistance, Recreational facilities, Long service grants, and job stability of university catering employees. The study findings showed that, talent management accounts for 2% of the variation in Job Stability. The findings showed that, welfare initiatives accounts for 20% of the variation in talent management of University catering employees. In conclusion, welfare initiatives play a pivotal role in the relationship between talent management and job stability of University Catering Employees in Nairobi, Kenya. The study therefore recommends that, university's management should embark on provision of adequate contemporarily welfare initiatives, effective talent management

**Keywords:** Welfare Initiatives, Talent Management, Job Stability, employees attachment.

**INTRODUCTION**

One of the most important challenges in human resource management is attracting and retaining highly motivated and qualified employees (Mertens and Renseke, 2010). According to Jang and George (2012), "research aiming to access the views of individual employees and understand their personal reasons for continuing to work in hospitality organizations is very limited". Talent management is a bundle of HR practices put in place by the management of the firm to realize high skilled, highly motivated and dedicated employees (Mertens and Renseke, 2010). According to Hr. Technologists (2019), talent management is the process of getting the right talent and helping them to grow to their optimum capabilities keeping in mind the objectives of an organization. Some of the benefits of talent management includes; job satisfaction, employees' motivation, enhanced personal skills, a feeling of belongingness, long term existence boasts up confidence, and quality add-ons to employees experience. The current study sought to find out the moderating role of welfare initiatives in the relationship between talent management and job stability of University Catering Employees in Nairobi City County, Kenya.

A talent is individual levels of intelligence or capabilities that enables effortlessly and skillfully conduct an activity (Butter et al., 2015). "Talented employees have the strategic capabilities that can increase productivity, efficiency and competitive advantage of organizations in all industries" (Kerem, Sabuncua and Gaye Karacay, 2016). Talent

management is a process that involves utilizing, developing and managing employees who have strategic capabilities that are important for the success of a business. The role of talent management is to stimulate employees to be energetic, motivated, long term staff (Lou, 2007). Job stability refers increased attachment or reduced separation while on the other hand job instability refers to employees detachment and increased separation coupled with involuntarily turnover triggered by a decline of welfare initiatives such as leave and health insurance (National Institute of Health, 2013). According to Ayres (2006), based on research in tourism and hospitality sector, senior managers had average 4.9 job changes in the last 15 years by quitting jobs in every 3 years; while middle managers had average 3.9 job changes, with a job change in almost every 4 years. This is an indication of job instability.

## **THEORETICAL FRAMEWORKS**

### **Social Exchange Theory**

According to Keitany (2014), the SET assumes that employees display positive or negative behavior in an attempt to reciprocate to the treatment they receive from their employers. It demonstrates that, when employers treat employees well, the resulting answers are; job satisfaction, employee's loyalty, employee's commitment, engagement and productivity. Treating employees well not only include adequate prompt payment of salaries but also the provision of statutory and non- statutory welfare initiatives.

### **Statement of the Problem**

The real value of talent management has still not been systematically discovered (Festing, Schafer and Scullion, 2013). This is an indication that there is a gap that needs to be filled for organizations to reap the full benefits of talent management. According to Kerem et al., (2016), "among talent management research conducted within various sectors, the ones in hospitality sector are few in number", and thus, the need to conduct the current study in the hospitality sectors and particularly the university catering sub sector. Murray-Gibbons and Gibbons (2007) demonstrated that, one of the reasons which make employees unhappy and think of changing his job includes; being undervalued and insufficient management support. This means that, to make hospitality employees happy and to deter them from thinking about job change, an attempt should be made to see the implication of welfare as a moderator in the relationship between talent management and job stability. According to Kerem *et al.*, (2016), "there is no common usage of talent management practices in hospitality and sector all over the world", thus justification for the study. Nonhlanhla et al., (2015), "at the moment the labor market is demanding the most talented workers and to retain this talented employee becomes a challenge to many organizations". Thunnissen, Boselie and Fruytier (2013) examined articles on talent management between the years 2001-2012 whereby he found out that, only 1 article dealt with talent management in hospitality and tourism. This is an indication that, showed that, there is scanty literature on talent management in hospitality, and hence justification for the current study. TM does not consider the perspectives of those who work in the hotel sector (Thunnissen, Boselie and Fruitier, 2013).

### **Study Objectives**

- i. To find out the moderating role of welfare initiatives in the relationship between talent management and job stability of University Catering Employees in Nairobi City County, Kenya.
- ii. To establish the relationship between talent management and job stability of University Catering Employees in Nairobi City County, Kenya.
- iii. To establish the relationship between Welfare Initiatives and Talent Management of University Catering Employees in Nairobi City County, Kenya.

### **Null Hypothesis**

- H0<sub>1</sub>: Welfare initiatives has no moderating role of welfare initiatives in the relationship between talent management and job stability of University Catering Employees in Nairobi City County, Kenya.
- H0<sub>2</sub>: There is no relationship between talent management and job stability of University Catering employees in Nairobi City County, Kenya.
- H0<sub>3</sub>: There is no relationship between welfare initiatives and talent management of University catering employees in Nairobi City County, Kenya.

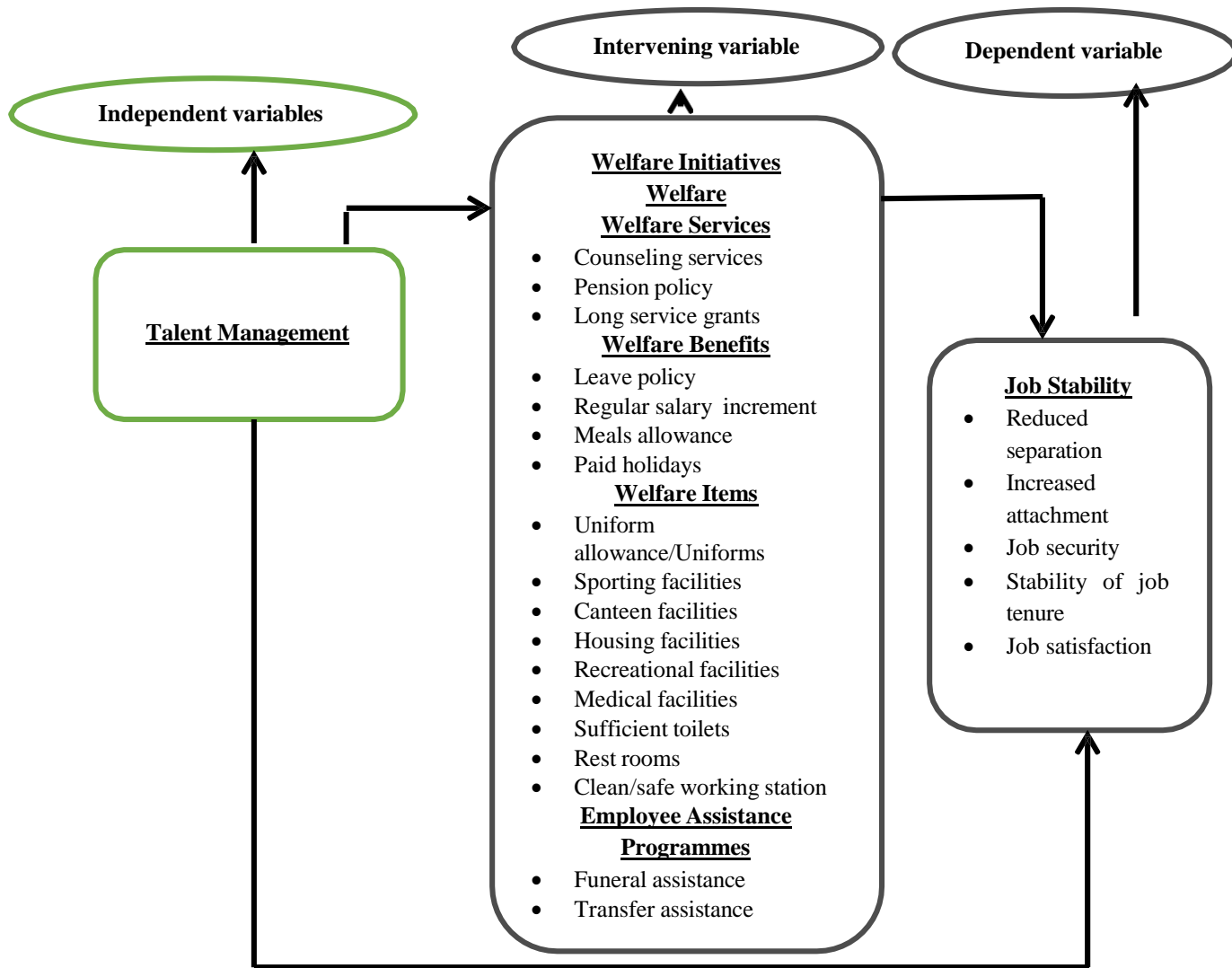
## **LITERATURE REVIEW**

### **Talent Management**

Talent is the driving force for any university's success, failure to recognize talents is a recipe for a disaster. Universities have to relentlessly guard their unique hospitality talents. According to Baum (2008), "talent in the context of social service sectors like hospitality and tourism does not necessary translate to other sectors of the economy". According to Mertens and Renseke (2010), "for ages, characteristic of social service firms have been that it is difficult to attract and retain talents". Instituting welfare measures may be cheaper than dealing with turnover and job instabilities. According to a report by Bhatti (2015) indicated that, employee talent needs to be maximized and recognized as one of the discrete source of competitive advantage". According to Margaret, (2015), retaining good staff in the hospitality industry is a constant source of concern for practioners and a continuing area of interrogation for hospitality academics. Talent management is faced by various challenges as demonstrated by (Dries, 2013) who stated that, "attracting and retaining talented people is becoming increasingly difficult as a result of specific demographic and psychological trends". According to Cappelli and Keller (2014) stated that, issues of organizational strategies on attraction, career development and retention of talented employees have remained major

topics in hospitality literature. In the United States of America, studies on talent management concentrated on the fundamental meaning of talent management in hospitality (Kichuk and Aliaksei, 2017). Such studies include; (Aston and Morton, 2005; Boudreau and Ramstand, 2005a) among others. In the United Kingdom, the first talent management study in hospitality was done by (Barron, 2008) where the issues and challenges that UK hospitality industry faces were explored. Baum (2008) identified the dynamic nature of the hospitality industry, and the subsequent consequences that were presented for the talent management strategies.

**Conceptual frame work**



**Job Stability**

Bhatti et al., (2015) study revealed that, managers need to be able to map and retain high skilled employees and always remind them how valued they are to the organization”. In this way organization will avoid dissatisfaction and prevent employees from leaving the organization (Noe, Hollenbeck, Gerhart and Wright, 2006). According to (Mertens and Renske 2010), “the hospitality sectors has always found it hard to attract suitably motivated, trained and qualified employees able to deliver the services promised to the current and potential customers”. Even after universities converted catering units to income generating units (IGUs), there has been complain of customer dissatisfaction and the university catering department have been attributed to diminished financial outputs and high production costs. This not minding that, most of them are employed on contract and temporally basis and they have been demotivated by outsourcing of their profession done by contemporally universities. Low budgetary allocations,

outdated staff welfare, and de-valuing of hospitality profession have resulted to job instabilities accompanied by high separations and increased turnover intentions. According to Baum (2008), hospitality and tourism work have been described as, “low-skilled”, but despite this, there is still room for talent and talent development within the university catering departments. One of the biggest challenges in the hospitality industry is attraction, career development and retention of staff (Powell and Wood, 1999).

### **Welfare Initiatives**

Displaying elementary appreciative behavior is a simple but important tool for enhancing employee health and well-being (Stocker, Jacobshagen, Krings, and Pfister, 2014). According to Thunnissen, Boselie and Fruytier (2013), “little attention has been paid to understanding the experiences, aspirations, needs and preferences of individual employees and their own career development. Applying the humanistic approach to employee’s welfare, “employer should be as humanly as possible in dealing with issues that concerns their employees in order to create an employment relationship where both the employer and the employee’s needs are adequately addressed”. Welfare is concerned with the total well-being of employees both at work and at home (Keitany, 2014). It can be statutory or non-statutory, statutory ones are provided by employers to comply with health and safety laws while the non- statutory are provided in order to create and maintain a loyal, satisfied and productive workforce.

This is a clear indication of how welfare is used to enhance employee’s job stability. Employee welfare initiatives include services, benefits and facilities offered to the employees. Such includes; allowances, housing, transport, medical insurance, food among others. A report of Open University (2020) showed that some of welfare initiatives includes; annual leave, study leave, pension scheme, relocation expenses, maternity/adoption leave, shared parental leave, paternity leave child care vouchers, the Open University club, private health care, work life balance, cycle to work scheme. Dayarathna and Dushar (2019) said employee welfare activities includes; medical facilities, canteen facilities, housing facilities, transport facilities, sports and recreational facilities, advances and Easy loan facilities, death/funeral facilities, thrift facilities, educational facilities, legal aids and other related facilities.

### **Link between Talent Management and Job Stability**

Talent management on employee’s outcomes can be observed in employee’s turnover, non-attendance and job satisfaction (Kerem *et al.*, 2016). The study further revealed that, “turnover is a problem which could be solved with talent management practices” and that, “high turnover rates in management positions can be decreased by applying relevant talent management approaches”. Moreover, the findings of Kerem *et al.* (2016) stated that, “talent management practices could help to satisfy those needs which would increase employee’s job satisfactions”. The study further showed that, “proper talent management practices may be a solution for decreasing turnover problem in the hospitality sector”. Deery and Jago (2015) studied the themes of talent management, work life balance and retention strategies in hospitality industry and found out that, work life balance is key in addressing issues of employee’s management and retention. According to a study by Kichuk and Aliaksei (2017), investment in talent management helps retain high class specialists”.

### **Link between Welfare Initiatives and Talent Management**

According to report by Kichuk and Aliaksei (2017), Talent management in hospitality industry cannot be a stand-alone endeavor, but needs to consider employees personal development. Noting that, employee personal developments consists of; physical, social, psychological, spiritual, and emotional and career growth, the issue of welfare initiatives which is an accelerator to employee’s growth cannot be under-estimated. An employee who feels appreciated will be more fulfilled, satisfied and more productive (Cleverism, 2020). Dayarathna and Dushar (2020), demonstrated the effect of welfare on talent management, according to his study, welfare initiatives reduce labour turnover and absenteeism, improves conditions of work and life of employees. This makes the worker happy and contented with his/her work, and reduces the desire to take leave unnecessarily.

### **Link between Welfare Initiatives and Job Stability**

According to Nonhlanhla, Martin, Elias and Pfano (2015), “employee job satisfaction does not come from salary alone but organizations must engage in other additional activities to give their employees a reason to stay”. According to a website report by Cleverism (2020), “a satisfied employee will not go looking for other job opportunities and hence an employer will get to keep the best talents and record lower employee turnover”. The website further revealed that, “the offered benefits will determine whether an employee commits to an organization or not”. This is an indication that, welfare initiatives play pivotal role in enhancing job stability. According to a study by Dayarathna and Dushar (2020), “Better housing facilities, co-operative societies, canteens, sickness and

maternity benefits, educational facilities, free or cheap rate cinema shows will assist to create a sense of happy feeling among the employees and help them to work harder for the organization. Therefore, the question of labour strikes at the organization may not arise". According to (Adesubomi, 2018) one of the causes of job insecurity is the poor altitude of the management to employees' welfare.

## METHODOLOGY

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

### Sampling techniques

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

**Table 74: Summary of sampling techniques**

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

**Table 75: Distribution of the respondents**

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

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

### Data collection

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

### Pre-Testing

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

### Validity and Reliability of Research Instruments

Content validity of the research instruments was determined by pre-testing the instruments and checking responses against study objectives, conceptual frame work and as guided by the research supervisors. Research assistants were trained on data collection procedures, including clarifying the purpose of the study to the respondents, making suggestions, observing skills and other important inputs. The instruments were administered to the same respondents in non-participating university campuses after thirty days as a test of reliability. The pre-testing data was coded and analyzed to identify and correct the emerging errors. A reliability coefficient of 0.805 was obtained 0.8; this showed that, the questionnaires were reliable since the coefficient of 0.8 or higher is recommended by (Mugenda, 2008). Test-re test method established the reliability of questionnaires. Consistency of variables was tested using a Cronbach Alpha Test whose results are on Table 3 and 4.

**Table 3: Case Processing Summary**

Case Processing Summary		N	%
Cases	Valid	152	100.0
	Excluded <sup>a</sup>	0	.0
	Total	152	100.0

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

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

**Table 4: Reliability test results**

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

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

## RESULTS AND DISCUSSION

### Introduction

This section gives out the detailed findings of the data collected using self-administered questionnaires as received by the researcher.

### 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 5 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 6 showed 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 6 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 6 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 6 Demographic Variables**

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

**Table 7: Descriptive statistics**

	Range	Sum	Mean	Std. Error	Std. Deviation	Variance	Skewness	Std. Error	Kurtosis	Std. Error
Job Stability	4	285	1.88	0.07	0.85	0.72	1.1	0.20	1.66	0.39
Talent Management	6	380	2.5	0.12	1.48	2.20	0.30	0.20	-1.25	0.39

The results demonstrated there was an agreement of the study variables and that, highest level of agreement was demonstrated with job stability represented by the statement, “welfare attracts and retains talent” while the lowest



level of agreement is indicated with a mean of 2.52 represented by the statement, welfare enables me to work with passion and fulfillment". A standard deviation of 0.85 indicated that, the responses were moderately spread out while that of 1.48 showed that, there was a significant variance between the study variables, and that, there was no consensus on the responses. According to (Brotherton, Researching in Hospitality and Tourism, 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. The results of the current study showed that, job stability had smaller standard deviation as compared to talent management. This means that, the values in job stability are more clustered around the mean as compared to those of talent management.

**Table 8: Interpretation of Descriptive Statistics**

Means	Interpretation	Std. Deviation	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 9: Pearson Correlation Results (Two-tailed): Talent Management and Job Stability**

Correlations		Job Stability	Talent Management
Job Stability	Pearson Correlation	1	-0.13
	Sig. (2-tailed)		0.10
	N	152	152
Talent Management	Pearson Correlation	-0.13	1
	Sig. (2-tailed)	0.10	
	N	152	152

Two tailed Pearson correlation was done to establish the relationship between Talent Management and Job Stability and the results were interpreted using Table 10 adopted from past studies. A P-value of 0.10 showed that, there is a very strong significant positive relationship between talent management and job stability.

**Table 10: Interpretation (Two tailed Pearson Correlation Results)**

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 Talent welfare initiatives and talent management and the results were interpreted using Table 10 adopted from past studies. The results showed that, there is a Strong Positive relationship between welfare initiatives; Housing facilities (0.9), Canteen facilities (0.71), Pension policy (0.8) and talent management of university catering employees. Meanwhile, the findings indicated that, there is a Moderate Positive relationship between welfare initiatives; Transfers assistance (0.7), recreational facilities (0.7), leave policy (0.6) and talent management of university catering employees. Lastly, the findings showed that, there is small but definite relationship between welfare initiatives; Funeral/Burial assistance (0.3), Regular salary increment (0.4), Sporting Facilities (0.4) and talent management of university catering employees.

**Table 11: Pearson Correlation Results (Two-tailed): Welfare Initiatives and Talent Management**

Welfare Initiatives	Pearson Correlation	P-Value	Remarks
Leave policy	0.04	0.6	Moderate Positive relationship
Sporting Facilities	-0.07	0.4	Small but definite positive relationship
Regular salary increment	-0.06	0.4	Small but definite positive relationship
Pension policy	-0.02	0.8	Strong Positive relationship
Sufficient toilets	.218**	0.01	Slightly almost negligible Positive
Meals/ Meals allowance	.226**	0.01	Slightly almost negligible Positive
Long service grants	.203*	0.01	Slightly almost negligible Positive
Canteen facilities	0.03	0.71	Strong Positive relationship
Counseling services	0.11	0.2	Slightly almost negligible Positive
Housing facilities	-0.01	0.9	Strong Positive relationship
Paid holidays	.174*	0.03	Slightly almost negligible relationship
Recreation facilities	0.04	0.7	Moderate Positive relationship
Well maintained rest rooms	0.1	0.2	Slightly almost negligible Positive
Medical facilities	0.1	0.2	Slightly almost negligible Positive
Staff uniforms	-.197*	0.02	Slightly almost negligible relationship
Clean/safe working station	0.1	0.12	Slightly almost negligible relationship
Funeral/Burial assistance	0.1	0.3	Small but definite relationship
Transfers assistance	-0.03	0.7	Moderate Positive relationship

**Table 12: Pearson Correlation Results (Two-tailed): Welfare Initiatives and Job Stability**

Welfare initiatives	Pearson Correlation	P-Value	Remarks
Leave policy	-0.11	0.2	Slightly almost negligible relationship
Sporting Facilities	-0.02	0.8	Significant Strong/High relationship
Regular salary increment	-0.03	0.7	Significant Moderate Positive relationship
Pension policy	-0.09	0.3	Small but definite relationship
Sufficient number of toilets	-0.003	1.0	Very Strong Significant Positive Relationship
Meals/ Meals allowance	0.02	0.8	Significant Strong Positive Relationship
Long service grants	-0.01	0.9	Significant Strong Positive Relationship
Canteen facilities	-0.11	0.2	Small but definite relationship
Counseling services	-0.10	0.25	Small but definite relationship
Housing facilities	-0.02	0.8	Significant Strong Positive Relationship
Paid holidays	0.03	0.7	Significant Moderate Positive relationship
Recreation facilities	-0.01	0.9	Significant Strong Positive Relationship
Well maintained rest rooms	-0.05	0.6	Significant Moderate Positive relationship
Medical facilities	-0.04	0.6	Significant Moderate Positive relationship
Staff uniforms	0.12	0.1	Slightly almost negligible positive relationship
Clean/safe working station	0.02	0.8	Significant Strong Positive Relationship
Funeral/Burial assistance	-0.03	0.7	Significant Moderate relationship
Transfers assistance	0.01	0.9	Significant Very Strong Positive Relationship

The findings on Table 12 showed that, there is a very strong positive significant positive relationship between the welfare initiatives; Transfer assistance, Recreational facilities, Long service grants, and job stability of university catering employees. Meanwhile, there is a Significant Moderate Positive Relationship welfare initiatives; Funeral/Burial assistance, Medical facilities, well maintained rest rooms, paid holidays, Regular salary increment and job stability of university catering employees.

**Regression results**

**Table 13: Model Summary: Talent Management and Job Stability**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	Change Statistics					Durbin Watson
					R2	F Change	df1	df2	Sig. F	
1	0.13	0.02	0.01	1.47	0.02	2.75	1	150	0.10	0.7

a Predictors: (Constant), Job Stability

b Dependent Variable: Talent Management

Table 13 shows that, the values of multiple correlation coefficients between the predictor and the outcome  $R=0.13$  while the measure of the variability in the outcome  $R^2 = 0.02$ . This means that, the predictor (Talent Management) accounts for 2% of the variation in Job Stability of university catering employees. This is also the value in the  $R^2$  change; this is because past studies revealed that, the adjusted  $R^2$  is always equal or closes to  $R^2$  the case with the current study. The Durbin-Watson statistic is 0.7 which is far from 2. According to Andyfield (2008), the closer to 2 the value is, the better, an indication that the assumptions of the study were met. This is an indication that, the assumptions of study were met to some extent.

**Table 14: Analysis of variance: Talent Management and Job Stability**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.99	1	5.99	2.754	0.10
	Residual	326.01	150	2.17		
	Total	332.00	151			

a Dependent Variable: Talent Management

b Predictors: (Constant), Job Stability

The anova test on Table 14 showed that,  $F= 2.754$  and the p-value is 0.10. The F value is  $> 1$  as expected in normal circumstances while the p-value is equal 0.1 which is equal to 0.05 as with the normal expectation of  $>1$  and  $< 0.05$ , the implication is that, talent management improved the ability of the study to predict job stability of the university catering employees.

**Table 15: Coefficients: Talent Management and Job Stability**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.94	0.3		10.11	0		
	Job Stability	-0.24	0.1	-0.13	-1.66	0.10	1	1

a Dependent Variable: Talent Management

Table 15, indicate the individual contribution of each predictor to the model, and also show the relationship between talent management and job stability. Since the b values are negative, there is a negative relationship between the predictor (Talent Management and the outcome (Job stability). The Standard error was used to check whether the t-test associated with a b value is significant, the standard error for this model is 0.1. This is equal to 0.05 converted to nearest tens, and it means that, the t-test associated with a b-value is significant. Table 15 indicated that, the value of  $t (-1.66) = 0.10$  which is equal to  $> 0.05$  when converted to nearest tens. This means that, the predictor is making some 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 -0.13, the implication of which, Talent Management has some importance on Job Stability of university catering employees. Table 15 showed that the Collinearity diagnostics, both Tolerance and the Value Inflated Factors were within the acceptable ranges. Applying interpretation, that the rule of thumb is “IF Tolerance is  $> 0.04$  and the VIF is  $< 10$ , then, we can conclude that, there was no cause of alarm on the batch of statistics used.”

**Regression results**

**Table 16: Model Summary: Welfare Initiatives and Talent Management**

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	
1	0.449	0.20	0.09	1.41	0.201	1.864	18	133	0.024	1.07

a Predictors: (Constant), Welfare Initiatives

b Dependent Variable: Talent Management

The values of multiple correlation coefficients between the predictor and the outcome R= 0.449 while the measure of the variability in the outcome R<sup>2</sup> = 0.20, meaning the predictor accounts for 20% of the variation in Talent Management (Table 16). 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 1.07 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. This is an indication that, the assumptions of study were met to some extent. The nova test showed that F=1.86 and the p-value is 0.024. The F value is > 1 as expected in normal circumstances while the p-value is < 0.05 which is the normal expectation of >1 and < 0.05, the implication is that, welfare Initiatives improved the ability of the study to predict talent management of the university catering employees.

**Table 76: Analysis of variance: Welfare Initiatives and Talent Management**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.9	18	3.72	1.86	0.024
	Residual	265.1	133	1.99		
	Total	332.0	151			

a Dependent Variable: Talent Management

b Predictors: (Constant), Welfare Initiatives

**Table 77: Coefficients: Welfare Initiatives and Talent Management**

Model		Unstandardized		Standardized	t	Sig.	Collinearity	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.9	0.7		2.57	0.0		
	Leave policy	-0.2	0.1	-0.18	-1.60	0.1	0	2
	Sporting Facilities	-0.1	0.1	-0.07	-0.82	0.4	1	1
	Salary increment	0.0	0.1	0.03	0.32	0.7	1	1
	Pension policy	-0.2	0.1	-0.19	-1.75	0.1	1	2
	Sufficient toilets	0.2	0.1	0.16	1.56	0.1	1	2
	Meals allowance	0.1	0.1	0.11	0.97	0.3	0	2
	Long service grants	0.1	0.2	0.08	0.71	0.5	0	2
	Canteen facilities	0.0	0.1	0.00	0.02	1.0	1	1
	Counseling services	0.1	0.1	0.05	0.52	0.6	1	2
	Housing facilities	0.0	0.2	0.01	0.12	0.9	1	2
	Paid holidays	0.2	0.1	0.13	1.37	0.2	1	2
	Recreation facilities	-0.1	0.1	-0.04	-0.46	0.6	1	1
	Rest rooms	0.0	0.1	0.01	0.06	1.0	1	2
	Medical facilities	0.1	0.2	0.08	0.74	0.5	1	2
	Uniforms	-0.4	0.1	-0.24	-2.53	0.0	1	2
	Clean station	0.3	0.2	0.18	2.00	0.0	1	1
Funeral assistance	0.1	0.1	0.13	1.06	0.3	0	3	
Transfer assistance	-0.2	0.1	-0.18	-1.59	0.1	0	2.1	

a Dependent Variable: Talent Management

Table 18, show the relationship between welfare initiatives and talent management. Most of the b values are positive, while a few of them are negative. This is an indication that, most of them exhibited positive relationship between the predictor and the outcome. The Standard error was used to check whether the t-test associated with a b value is significant. The standardized beta values provide an insight into the importance of a predictor in the model. Table 18 showed that the Collinearity diagnostics, both Tolerance and the Value Inflated Factors were within the acceptable ranges. This is because, almost all of the T values were > 0.01 and all the VIF values were less than 10. 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”

## REFERENCES

- Andyfield. (2008). *Statistics for Social Sciences*.
- Aston, C. & Morton, L. (2005). Managing Talent for Competitive Advantage. *Strategic Human Resource Review*, pp. 4, (5), 28-31.
- Ayres, H. (2006). Career development in Tourism and Leisure: An Exploratory Study on the influence of Mobility and Mentorship. *Journal of Hospitality and Tourism Management*, 113-123.
- Barron. (2008). Education and Talent Management: Implications for Hospitality Industry. *International Journal of Contemporally Hospitality Management*, 7 (20),730-742.
- Baum. (2008). Implications of Hospitality and Tourism Labour Market for talent management Strategies. *International Journal of Contemporary Hospitality Management*, 20 (7), 720-729.
- Baum. (2008). Implications of Hospitality and Tourism Labour Markets for Talent Management. *International Journal of Contemporally Hospitality Management*, 20 (7),721-729.
- Bhatti. (2015). *Developing and sustaining intellectual assets of an organization through talent management: Analytical study of private sector insurance companies of Gujarat state*.
- Boudreau, J. & Ramstand, P. (2005(a)). Talent ship, talent Segmentation, and Sustainability: A New Hr. Decision Science Paradigm for a new strategy definition. *Human Resource Management Review*, pp. 44 (2), 129- 136.
- Brotherton, B. (2012). *Researching in Hospitality and Tourism*. London: Sage Publications.
- Butter, Valenzuela, E & Quintana, M. (2015). Intercultural Talent Management Model: Virtual communities to promote collaborative learning in indigenous contexts. Teachers’ and students’ perceptions. *Computers in Human Behavior*. *Computers in Human Behavior*, pp. 1191-1197.
- Cappelli, P. & Keller, J. (2014). Talent Management: Conceptual approaches and Practical Challenges. Annual review of Organizational Psychology. *Organizational Behaviour*, 1 (2),303-331.
- Chiang, C., Jang, S., Canter, D & Prince, B. (2008). An expectancy Theory Model for Hotel Employee Motivation: Examining the Moderating role of Communication Satisfaction. *International Journal of Hospitality and Tourism Administration*, (9),327-351.
- Cleverism. (n.d.). [www.cleverism.com](http://www.cleverism.com). Retrieved September 3, 2020, from <https://www.cleverism.com/lexicon/employee-welfare/>: <https://www.cleverism.com/lexicon/employee-welfare/>
- Dayarathna & Dusher. (2019, August). *Employee Welfare Management*. Retrieved September 3, 2020, from <https://www.researchgate.net/publication/335524100>.
- Deery, M. & Jago, L. (2015). Revisiting Talent Management, Work life balance and Retention Strategies. *International Journal of Contemporary Hospitality Management*, 27 (3),453-472.
- Dries, N. (2013). The Psychology of Talent Management. *Human Resource Management Review*, 23 (4),272-285.
- Festing, M. Schafer, L & Scullion, H. (2013). Talent Management in Medium sized German Companies: An Explorative study and Agenda for future research. *The International Journal of Human Resource Management*, 1872-1893.
- Hr. Technologists. (2019). <https://www.hrtechnologist.com/articles/performance-management-hcm/what-is-talent-management/>. Retrieved August 30, 2020, from <https://www.hrtechnologist.com/articles/performance-management-hcm/what-is-talent-management/>
- Jang, J. & George, R. (2012). Understanding the influence of Polychronicity on Job Satisfaction and Turnover Intentions; A Study of non-supervisory hotel employees. *International Journal of Hospitality Management*, (31),588-595.
- Keitany. (2014). *Perceived Relationship between Employee Welfare Programs and Employee Performance at Kenya Pipeline Company*. Nairobi: University of Nairobi.

- Kerem U., Sipuncula & Gaye, K. (2016). Exploring Professional Competencies for Talent Management in. *12th International Strategic Management Conference, ISMC 2016, 28-30 October 2016, Antalya*, (pp. Procedia - Social and Behavioral Sciences 235 (2016) 443 – 452). Istanbul, Elsevier publications Science Direct.
- Kichuk, A. (2017). *Understanding Talent Management in the hotel sector: employees' narratives of personal career development*. Bournemouth University.
- Lou, A. (2007). Talent Management: From CEO to Supervisor. *2007 International Conference on Wireless Communications, Networking and*.
- Margaret Deery Leo Jago, M. (2015). Revisiting talent management, work-life balance and retention strategies. *Journal of Contemporary Hospitality Management, Vol. 27 Is 3 pp. -, 27 (3)*.
- Mertens & Renske, N. (2010). *Talent management: solution or myth? A small low value-added firms'' perspective*.  
Rotterdam: Universiteit Van Tilburg.
- Mugenda, O. M. & Mugenda, A.G. (2008). *Research Methods: Quantitative and Qualitative approaches*. Nairobi, Kenya: Acts Press.
- Murray-Gibbons, R. & Gibbon, C. (2007). Occupational Stress in the Chefs Profession. *International Journal of Contemporally Hospitality Management*, 32-42.
- National Institute of Health. (2013). *Paid Sick Leave and Job Stability*. Illinois, Chicago: University of Chicago.
- Noe, R., Hollenbeck, J., Gerhart, B. & Wright (2006). *Human Resource Management: Gaining a Competitive advantage, Th Edition*. New York: Mc-GrawHill Companies Inc.
- Nonhlanhla, M., Martin, C., Elias, M & Pfano, M. (2015). The Impact of Recognition on Retention of Good Talent in the Work force. *Journal of Governance and Regulation*, 4 (4),
- Powell, S.& Wood, D. (1999). Is recruitment the time bomb for the industry worldwide? *International Journal of Contemporary Hospitality Management*, 11(4),138-139.
- QU, H. & Zhao, X. (2012). Employees work-family conflict moderating life and job satisfaction. *Journal of Business Research*, (65),22-28.
- The Open University. (2020). <http://www.open.ac.uk>. Retrieved September 3, 2020, from <http://www.open.ac.uk/about/employment/Benefits>:  
<http://www.open.ac.uk/about/employment/Benefits>
- Thunnissen, M., Bosehe, P & Fruytier, B. (2013). A review of talent management: 'infancy or adolescence? *The International Journal of Hospitality Management*, 24 (9),1744-1761.

\*\*\*\*\*