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## **A Comparative Study on Psychological Contract and Affective Commitment of Catering Employees between Public and Private Universities in Nairobi City County, Kenya**

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## **Abstract**

Psychological contract refers to employee's perception as the implicit agreement between themselves and the organization that contains a shared responsibility between the two parties. It is different from the formal contract as it is implicit. Employee's commitment is the ability to internalize and engage in achieving the goals of an organization. The purpose of the study was to establish and compare relationship on psychological contract and organizational commitment between public and private universities in Nairobi City County, Kenya, moderated by employee's welfare initiatives. The study adopted a descriptive survey design where a sample size of 50 public and 50 private university catering employees from two universities in Nairobi City County, Kenya. Data collection instruments were questionnaires and interview guides. Qualitative data was coded and summarized in compilation sheets for easier analysis. Quantitative data was analyzed using SPSS with levels of significance established using paired tests with a cut-off point of  $p$  being  $<$  or  $=0.05$  at 95% confidence and significance levels. The findings revealed that  $\chi^2=18.84$   $df^*=3$  and  $p=0.000$  and  $0.001$  which are  $< 0.05$ , an indication that, there is a significant relationship between psychological contract and organizational commitment of university catering employees in both public and private universities in Nairobi City County, Kenya. This means that, psychological contract can be attributed to organizational commitment of public university catering employees in Nairobi City County, Kenya

**Key Words:** *organizational commitment, psychological contract, public university, private university.*

## 1.1 Introduction

“Organizational commitment” refers to a “psychological state” that characterizes an employee’s attachment relationship with the organization and impacts on employee’s decisions to continue in organization. (N.J. Allen, 2001). Employers need to consider what employees expect from them and what employees do in return as part of their “psychological contract”. (Rousseau, 1989). Affective organizational commitments highlight the emotional nature of the attachment between the individual and organization. Psychological contract refers to beliefs concerning the terms and conditions of a reciprocal exchange agreement between an individual and the organization (Rousseau, 1995).

## Background of the study

Psychological contract and organizational commitment are very important to be built and instilled by organization towards employees (Muhammad, 2018). Psychological contract and commitment is something that is not visible but its existence can be felt through the relationship between employees and organizations. “The impact resulting from psychological contracts and commitment has influence on organization” (Muhammad, 2018). One reason why employees remain loyal to an organization has been related to the ability of an individual to satisfy their needs at work. (Hackman, 1975). Satisfied employees can add more value and effort towards the growth of an organization. (Topa, 2012).when employees feel that their psychological contracts have been fulfilled by the employer; they will perform better and become more committed to the organization, which will make them perform even better.

## Psychological contract

Psychological contract refers to how the employee perceives his/her obligation towards the employer as well as the obligations of the employer towards themselves (Leticia, 2019). It is an idea of two-sided exchange and reciprocity (Conway, 2005). The employees perceive his/her obligations towards the employer as well as the obligations of the employer toward themselves. (Leticia, 2019). It is an individual’s trust in the exchange agreement between the company and the employee. Based on this, psychological contract contain things that are mutually agreed upon between the employee and the organization, giving rise to employees trust in the organization (Muhammad, 2018). According to (Zubair, 2017) cited in (Guest, 1998) guest developed a three psychological contract model which stipulated that, psychological contract composes of three constituents of; Trust, Fairness and Delivery in deal. According to (Agarwal, 2011) study showed that psychological contract of employees in Indian IT Industry is positively and significantly correlated to their organizational commitment.

## Organizational commitment

Organizational commitment is a strong desire to retain a member of a particular organization, a strong willingness to strive to maintain the organizations name and acceptance of organizational values and goals (Khunsoonthornkit, 2018); (Caki., 2015); (Permarupan, 2013). A willingness that is within an employee to maintain the organization. According to (Ku Azizah, 2014) organizational commitment refers a “Psychological state” that characterizes an employee’s attachment relationship with the organization and impacts on employee’s decisions to continue in the organization. However, (Mowdays, 1979) defined organizational commitment as “active relationships with the organization such that individuals are willing to give something of themselves in order to contribute to the

organizations well-being”. For sustainability of the organization, organizational commitment is outlined in the core values that are upheld by employees. According to (Cheng-Wei Che., 2018), “when a person has a strong belief in the organizations goals and values, he/she is willing to strive for the organizations best interest, and hopes to become a part of the organization”.

### Link between psychological contract and organizational commitment

According to (Leticia, 2019) “psychological contract is determined according to the fulfillment if its contents. Psychological contract is the implied employment contract produced by the interaction between the employer and the employee, outlining ones perception of the obligations to and promises made by the other. One of the consequences of the fulfillment of psychological contract is organizational commitments”. Past studies by (McLnnis, 2009); (Sturges, 2005) found out that fulfillment of psychological contract is related positively to organizational commitment. A study by (Bunderson, 2001) found out that psychological contracts are most strongly associated with lower organizational commitment. (Lester, 2002) Study found out that, found out that the greater the psychological contracts breach the lower the affective organizational commitment. Past studies revealed that, violated psychological contracts causes lower levels of organizational commitment (Granter, 2015). A study by (Zubair, 2017) indicated that the dimensions of psychological contract have positive correlation with affective commitment.

### Statement of the problem

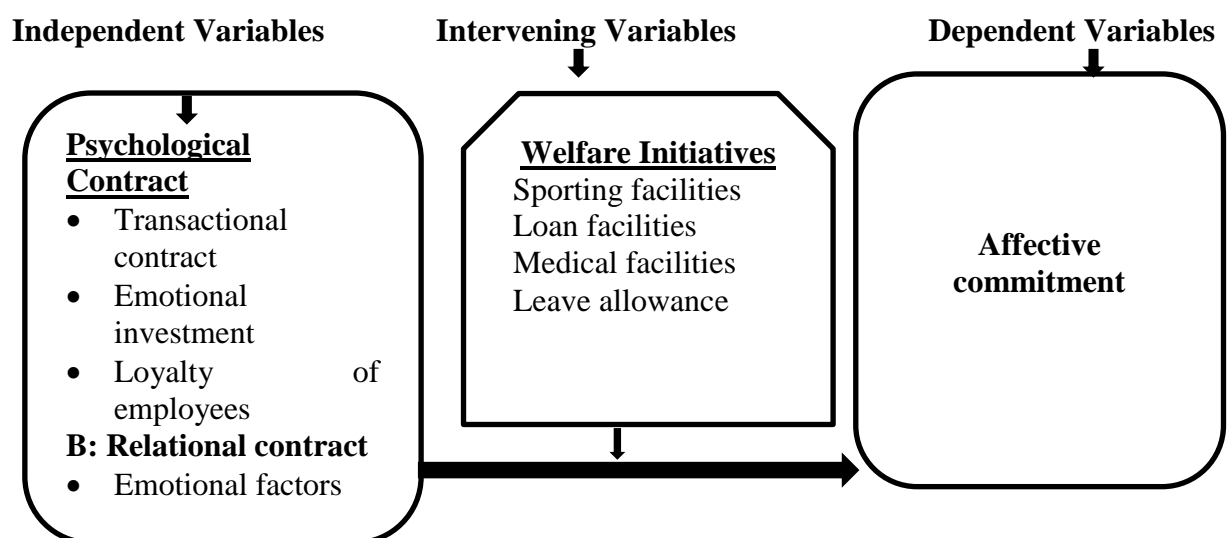
The contemporary employment of 21<sup>st</sup> century has many controversies such as; less job security, less organizational attachment, less commitment and less loyalty (Otieno, 2016). According to (Ku Azizah, 2014) “low commitment and lack of satisfaction may lead to low morale and a lack of sense of belonging”.

### Research Hypotheses

H1: There is no significant relationship between psychological contract and organizational commitment of university catering employees in Nairobi City County, Kenya

H2: There is a significant relationship between psychological contract and organizational commitment of university catering employees in Nairobi City County, Kenya

### The Conceptual Framework



Source: Adapted from readings of: Leticia, 2019



## **2.1 Literature Review**

This chapter reviewed the literature on psychological contract and organizational commitment. The research evaluated the constructs of the social exchange theory, psychological contract theory and the three conceptual model approaches by (Allen, 1996) which categorizes commitment into; affective commitment, continuance commitment and normative commitment. Continuance commitment is the cognitive cost of leaving the organization while affective commitment refers to the emotional attachment to the organization. Moreover, normative commitment refers to the obligation to remain within the organization.

### **Psychological contract**

According to (Leticia, 2019), “When employees feel that their psychological contracts have been fulfilled, they will become more committed to the organization, and they will then perform better”. According to (Schein, 1985), there are three psychological contract dimensions; general reciprocity, negative reciprocity and balanced reciprocity. General reciprocity emphasizes altruistic and selfless while balanced reciprocity tends to be in the middle. Moreover, negative reciprocity requests for equal quality of reward or tooth for a tooth pays back. (Behery, 2012) studied the psychological contract and organizational commitment; the mediating effect of transformational leadership on service industries in the United Arab Emirates, the results indicated that relational contract has an impact on organizational commitment whereas no meaningful relationship between transactional psychological contract and organizational commitment.

### **Organizational commitment**

Organizational commitment is the “relative strength of an individual’s identification with and involvement in a particular organization” (Mowday, 1982). Past studies on commitment exhibited different perspectives; one dimensional view (Mowday, 1982); (Solinger, 2013), and multi-dimensional views (Meyer, 1993), person centered approach, (Meyer J. M., 2016), altitudinal view (Mowday, 1982); (Solinger, 2013), and behavioural views (Staw, 1974) that focus on different targets of commitment , such as the organization, the job itself, the team, the career and the labour union. Organizational commitment can be; affective, Continuance or normative (Muhammad, 2018). “When the organizations create an attractive environment, employees feel a part of them as belonging to the organization so it has their behavioural choices” (Cheng-Wei Che., 2018).

### **The Social Exchange Theory**

According to (Blau, 1964) social exchanges are “favours that create diffuse future obligations, not precisely specified ones, and the nature of the return cannot be bargained about but must be left to the discretion of the one who makes it”. Social exchange theory is employed as the lens identifying the potential outcomes when the ideal employer and the employee’s exchanges are embedded at workplace (Ku Azizah, 2014). According to (Rosen, 2013), “employee’s may infer that they are valued and trusted and, in return may be more willing to display positive employee altitudes”. A study by (M.Schminke, 2002); (P-C Wu., 2009), “perceptions of fairness illustrate that employees interests are fulfilled and protected, provide a relational purpose when employees make comparisons with others, and send signals to employers about the morality of organizational treatments”. Moreover, “effective HR practices play a critical part in generating and sustaining the commitment of employees towards the employer” (Allen., 2003). According to (Cheng-Wei Che., 2018), “Continuance

commitment was derived from the exchange theory of (Becker, 1960)". The theory focus is that members evaluate according to their contributions to organizations and compensations from the organization to produce organizational commitment. (Cheng-Wei Che., 2018) Further explained that, if the exchange process was to their advantage, it will result in higher commitment to the organization and vice versa to lower commitments. According to (Gilbert., 2011); (Xerri, 2013), "the norm of reciprocity indicates that employees feel a sense of responsibility to reciprocate when they are treated well by their employer and benefit from the exchange".

### **Psychological Contract Theory**

A contract is an essential element in the employment relationships (Cheng-Wei Che., 2018). It provides necessary constraints on behaviours between employees and organizations, and help organizations to achieve goals. Psychological contract is a special form of a contract. According to (Schein, 1985), every member, managers and individuals, at any given time there is a kind of expectations that does not explicitly exist. According to (MacNeil, 1985), the psychological contract can be divided into; "transactional contract" and "relational contract". Transactional contract is highly specific, restrictively constrained time to a lesser extent, and both sides of the transaction maintain great flexibility to reconfigure the contract or to replace trading partners. In such short magnitude of time, Inputs dedicate to transactions for the exchange relationship such as special assets, organization specific skills; emotional investment and loyalty are quite limited. Relational contract consist of emotional factors and subjectivity (MacNeil, 1985).

### **Meyer and Allan Three Component Model of Commitment.**

According to (Allen, 1996) three components model of commitment; there are three mind sets which characterizes an employee's commitment. These are; affective, continuance and normative commitment. An employee who is affectively committed strongly identifies with the goals of the organization. A demonstration that, there is a relationship between employee's commitment and job stability. Continuance commitment refers to the individual commitment to the organization because he perceives high cost of losing organizational benefits. Normative commitment is where the individual commits to and remains in an organization because of his positive feelings towards it (Lamba, 2013).

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

Past studies were carried out in chain restaurants, retailing, entertainment, local government and from and medium sized organizations. The studies were not comparative and used other research designs other than descriptive survey design used by this study. Past studies failed to demonstrate how organizations can create an attractive environment by infusing welfare initiatives to create organizations affective commitment. Past studies on organizational commitment has been conducted in and has a predominant focus on private sectors and western cultures as demonstrated by (Abdullah, 2011); (Tsui., 1997). According to (Wasti, 2005), "findings obtained in other cultures and contexts may need to be distinguished from those of western studies". It was concluded that in exploring locally relevant issues, Asian scholars ought to be more careful in applying theories developed in other contexts and instead develop theories that illustrate Asia pacific phenomena (Meyer, 2007). The study further demonstrated that, "in developing country such as Malaysia, there may be need to be differences in approaches to HR management than those used in western settings".

### 3.1 Methodology

#### Research design

The research used a comparative descriptive survey design to compare psychological contracts and organizational commitment of catering employees between public and private universities in Nairobi City County, Kenya. 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 (Commission 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 away Counties such as West-Pokot, Mandera, Mombasa, Kisumu and Laikipia among others. 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
Stratified Sampling	Selected university campuses in the study area	Equal representation of both public and private universities
Convenient sampling	Catering employees from both public and private universities	To obtain the required sample to minimize errors

#### Sample size

A total of 78 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: Distribution of the respondents**

Type of organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public universities	40	51.3	51.3	51.3
	Private universities	38	48.7	48.7	100.0
	Total	78	100.0	100.0	

#### 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. An interview guide was used to obtain raw data from university catering managers. 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 0.763 was obtained (as shown on Table 3) which is approximately 0.8, this showed that, the questionnaires were reliable since the coefficient of 0.8 or higher is recommended by (Mugenda, 2008).

**Table 3: Reliability Test Results: Case Processing Summary**

Case Processing Summary			
		N	%
Cases	Valid	77	98.7
	Excluded <sup>a</sup>	1	1.3
	Total	78	100.0

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

**Table 4: Reliability Test Results: Cronbach's Alpha**

Reliability Statistics	
Cronbach's Alpha	N of Items
.763	40

## Data Analysis Technique

Both quantitative and qualitative data analysis techniques were used by the study since the data collected was both numerical and narrative. Quantitative data was analyzed using IBM statistical packages for social sciences with levels of significance established using paired tests with a cut-off point of p being < or =0.05 at 95% confidence and significance levels. Qualitative data was analyzed into statements which have high relevance to the objective of the study.



**Table 5: Analysis of Hypothesis**

Hypothesis	Public	Private	Decision	Result
H01: there is no significant relationship between psychological contract and organizational commitment of university catering employees in Nairobi City County, Kenya	Chi-Square Determining factor 0.05 <0.05 reject null hypothesis Accept alternative hypothesis >0.05 Accept null hypothesis Accept alternative hypothesis	Chi-Square Determining factor 0.05 <0.05 reject null hypothesis Accept alternative hypothesis >0.05 Accept null hypothesis Accept alternative hypothesis Accept alternative hypothesis	<0.05 reject null hypothesis Accept alternative hypothesis >0.05 Accept null hypothesis Accept alternative hypothesis Accept alternative hypothesis	Determine the relationship between psychological contract and organizational commitment of university catering employees in both public and private universities in Nairobi City County, Kenya
H11: there is a significant relationship between psychological contract and organizational commitment of university catering employees in Nairobi City County, Kenya	Chi-Square Determining factor 0.05 <0.05 reject null hypothesis Accept alternative hypothesis >0.05 Accept null hypothesis Accept alternative hypothesis Accept alternative hypothesis	Chi-Square Determining factor 0.05 <0.05 reject null hypothesis Accept alternative hypothesis >0.05 Accept null hypothesis Accept alternative hypothesis Accept alternative hypothesis	<0.05 reject null hypothesis Accept alternative hypothesis >0.05 Accept null hypothesis Accept alternative hypothesis Accept alternative hypothesis	Determine the relationship between psychological contract and organizational commitment of university catering in both public and private universities employees in Nairobi City County, Kenya

#### 4.1 Results and Discussions

This section gives detailed findings of the data collected using questionnaires and interview guides. As outlined, the study sought to establish and compare the relationship between psychological contract and organizational commitment between public and private universities in Nairobi City County, Kenya. The section present findings according to the objectives of the study. The study targeted 100 university catering employees, 50 from public universities and, 50 from private universities.

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, the study findings are valid and reliable as shown in Table 6.

**Table 6: Response Rate**

Category		Public Universities		Private Universities	
		Expected Response	Actual Response	Expected Response	Actual Response
Catering employees (Questionnaires)		50 (100%)	40 (80%)	50 (100%)	38 (76%)

In both public and private universities, the response rates; public (80%) and private (76%), were adequate for analysis and conclusions as they were above (50%) as demonstrated by (Babie 2002) as cited 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 (20%) for public and (24%) for private universities 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 information

**Table 7: Gender of the respondents**

Type of organization * Gender of respondents Cross tabulation					Gender of respondents		Total
					Male	Female	
Public universities	Count				17	23	40
	% within organization	Type	of		42.50%	57.50%	100.00%
	% within respondents	Gender	of		53.10%	50.00%	51.30%
	% of Total				21.80%	29.50%	51.30%
Private universities	Count				15	23	38
	% within organization	Type	of		39.50%	60.50%	100.00%
	% within respondents	Gender	of		46.90%	50.00%	48.70%
	% of Total				19.20%	29.50%	48.70%
Total	Count				32	46	78
	% within organization	Type	of		41.00%	59.00%	100.00%
	% within respondents	Gender	of		100.00%	100.00%	100.00%
	% of Total				41.00%	59.00%	100.00%

Table 7 exhibits that, both public and private universities had equal number (23) of the female respondents. However, public universities recorded majority (17) of male respondents as compared to a minority (15) respondents posted by private universities.

**Table 8: Comparative ages of respondents**

Type of organization * Age of respondents Cross tabulation			Age of respondents								Total
				Less than 20 years	20-24 years	25-29 years	30-34 years	35-39 years	40-44 years	45-49 years	50-54 years
Type of organization	Public universities	Count	1	0	6	7	9	7	5	5	40
		% within Type of organization	2.5 %	0.0 %	15.0 %	17.5 %	22.5 %	17.5 %	12.5 %	12.5 %	100.0 %
	Private universities	Count	1	4	5	6	4	9	4	5	38
		% within Type of organization	2.6 %	10.5 %	13.2 %	15.8 %	10.5 %	23.7 %	10.5 %	13.2 %	100.0 %
Total		Count	2	4	11	13	13	16	9	10	78
		% within Type of organization	2.6 %	5.1 %	14.1 %	16.7 %	16.7 %	20.5 %	11.5 %	12.8 %	100.0 %
		% of Total	2.6 %	5.1 %	14.1 %	16.7 %	16.7 %	20.5 %	11.5 %	12.8 %	100.0 %
		Total									

Table 8 exhibits that majority (22.5%) in public universities were aged between (35-39 years) while minority (0%) aged between (20-24 years). However, in private universities majority (23.7%) aged between (40-44 years) while minority (aged <20 years). Meaning, majority respondents in private universities were more elderly as compared to public universities. From the findings, private universities have a younger generation of university catering employees as compared to public universities.

**Table 9: Comparative marital statuses of respondents**

Type of organization * Marital status of respondents Cross tabulation									
		Marital status of respondents							Total
		Single	Divorced	Married	Widowed	Not applicable			
Type of organization	Public universities	Count	7	0	32	1	0	40	
		% within Type of organization	17.5%	0.0%	80.0%	2.5%	0.0%	100.0%	
		% within Marital status of respondents	46.7%	0.0%	54.2%	50.0%	0.0%	51.3%	
		% of Total	9.0%	0.0%	41.0%	1.3%	0.0%	51.3%	
		Count	8	1	27	1	1	38	
	Private universities	% within Type of organization	21.1%	2.6%	71.1%	2.6%	2.6%	100.0%	
		% within Marital status of respondents	53.3%	100.0%	45.8%	50.0%	100.0%	48.7%	
		% of Total	10.3%	1.3%	34.6%	1.3%	1.3%	48.7%	
		Count	15	1	59	2	1	78	
		% within Type of organization	19.2%	1.3%	75.6%	2.6%	1.3%	100.0%	
Total	% within Marital status of respondents	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
	% of Total	19.2%	1.3%	75.6%	2.6%	1.3%	100.0%		

The findings on Table 9 exhibited that majority (80%) of respondents in public universities were married while the minority (0%) were divorced. The same applies to private university, with the difference being that, there was 1 count of divorced as compared to zero count in public universities. It is also clear that, a total number of catering employees are employed in public universities.



**Table 10: Comparative level of education of respondents**

			Level of education						Total
			Prim ary	Second ary	Certific ate	Diplo ma	Undergrad uate	Postgrad uate	
<b>Type of organization</b>	Public universities	Count	0	3	8	17	10	2	40
		% within Type of organization	0.0%	7.5%	20.0%	42.5%	25.0%	5.0%	100.0 %
	Private universities	Count	1	1	12	13	7	4	38
		% within Type of organization	2.6%	2.6%	31.6%	34.2%	18.4%	10.5%	100.0 %
<b>Total</b>		Count	1	4	20	30	17	6	78
		% of Total	1.3%	5.1%	25.6%	38.5%	21.8%	7.7%	100.0 %

The findings on table 10 revealed that, majority (42.5%) and (34.2%) respectively in both public and private universities had acquired a Diploma level of hospitality qualifications, which is contrary to the expectations of the researcher since the study area was in universities. Moreover, there was 1 count each in primary and secondary level of education in private universities whereas there was zero count on primary level of education in public universities and 3 counts in secondary level as compared to 1 count in private universities. It is also clear that, private universities had employed a higher percentage (10.5%) of university catering employees with a Master's degree and above as compared to public universities (5%) which is slightly higher than double that of private universities.

**Table 11: Comparative employees experience**

Type of organization				Length of service					Total
Type of organization	Public universities	Count	% within Type of organization	0-4 years	5-9 years	10-14 years	15-19 years	Over 20 years	
				11	9	11	4	5	40
			% within Length of service	27.5%	22.5%	27.5%	10.0%	12.5%	100.0%
			% of Total	44.0%	42.9%	52.4%	80.0%	83.3%	51.3%
			% of Total	14.1%	11.5%	14.1%	5.1%	6.4%	51.3%
	Private universities	Count		14	12	10	1	1	38
			% within Type of organization	36.8%	31.6%	26.3%	2.6%	2.6%	100.0%
			% within Length of service	56.0%	57.1%	47.6%	20.0%	16.7%	48.7%
			% of Total	17.9%	15.4%	12.8%	1.3%	1.3%	48.7%
<b>Total</b>		Count		25	21	21	5	6	78
			% within Type of organization	32.1%	26.9%	26.9%	6.4%	7.7%	100.0%
			% within Length of service	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
			% of Total	32.1%	26.9%	26.9%	6.4%	7.7%	100.0%

The findings on table 12 revealed that majority (27.5%) and (36.8%) in public and private universities had worked for a period of between (0-4 years). However, (10%) of university catering employees in public universities had worked for a period of between (15-19 years) as compared to 2.6% in private universities. It is clear that, there were 5 counts in public universities and 1 count in private universities with catering employees who had worked for a period of over 20 years. This indicates that, in public universities there is a higher length of stay of catering employees as compared to private universities. This may be translated to mean, there is higher job stability of catering employees in public universities as compared to private universities.

**Table 12: Comparative employment status of the respondents**

Type of organization * Employment status of respondents Cross tabulation			Employment status of respondents				Total
Type of organization			Casual	Contract	Permanent	Probation	
Type of organization	Public universities	Count	2	11	25	2	40
		% within Type of organization	5.0%	27.5%	62.5%	5.0%	100.0%
		% within Employment status of respondents	33.3%	68.8%	46.3%	100.0%	51.3%
		% of Total	2.6%	14.1%	32.1%	2.6%	51.3%
	Private universities	Count	4	5	29	0	38
		% within Type of organization	10.5%	13.2%	76.3%	0.0%	100.0%
		% within Employment status of respondents	66.7%	31.3%	53.7%	0.0%	48.7%
		% of Total	5.1%	6.4%	37.2%	0.0%	48.7%
	Total	Count	6	16	54	2	78
		% within Type of organization	7.7%	20.5%	69.2%	2.6%	100.0%
		% within Employment status of respondents	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	7.7%	20.5%	69.2%	2.6%	100.0%

The findings on Table 13 indicated that majority (62.5%) of respondents in public universities were employed on permanent terms of service as compared to a minority (5%) who were on casual and probationary engagement. In private universities majority (76.3%) were also employed on permanent terms as compared to zero percent who were engaged on probationary terms of service.

**Table 13: Comparative levels of employees in organization**

		Level of employee in organization				Total
		Support	Operation	Supervisory	Management	
Public universities	Count	4	9	16	11	40
	% within Type of organization	10.0%	22.5%	40.0%	27.5%	100.0%
	% within Level of employee organization	36.4%	29.0%	69.6%	84.6%	51.3%
	% of Total	5.1%	11.5%	20.5%	14.1%	51.3%
Private universities	Count	7	22	7	2	38
	% within Type of organization	18.4%	57.9%	18.4%	5.3%	100.0%
	% within Level of employee organization	63.6%	71.0%	30.4%	15.4%	48.7%
	% of Total	9.0%	28.2%	9.0%	2.6%	48.7%
Total	Count	11	31	23	13	78
	% within Type of organization	14.1%	39.7%	29.5%	16.7%	100.0%
	% within Level of employee organization	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	14.1%	39.7%	29.5%	16.7%	100.0%

Table 14 exhibits that majority (40%) of university catering employees in public universities described themselves to be supervisors or to be executing the acting supervisory roles while the minority (10%) to be supportive staffs. In private universities majority (57.9%) described themselves as the operational staffs. Moreover, (22.5%) in public universities were operational staffs



**Table 14: Chi Square (Private Universities)**

	Test Statistics	
	Attachment	Commitment
Chi-Square	18.842 <sup>a</sup>	14.895 <sup>b</sup>
df	3	2
Asymp. Sig.	0.000	0.001

The findings presented a  $\chi^2=18.84$   $df^* = 3$  and  $p=0.000$  and  $0.001$  which are  $< 0.05$ . With a significance level  $< 0.05$  ( $0.000$  and  $0.001$ ), the alternative hypotheses ( $H_1$ ) were accepted. The results showed that there is a significant relationship between psychological contract, “**Attachment**” and organizational commitment “**commitment**” of university catering employees in Nairobi City County, Kenya. The implication of this  $\chi^2$  test result is that, psychological contract can be attributed to organizational commitment of private university catering employees in Nairobi City County, Kenya.

**Table 15: Chi Square (Public Universities)**

	Test Statistics	
	Attachment	Commitment
Chi-Square	21.600 <sup>a</sup>	16.850 <sup>b</sup>
df	3	2
Asymp. Sig.	0.000	0.000

The findings presented a  $\chi^2=21.60$   $df^* = 3$  and  $p=0.000$  and  $0.000$  which are  $< 0.05$ . With a significance level  $< 0.05$  ( $0.000$  and  $0.000$ ), the alternative hypotheses ( $H_1$ ) were accepted. The results showed that there is a significant relationship between psychological contract, “**Attachment**” and organizational commitment “**commitment**” of university catering employees in Nairobi City County, Kenya. The implication of this  $\chi^2$  test result is that, psychological contract can be attributed to organizational commitment of public university catering employees in Nairobi City County, Kenya.

**Table 16: Summary of Hypothesis Testing (Private & Public Universities)**

Hypothesis	Public	Private	Decision	Result
<b>H01:</b> there is no significant relationship between psychological contract and organizational commitment of university catering employees in Nairobi City County, Kenya	$\chi^2=21.60$ $df^* = 3$ and $p=0.000$ and 0.000 which are $< 0.05$	$\chi^2=18.84$ $df^* = 3$ and $p=0.000$ and 0.001 which are $< 0.05$	<b>(H1) was accepted</b> (H01) was rejected	there is a significant relationship between psychological contract and organizational commitment of university catering employees in both public and private universities in Nairobi City County, Kenya
<b>H11:</b> there is a significant relationship between psychological contract and organizational commitment of university catering employees in Nairobi City County, Kenya	$\chi^2=21.60$ $df^* = 3$ and $p=0.000$ and 0.000 which are $< 0.05$	$\chi^2=18.84$ $df^* = 3$ and $p=0.000$ and 0.001 which are $< 0.05$	<b>(H1) was accepted</b> (H01) was rejected	there is a significant relationship between psychological contract and organizational commitment of university catering in both public and private universities employees in Nairobi City County, Kenya

The findings presented a p-value of (0.000) which was less than 0.05 as shown in Table 16. The alternative hypothesis was accepted while the null hypothesis was rejected, indicating that, there is a significant relationship between psychological contract and organizational commitment of university catering employees in both public and private universities in Nairobi City County, Kenya. This means that, psychological contract can be attributed to organizational commitment of public university catering employees in Nairobi City County, Kenya.

## 5.1 Conclusions and Recommendations

The researcher sought to establish whether there is a significant relationship between psychological contract and organizational commitment 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.

### Relationship between psychological contract and organization affective commitment

The objective determined and compared the relationship between psychological contract and organizations affective commitment between public and private universities in Nairobi City County, Kenya. The findings presented a  $\chi^2=18.84$ ,  $df^* = 3$  and  $p=0.000$  and 0.001 which are  $< 0.05$ . With a significance  $< 0.05$  (0.000 and 0.001), a conclusion was made that there is a significant positive relationship between psychological contract and organizational commitment of both public and private universities in Nairobi City County, Kenya. The implication of this  $\chi^2$  test result is that affective organizational commitment of university catering employees is attributed to psychological contract.

## Conclusion

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

1. Emotional attachment of university catering employees is a solution to low commitment and a lack of a sense of belonging of catering employees in both public and private universities.
2. University catering employees in both public and private universities get emotionally attached when they feel that universities fulfill part of their implicit contract
3. Welfare initiatives plays a very significant moderating role in the relationship between psychological contract and affective commitment of university catering employees in both public and private universities

## Recommendations

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

1. Universities management in both public and private universities should find means to fulfill their part of implicit contract between them and the university catering employees
2. This can be done by providing high impact welfare initiatives that addresses their specific needs
3. 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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