

Journal of Hospitality and Tourism Management



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ISSN: 2706-6592

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How to cite this article: Bitange, G. M., Mugambi, R. M., & Miricho, M., N. (2020). Influence of Policy Guidelines in Contract Catering Services on Customer Satisfaction in Selected Universities in Nairobi City County, Kenya, Journal of Hospitality & Tourism Management, Vol. 3(1), 74-88.

Abstract

The paper examines the influence of policy guidelines in contract catering services on customer satisfaction in Universities. Specifically the paper assesses the effect of policy guidelines in policy procedures and service level agreement in contract catering services and customer satisfaction in selected universities in Nairobi City County, Kenya. The study adopted descriptive survey design. The target population was selected universities in Nairobi City County, Kenya. Purposive and stratified random sampling technique was adopted in selecting the target population of universities. The sampling technique for management staff respondents was purposive sampling while the students' respondents was calculated by using of Cooper and Schindler formula. The study adopted interview guide and questionnaire data collection instrument. Out of a total 276 respondents, 257 participated which is 75.72% response. Inferential analysis using Pearson correlation coefficient (r) was 0.000 implying that policy guidelines were positively correlated to customer satisfaction. The results had a P value of 0.945 and statistically significant of 0.000, and thus reject the null services and customer satisfaction in Universities. The findings of this study have implications in theory and practice that as policy guidelines in contract catering services were positively correlated to customer satisfaction, policy guidelines in contract catering services influence customer satisfaction, in universities in Nairobi City County, Kenya. The study findings in practice, serves as a useful reference for on influence of policy guidelines (Policy procedures & Service level agreement) in contract catering services on customer satisfaction in Universities.

Key Words: *Policy Guidelines Procedures and Service Level Agreement, & Customer Satisfaction.*

1.1 Introduction

Policy guidelines refer to a common understanding and the essential terms and mutual obligations defined within the agreement that exist between the parties. While contracting choices are made through a complex process which includes: evaluation and decision to contract; definition of goals; choice of service provider; negotiation of terms and conditions; service-level agreement, stipulation of contract; managing relations; monitoring and evaluation of results (Mol & Kotabe, 2011; Yang, Wacker, & Sheu, 2012).

1.1.1 Procedures policy guidelines in Contract

The procedures in contracting services are necessary steps required in contracts which may include; organizing steering committee, engaging expert team, identifying resources, understanding cost structure to monitoring, managing and modifying the contract as required over time (Whitefield, 2006; Anthi & Nikolaos 2014). Momme (2001); Anthi and Nikolaos (2014), attests that contracting procedures or processes is the process of establishing and managing a contractual relationship with an external supplier for the provision of capacity that has previously been provided in-house.

1.1.2 Service Level Agreement policy guidelines in Contract

The service level agreement (SLA) has been identified as a rigorous document to control contracting after the parties agreed to the contract, strengthens communication to reduce conflict, build trust and mitigate supplier opportunism in an exchange of relationship over time (Rondeau, Kevin, Brown, & Lapidés 2006; Goo, Kishore, Rao, & Nam 2009; Armai, Abdul, & Mat 2015). The purpose of developing and using the SLA is to manage and analyzing the requirements of contracted services to a reasonable level of services delivered, as well as a positive influence on maintaining long-term relationships with service recipients (Berbée, Gemmel, Droesbeke, Casteleyn, & Vandaele, 2009; Armai, et.al, 2015).

1.1.3 Customer Satisfaction Measurement

Customer satisfaction is an evaluation that the chosen alternative is consistent with prior beliefs with respect to that alternative (Gustafsson, Johnson & Roos 2005). Barsky and Nash (2003), asserts that customer satisfaction can be measured by expectations provide and the adapted degree used for benchmarking related experience. Further, alludes that customer satisfaction can be measured by customer loyalty which can be divided into loyalty behavior and Loyalty attitudes. Loyalty behavior, also known as customer retention, account for the action of repeat purchases by consumers. And therefore satisfactory in-service experience which enhances cumulative consumer satisfaction hence enhances both attitudinal loyalty and behavioral loyalty (Terblanche & Boshoff, 2006).

And from the background, given the important role played by contract catering services (CCS) in universities, there was need to carry out a research to evaluate the influence of policy guidelines in contract catering services on customer satisfaction in selected universities in Nairobi City County, Kenya.

1.2 Problem Statement and Justification

In public and private universities, CCS cannot succeed in SQ delivery without proper frame-work, policies and processes around customer's satisfaction. A contract that is legally binding between two or more competent parties gives the frame-work policy for the economic exchange, outlining the nature, the rights and obligations of parties to the

contract (Ntayi, Namugenyi, & Eyaa, 2010). Stefanie, Phillip, Kim & Helmut, (2010) concurs that this will occur through mechanisms, policies that bind the parties together and requiring parties to undertake transaction or credible commitments to that relationship. There are increasing concerns on the service provider's inability to offer service quality to customers and increase in prices for services without prior notice which leads to customer's dissatisfaction. Deloitte consulting (2008), states that 30% of those engaged in contract services are disappointed with the service offered and 39% had terminated services with the service providers in organization. This basically implies that there is a challenge in service delivery hence dissatisfaction in service quality. And forms a basis for examining the influence of policy guidelines in contract catering services on customer satisfaction in selected universities in Nairobi City County, Kenya

1.3 Research Objective

To assess the effect of policy guidelines (Policy procedures & Service level agreement) in contract catering services on customer satisfaction in Universities.

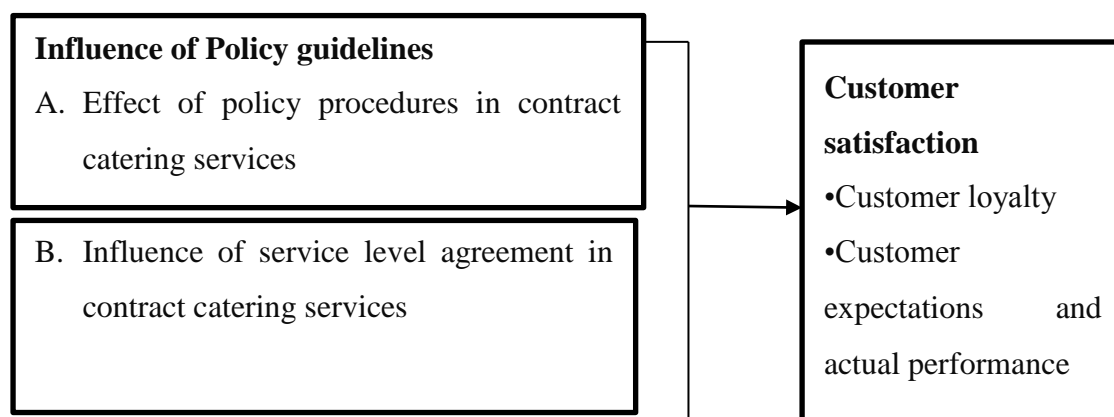
1.4 Hypothesis

There is no significant relationship between policy guidelines in contract catering services and customer satisfaction in Universities.

1.5 Conceptual Framework on Management of CCS

A conceptual framework is a set of broad ideas borrowed from fields relevant to the study which are expressed in variables (Thompson, 2012). The study's main variables are independent, moderating and dependent as presented in conceptual framework figure 1 as shown below.

Figure1: Conceptual Frame-work



Source: Adopted from Luo (2002) contractual theory and Oliver (1997) customer satisfaction theory.

The frame-work suggests that customer satisfaction depends on policy guidelines of CCS in universities. Dependent variable in this study is customer satisfaction while independent variable is policy guidelines (Policy procedures & Service level agreement in contract catering). The study adopted contractual theory by Luo (2002) as the study is based on contracted services and every contracted service has the purpose of facilitating exchange

and preventing opportunism which is relevant in policy of contract services in universities. While, expectancy disconfirmation customer satisfaction theory by Oliver (1997) was adopted which express that a customer is either satisfied or dissatisfied as a result of positive or negative difference between expectations and perceptions which is also relevant in contracted catering services customer satisfaction.

2.1 Theoretical Underpinnings

Contracting process is complex and involves many activities which have managerial challenge; that is why theories have been developed to assist in understanding these activities. There are several theories that seek to explain the need policy guidelines in contract catering services on customer satisfaction in universities. The study on influence of policy guidelines in contract catering services on customer satisfaction in universities was based on the contracting theory Luo, (2002); Anthi and Nikolaos (2014); and Balázs (2012) and Expectancy Disconfirmation customer satisfaction theory Oliver, (1997), and Florin and Sergiu (2014). The contracting theory covered the independent variables (policy guidelines in CCS) whereas Disconfirmation theory covered the dependent variable (customer satisfaction).

2.1.1 Contractual Theory

Policy guidelines in CCS was based on contractual theory (Luo, (2002); Anthi and Nikolaos (2014); Balázs (2012.), which states that contract services provide a legally bound, institutional frame-work in which each party's rights, duties, and responsibilities are coded, and the goals, policies and strategies underlying the arrangement are specific. The contracts emphasize gains, co-operation, and flexibility as this leads to belief that the partner will share information and adopt desirable behaviors (Das & Kumar, 2011). Therefore, based on the theory, every contracted service has the purpose of facilitating exchange and preventing opportunism. This theory is applicable on the influence of policy guidelines in CCS in universities at the implementation and during evaluation stage.

2.1.2 Expectancy Disconfirmation Customer Satisfaction Theory

The theory postulates that satisfaction is related to the size and direction of the discrepancy between prior expectations and actual product performance (Oliver, 1997, and Florin & Sergiu 2014). This implies that when product performance exceeds prior expectations, positive disconfirmation results and this also leads to satisfaction. Whereas, negative disconfirmation is the result of performance being lower than expected, leading to dissatisfaction. Based on the disconfirmation theory of consumer satisfaction, it is hypothesized that there exists a significant positive relationship between disconfirmation and consumer satisfaction.

Based on this theory, thus, satisfied customer will recommend the product to others, repeat purchase and even try line extensions which imply that businesses must always be customer-oriented. This model therefore has the implication that consumers buy services with prior expectations about the anticipated performance.

Thus, a customer is either satisfied or dissatisfied as a result of positive or negative difference between expectations and perceptions. This theory is applicable on the influence of policy guidelines in CCS in universities as students and staffs are the customers who require services and who will have positive or negative disconfirmation which will lead to satisfaction or dissatisfaction.

2.2 Empirical Literature Review on Policy Guidelines in Contract Catering Services

Empirical literature review on policy guidelines are divided into: procedures and service level agreement. Whereby the study explored on policy guidelines common understanding and the essential terms and mutual obligations defined within the agreement that exist between the parties (Whitefield, 2006; Anthi & Nikolaos 2014 & Stefanie et al., 2010). The goal of contracting cannot be achieved without proper policy guidelines in contracting procedures where there exist strategies of contracting like: total contracting; partial contracting; and multi-contracting which requires organizations to decide which strategy and tactics of contracting to follow (Quandt, 2012). While the policy guidelines in service level agreement (SLA) requires a well-defined formal contract which limits opportunism of the supplier, encourages trust-based behaviors and decreases the frequency of conflict situation, in the processes of delivering the expected performance (Stefanie et al., 2010). The studies that have been done show a notable lack of documented research regarding the direct association of influence of policy guidelines in CCS and customer satisfaction in Universities. More specifically, among these few studies, is the one conducted by Nyangau, *et al*, (2014), who investigated the association between effects of contracting strategy and procurement performance among universities in Kenya. The current study thus, aimed to address; the effect of policy guidelines used in CCS on customer satisfaction in universities both public and private.

3.0 Research Methodology

The study adopted descriptive cross-sectional survey design to focus on the influence of management of CCS and customer satisfaction in selected universities in Kenya, to test the research objectives and research hypothesis. The study was conducted in Nairobi County city, Kenya, where sampling frame of selected 17 Universities out of seven public and fifteen private in Nairobi city county as of 2017 (Commission for University Education 2017). Both quantitative and qualitative methods were used in facts finding from participants in each selected university.

The sample size consisted of selected universities involved in CCS in Nairobi County which were 17 in public and private universities. The number of students in Nairobi county, Kenya, according to Kenya National Bureau of Statistics (2017), for 17 universities is 197, 212. Cooper and Schindler, (2003), formula was used to calculate the students' respondents as they were more than 100,000. Cooper and Schindler (2003), formula is expressed as follows:

$$n = \frac{N}{1+N(e)^2}$$
, Where: n= Sample size, N= Population size, and e= Level of Precision.

At 95% level of confidence and $P=5$, $N= 197, 212$ students for private and public universities

$e=0.5$

$$n = \frac{197,212}{1+197,212(0.5)^2} = 399$$
 total students' respondents in universities

To arrive at respondents per university = target respondents 399 times number of student per university dived by total number of students in 22 universities in Nairobi city county.

$$\frac{399 \times \text{Each university total students}}{\text{Universities Total NO.of students in Nairobi City County (197,212)}} = \text{No. of target students'}$$

 respondents per university in Nairobi City County was done to enhance the sample size the number was adjusted from 197212 to 399.

Table 1: Total Target Population of Respondents and Sample Size for Respondents

Category of university	Number of students	Target participants
Public universities	119075	241
Private universities	37322	75
Total	156397	316
Category of Management Participants		Purposive Participants
Universities procurement managers	1*17	17
Universities director of catering	1*17	17
Contracted catering managers	1*17	17
Total		45

This study applied stratified purposive sampling to select private and public universities involved in catering and or contracted catering services (Kothari, 2004). Stratified sampling technique was used to divide the target population into two based on the type of the University—either public or private. Simple random sampling technique was utilized in selecting the required number of cases from the strata for inclusion in the sample. According to Mugenda and Mugenda (2008) the technique ensures that each participant has an equal chance of representation. Thus, it was used to randomly select private or public universities of research for inclusion in the study sample.

Purposive sampling is a technique that enables the researcher to use cases that have the required information with respect to the objectives of the study (Mugenda & Mugenda, 2008). The technique was used in two stages, (1) to select private and public universities that is offering catering and or uses contract catering services, and (2) to select respondents in management of CCS who includes university Director of catering services, Procurement managers and CCS manager. While on students' respondents were calculated by using the formula of cooper and Schindler (2003), and picked simple randomly from each university.

Questionnaire and interview guides were used to gather information from the respondents. The questionnaire was administered to Director of catering, Contract catering manager and students. And interview guide was administered to Procurement manager to gather in-depth information. The questions were open ended to enable the researcher get more information in the study. Semi-structured interviews were based on prepared interview guide on influence of policy guidelines in contract catering services on customer satisfaction.

Data was analyzed using statistical descriptive and inferential analysis. The data collected was run through various models so as to clearly examine management of CCS on customer satisfaction in selected universities in Nairobi County City, Kenya. Quantitative data was first analyzed descriptively and quantitative data was analyzed inferentially using Pearson moment correlation.

4.0 Presentation of Findings, Interpretation and Discussion

4.1 Response Rate

Response rate can be referred to the sample proportion that took part in the study, filled and returned questionnaires. In this study, the response rate: University students (82.9%), contract catering services managers (66.66%), University directors of catering (73.33%), and University procurement managers (80%) were satisfactory return rate for data analysis was above 50% (Mugenda & Mugenda, 2008).

4.2 Demographic Information

The male students who participated in the study were 55% (122) majority, female students were 46% (102) representing the minority respondents. The study found that 63.6% (7) of the directors of catering services who participated were male and 36.4 % (4) were female managers. And 40% (4) of the contract catering services managers who participated were male while 60% (6) were female managers, which could be interpreted to mean that the contract catering services are mostly run by male persons. The study found that 50% (6) of the catering managers had professional experience of over 4 years, 33% (4) had professional experience of 3 years while 17% (2) had professional experience of two years. In professionalism the study found that 18.2% (2) of the university director of catering had 2 years' professional experience in catering services, 27.3% (3) had 3 years and 54.5% (6) had above years' experience on a similar representation in the field of catering services.

In Contract catering services by university category it was found that 83% of the public universities partially contract catering services and 17% (2) of the public universities fully contract catering services. In regard with whether private universities fully CCS, 85% (9) of the respondents were in the affirmative while 15% (2) of the respondents said that their respective private universities partially contract catering services.

4.3 Analysis and Presentation of Research Findings

The following subsections analyzed and presented data as per the research objectives. The findings are also interpreted and discussed to give relevant meaning to the study. The findings are presented in the subsections hereafter.

4.3.1 Descriptive Analysis on Policy Guidelines in CCS

The study sought to assess the effect of Policy guidelines in contract catering services influence Customer satisfaction in universities in Nairobi County, Kenya. The findings from the respondents are shown in the subsequent Table 2.

Table 2: Policy guidelines in CCS

		Not sure	Disagree	Strongly disagree	Agree	Strongly disagree	Total
a. Policy guidelines procedures							
1) Existence of organizing steering committee	N	0	0	0	3	8	11
	%	0	0	0	25	75	100
2) University engages experts in contract policies	N	1	0	1	3	6	11
	%	9	0	8	25	58	100
3) University identifies resources for contract catering services	N	1	0	1	3	6	11
	%	9	0	8	25	58	100
4) Presence of monitoring of contract catering services	N	0	0	0	4	7	11
	%	0	0	0	33	67	100
5) Presence of planning on contract catering services before tendering	N	1	0	1	2	7	11
	%	8	0	8	17	67	100
6) Presence of expert team in policies of contract catering services engaged by university	N	1	0	2	5	3	11
	%	16	0	20	42	28	100
7) Presence of resources for contract catering services by University	N	1	0	1	6	3	11
	%	9	0	8	58	25	100
8) Presence of managing and modifying of contract catering services required over time	N	1	0	2	5	3	11
	%	9	0	20	42	29	100
9) Presence of evaluation of contract catering services by university	N	0	1	2	5	3	11
	%	0	9	20	42	29	100
10) University plans on awarding tenders of contract catering services	N	0	0	2	6	3	11
	%	0	0	25	50	25	100
11) Presence of implementing of contract catering services by University	N	0	0	3	5	3	11
	%	0	0	33	42	25	100
12) Existence of strategic focus on contract catering services by university	N	1	0	2	4	4	11
	%	9	0	20	35	36	100

		Not sure	Disagree	Strongly disagree	Agree	Strongly agree	Total
b. Policy guidelines service agreement							
13) Presence of understanding on monitoring contract catering services	N	1	1	2	4	3	11
	%	9	8	20	38	25	100
14) Presence of clarity of goals and objectives contract catering services	N	1	1	2	4	3	11
	%	8	8	17	42	25	100
15) Existence of standard operating procedures contract catering services	N	0	0	3	6	2	11
	%	0	0	25	58	17	100
16) Presence of managing and modifying of contract catering services	N	0	0	0	4	7	11
	%	0	0	0	33	67	100
17) Existence of clear service level agreement contract catering services	N	0	1	3	4	3	11
	%	0	8	25	42	25	100

Notes n=17 A five Likert scale was used starting with the lowest to highest with 1 not sure and 5 strongly agree.

In Table 2, the study found that there is existence of organizing steering committee for contract catering services in the Universities as indicated by 25% (3) agree and 75% (8) strongly agree and of the respondents. The study also found that the university engages experts on policies of contracts as indicated by 25% (3) and 58% (6) respondents who agreed and strongly agreed respectively. In concurrence, Nyaboke, *et al.*, (2013), say that lack of expertise to manage contract services leads to ineffective performance of contract catering services. Further, the study established that universities identified resources of CCS as represented by 25% (3) and 58% (6) respondents who agreed and strongly agreed respectively. The findings resonate with the contractual theory by Luo (2002) which argue that contract services should be legally bound; have institutional frame-work in which each party's responsibilities, goals, policies and strategies underlying the arrangement are specific.

Again, the study revealed that there is presence of monitoring of contract catering services in the Universities and this is affirmed by 33% (4) and 67% (7) respondents who agreed and strongly agreed with the statement respectively. The study further found that there is presence of planning on contract catering services before tendering in the universities as supported by 17% (2) and 67% (7) agreed and strongly agreed to the statement respectively. The results resonate with position of Anthi and Nikolaos (2014), that the success factors in CCS consist of planning, and flexible process management to enhance tendering procedures.

As indicated, 25% (3) and 42% (5) agreed and strongly agreed that there is presence of expert team in policies of contract catering services engaged by university while 17% (3) disagreed to the statement. Regarding whether there is presence of resources for contract catering services by universities, 25% (3) and 58% (6) respondents agreed and strongly agreed with the statement which was an indication of affirmation of the statement. In

support the contractual theory by Luo (2002), which augers for a contract that legally bound, each party's rights, duties, and responsibilities are coded, and the goals, policies and strategies underlying the arrangement are specific in order to enhance service delivery.

The study also found that there was presence of managing and modifying of contract as required over time in respective universities as supported by 42% (5) and 29% (3) agreed and strongly agreed, while 20% (2) disagreed to the statement. In support, Whitefield (2006), states that the steps in contracting should include; organizing steering committee, engaging expert team, identifying resources, understanding cost structure to monitoring, managing and modifying the contract.

The study further found that the universities plans on awarding tenders of contract catering services as supported by 50% (6) and 25% (3) of the respondents who agreed and strongly agreed with the statement. The study also found that there is presence of implementation of contract catering services by Universities and this was affirmed by 42% (5) and 25% (3) who agreed and strongly agreed with the statement respectively. Nevertheless, 33% agree to a very small extent with the same statement.

The study established whether there was existence of strategic focus on contract catering services by the universities and the findings indicate that 35% (4) and 36% (4) agreed and strongly agreed to the statement on a similar percentage. Only 25% (3) disagreed with the statement. The findings are in line with the contractual theory by Luo (2002), which states that contract catering services is a legally bound, institutional frame-work in which each party's rights, duties, and responsibilities are coded, and the goals, policies and strategies underlying the arrangement are specific.

The study revealed that there is presence of understanding on monitoring contract catering services in the universities as supported by 38% (4) and 25% (3) respondents who and strongly agreed respectively. However, on the same statement, 20% (2) disagreed with the statement that there is presence of understanding on monitoring contract catering services in the universities. It was again, found out that there is presence of clarity of goals and objectives on contract catering services in the Universities as is shown by 42% (5) and 25% (3) respondents who agreed and strongly agreed with the statement. On the same statement, 17% (2) respondents disagreed with the statement. In uniformity, a study by Mutua (2012), affirms that the practice that draws universal consensus among contracting advisors is clarity of goals and objectives. Further the study found that there is existence of standard operating procedures for contract catering services in the universities as confirmed by 58% and 17% (2) of the respondents who agreed and strongly agreed respectively. However, 25% disagreed with the same statement.

Further there was presence of managing and modifying of CCS in the universities as supported by 33% (4) and 67% (7) agreed and strongly agreed respectively. In congruence, a study by Whitefield, (2006), asserts that policies should consist of organizing steering committee, engaged expert team, identification of resources, understanding cost structure to monitoring, managing and modifying the contract.

The study revealed that there is existence of clear service level agreement for contract catering services in the universities as supported by 42% (4) and 25% (3) respondents who agreed to and strongly agreed respectively. However, on the same statement, 25% (3) indicated a very small extent agreeable.

As revealed in policy guidelines on contract catering services in universities from the interview, one of the participant stated that *“the university has put in place service level agreement in following policy guidelines in procurement from advertisement, selection, interviews, and committee review, pick the best and awarding the tender in contract catering services”*.

Another participant argued that *“there are procedures in place however not followed to the later”*. Participants also revealed that the policy guidelines face challenges in implementation in contracting in contract catering services. This may be attributed to the culture in the working place and at the same time lack of control of contract catering services. The findings are supported by Ntayi, *et al.*, (2010), who argues that a contract should be legally binding between two or more competent as well as identifying the rights and obligations of parties to the contract. Embracing the said policies is an indication of proper policy guidelines in contract catering services hence customer satisfaction.

4.3.2 Descriptive Analysis for Customer Satisfaction

There were five observed variables on customer satisfaction that the respondents were asked to state whether their customers were loyal and customer expectations and actual performance were met, as presented in Table 3.

Table 3: Responses on Customer Satisfaction

Customer Satisfaction		Not sure	Disagreed	Strongly disagreed	Agreed	Strongly agreed	Total
1) There are repeat customers	N	0	1	2	5	2	10
	%	0	8	17	58	17	100
2) There are referrals for new customers	N	0	1	3	4	2	10
	%	0	8	33	42	17	100
3) There are compliments from customers services	N	0	1	3	5	1	10
	%	0	10	25	58	7	100
4) There was customers specialty in menus	N	0	1	3	3	3	
	%	0	8	25	33	34	100
5) There are mechanisms in capturing customers suggestions and compliments	N	2	2	5	1	0	10
	%	20	20	50	10	0	100

Notes n=10. A five Likert scale was used starting with the lowest to highest with 1 not sure and 5 strongly agreed.

The data in Table 3 shows that majority of the respondents agreed 58% (6) and to strongly agreed 17% (2) that there were repeat customers in contract catering services in the universities. It was also found that there were referrals for new customers in contract catering services as represented by a majority of 42% (4) and 17% (2) respondents who agreed and strongly agreed respectively. The study found that there was compliments from customers for services in contract catering services in the university as supported by a majority of strongly agreed and 34% (3) and agreed 33% (3) said there was customer's

specialty in the menus offered in contract catering services provider to very great extent. The majority of the respondents agreed to disagreed 20% (2) and not sure 20% (2) that there were mechanisms in capturing customer's suggestions and compliments in contract catering services in the universities. The findings were an indication that the parameters of customer satisfaction in policy guidelines in contract catering services in universities were met.

The findings from interview on customer satisfaction where customers were evaluated whether they were loyal and customer expectations and actual performance were met, one of the participants reveal that *"on the issue of customers whether they were loyal and customer expectations and actual performance were met, customers in universities are captive and the issue whether they are loyal and that Customer expectations and actual performance were met is neither here nor there"*. And from another participant it was revealed that: *"it is difficult to say yes or no on whether the customers were loyal and customer expectations and actual performance were met, but from the bottom-line customers have nothing to compare the services against as the service provider has no competitors"*. Therefore, from the study revelations it is clear that customers have a challenge in comparing the services provided but may require having the levels set of the services provided whether it is low services or high service quality delivered.

4.3.3 Inferential Analysis on Poly Guidelines

H0₁: There is no significant relationship between policy guidelines in contract catering services and customer satisfaction in Universities. In order to establish whether there are no policy guidelines in contract catering services in Universities the study tested the strength of relationship between policy guidelines in contract catering services and customer satisfaction in universities by use of Pearson's product moment correlation coefficient of analysis. The results are presented in Table 4.

Table 4: Results for policy guidelines

		Policy guidelines	Customer satisfaction
Policies	Pearson Correlation	1	.945**
	Sig. (2-tailed)		.000
	N	11	11
Customer satisfaction	Pearson Correlation	.945**	1
	Sig. (2-tailed)	.000	
	N	11	11

**. Correlation is significant at the 0.00 level (2-tailed).

Note n=11

Sig. (2-tailed) - significance or P value of the relationship between the variables

N - The number of participants or respondents in the study.

(r)-Pearson Correlation coefficient (r).

From the correlation results in Table 4 shows a Pearson Correlation coefficient (r) a positive value of 0.945. This number is greater than -0.01 but not more than 0.4, indicative of a moderate positive correlation between policy guidelines and customer satisfaction. The results had a P value of 0.000 and statistically significant of 0.000, and thus reject the null hypothesis and conclude that there is significant relationship between policies in contract catering services and customer satisfaction in Universities. In conformity, Ntayi,

et al., (2010), agrees that a legally binding contract should give the frame-work policy that outlines the nature, the rights and obligations of parties to the contract so as to improve customer satisfaction and policy guidelines in contract catering services. From the correlation results it can be affirmatively said that policies had strong positive Pearson correlation and statistical significance relationship with customer satisfaction. This was, therefore, an indication that an increase in policies could result to improvement in the customer satisfaction with contract catering services provided in the Kenyan universities.

5.0 Conclusions

From the study findings it can be concluded that policy guidelines adopted by the Universities is one of the significant variable in contract catering services. The findings of this therefore support the findings of the previous research studies. Further it can be concluded that effective policy guidelines in contract catering services must incorporate the clear policy guidelines procedures and Service Level Agreement to enhance customer satisfaction.

This study elicits the key management culture in policy guidelines, which can be nurtured by the management of universities undertaking contract catering services in Nairobi City County to enhance customer satisfaction. Hence this study widens the scope of identifying measures that will enhance customer satisfaction like policy guidelines. Therefore, universities have to invest in establishing strong policy guidelines to achieve customer satisfaction.

The theories on contracting and customer satisfaction can be used by universities management to focus on key aspects of policy guidelines in contract catering that could result in improved customer satisfaction. From the above conclusion, strong of policy guidelines in contract catering services must be entrenched in all levels of the university by the managers to enhance university's customer satisfaction. The study thus rejects the null hypothesis which states that "There is no significant relationship between policy guidelines in contract catering services and customer satisfaction in Universities" and accepts the alternative hypothesis which states that "There is significant relationship between policy guidelines in contract catering services and customer satisfaction in Universities".

6.0 Recommendations from the paper

Based on the study findings the following were the recommendations

- a. The university management and stakeholders should adhere to policy guidelines as the main drivers of customer satisfaction are policy guidelines (policy procedures & service level agreement) in contract catering services.
- b. It recommended that similar studies be done in other universities and colleges in Kenya with an aim of evaluating the influence of policy guidelines in contract catering services on customer satisfaction in universities. This should aim at establishing if similar challenges in policy guidelines (policy procedures & service level agreement) in contract catering services on customer satisfaction in universities are a replica in other institutions of the world.

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