

**QUALITY OF OUTSOURCED CLEANING SERVICES AND CUSTOMER
SATISFACTION IN SELECTED SAFARICOM CALL CENTRES IN NAIROBI
CITY AND KIAMBU COUNTIES, KENYA**

BY

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MASTERS IN HOTEL AND HOSPITALITY MANAGEMENT**

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2025

DECLARATION

Declaration by the Candidate:

This research project is my original work and has not been presented for a degree at any other University. No part of this project may be reproduced without prior written permission from the author and/or Moi University.

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DEDICATION

I dedicated this work to my beloved wife, Damaris Wanjiku, and our children, Elvin Mugo Warui and Eislin Muthoni Warui, for their unwavering love, patience, encouragement, and support throughout my academic journey. Without them, achieving my goals would not have been possible.

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ABSTRACT

To reduce costs and focus on core functions, companies increasingly outsource non-core services, such as cleaning. This strategy aims to enhance efficiency, employee satisfaction, and overall productivity. However, maintaining consistent and high-quality service remains a major challenge. This study assessed the perceived effects of outsourced cleaning service quality on customer satisfaction in selected Safaricom PLC call centres in Nairobi City and Kiambu Counties, Kenya. Specifically, the study examined the influence of employee attributes, service professionalism, and the physical environment on customer satisfaction. The study was guided by the SERVQUAL model, Haywood-Farmer's (1988) service quality framework, and Expectancy Disconfirmation Theory. A descriptive survey design was employed, targeting 1,170 full-time call centre staff in the two counties. The call centres were purposively selected and stratified, and simple random sampling were used to obtain a disproportionate sample of 300 respondents. Data were collected through standardized questionnaires administered via SurveyMonkey, cleaned, and analyzed using descriptive and inferential statistics, including multiple linear regression. Findings showed that service professionalism had the greatest impact on customer satisfaction (mean = 4.45), followed by physical facilities (4.38) and employee attributes (4.34). The SERVQUAL dimensions collectively accounted for 80.2% of the variance in customer satisfaction. The study concluded that vendors must be guided on maintaining service consistency and hiring qualified cleaners. New cleaners should be sensitized to quality expectations and process flow to ensure service excellence from the outset. Employees valued the services and recognized their impact on the work environment. It was recommended that the organization strengthen monitoring and evaluation during the first three months of contracting to ensure service quality and compliance with performance standards. Future research may explore the role of management in supporting vendors and the potential benefits of limiting vendor service scope to improve accountability and quality.

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ABBREVIATIONS AND ACRONYMS

3Cs:	Core business, Competitive advantage, and Cost-effectiveness
CA:	Customer Assessment
CC:	Call Centre
COVID-19:	Coronavirus Disease 2019
DINESERV:	Dining and Service
HRM:	Human Resource Management
NBO:	Nairobi, Kenya
OC:	Outsourced Cleaning
OCS:	Outsourced Cleaning Services
OSC:	Outsourced Cleaning
PCOC:	Perceived Effects of Outsourced Cleaning
PF:	Physical Facilities
PS:	Professionalism
QC:	Quality Control
QS:	Quality Services
SCC:	Safaricom Call Centre
SERVQUAL:	Service Quality
SLAs:	Service Level Agreements
SPSS:	Statistical Package for the Social Sciences
SQ:	Service Quality

OPERATIONAL DEFINITION OF TERMS

Behavioral aspects: Refers to the observable actions and conduct of both the outsourced cleaning staff and the Safaricom call Centre employees in their interactions with each other and with customers. (Source: Nitin et al., 2004)

Customer satisfaction: Represents the subjective evaluation of customers regarding the quality of service provided by the all Centre, as influenced by their interactions with outsourced cleaning services and other factors. (Source: Nitin et al., 2004)

Internal customers: In this study, internal customer refers to Safaricom call Centre employees based in Nairobi City and Kiambu Counties who are the direct recipients of outsourced cleaning services within their work environment. They represent the organization's internal stakeholders whose satisfaction is influenced by the quality of cleaning services provided. The perceptions, comfort, and satisfaction levels of these employees reflect the effectiveness and value of outsourced cleaning services in promoting a healthy, clean, and motivating workplace.

Physical facilities: Encompasses the tangible elements of the call Centre environment, including cleanliness, layout, equipment, and amenities provided for both employees and customers. (Source: Nitin et al., 2004)

Professionalism: Refers to the level of competence, courtesy, and reliability exhibited by both the outsourced cleaning staff and the call Centre

employees in performing their duties and interacting with customers. (Source: Nitin et al., 2004)

Quality: Denotes the overall standard and excellence of the services provided by the call centre, including cleanliness, efficiency, responsiveness, and customer satisfaction. (Source: Nitin et al., 2004)

Safaricom Call Centres (SCC): Facilities where Safaricom staff receive calls from customers to respond to inquiries, provide information, and resolve service-related issues. These centres serve as the primary point of interaction between the company and its customers and are the focus of this study.

Service Quality: Represents the degree to which the call Centre meets or exceeds customer expectations in terms of cleanliness, responsiveness, reliability, and other attributes, as perceived by customers. (Source: Haywood-farmer-farmer model adopted from Nitin et al., 2004)

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter summarizes the background of the study, the statement of the problem, the objectives, and the significance, limitations, and scope of the study.

1.1 Background of the Study

The idea of outsourcing as a business strategy was not formally recognized until 1989 (Mullin, 1996), when organizations realized that they were not self-sufficient. From the early 1990s, companies began to embrace outsourcing, particularly cleaning services, with the aim of reducing costs and concentrating on core business functions. According to Qu, Pinsonneault, and Oh (2011), corporate firms whose core business was not cleaning outsourced janitorial and other related services to enhance operational efficiency. These services included janitorial cleaning, housekeeping, deep cleaning, pressure washing, and sanitization services, among other hospitality-related services (Market Research Report, 2023).

Outsourcing became a critical success factor for various organizations both locally and internationally. According to Tiwari, Singh, and Dahiya (2022), corporate firms increasingly rely on outsourced service providers to enable them to focus on core operations, leaving non-core functions to specialists who can deliver better, cheaper, and faster services with higher quality. The decision to outsource cleaning services was influenced by several factors— particularly the 3Cs: Core business, Competitive advantage, and Cost-effectiveness—as cited by Manoj and Saroj (2015).

With dedicated cleaning services, organizations expected employees to concentrate on core business tasks and competencies without distraction, thereby increasing

profitability, productivity, and employee satisfaction. Figure 1.1, adapted from Segal (2017), summarizes outsourced janitorial services by sector, with offices—forming the basis of this study—accounting for 32%.

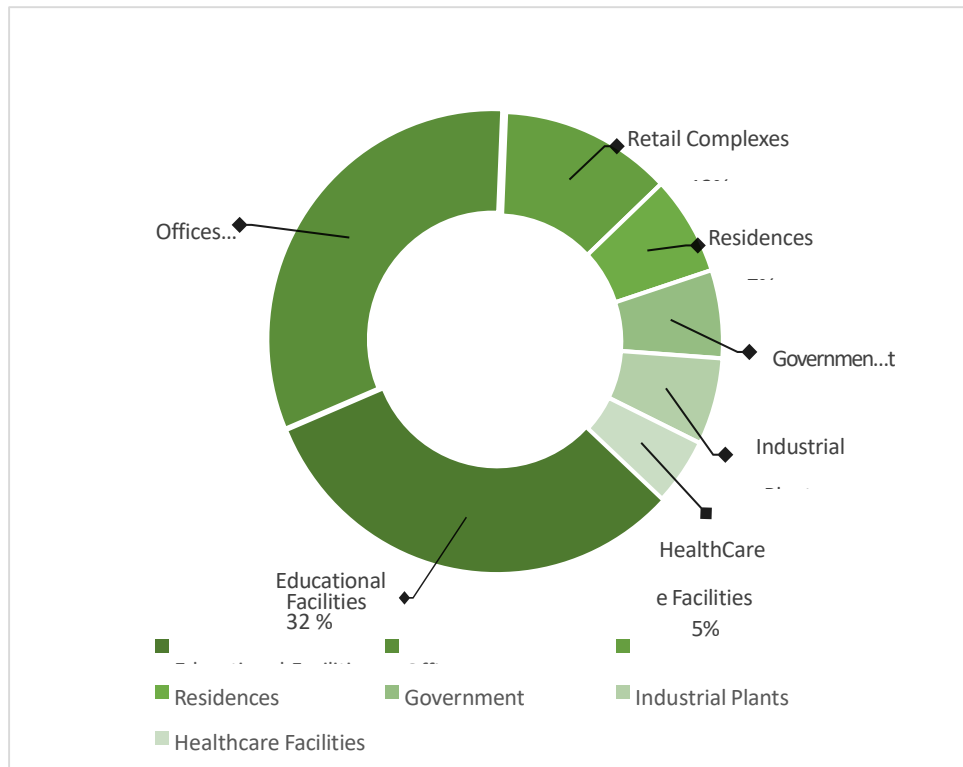


Figure 1.1: Janitorial Industry Analysis 2015 as adopted from Segal 2017

The importance of outsourcing cleaning services cannot be overemphasized. Kagure et al. (2015), in their study, analysed the effects of outsourcing cleaning services in selected Kenyan public universities and concluded that outsourcing resulted in better-quality services compared to in-house service provision. Although outsourcing is often considered for its cost-saving advantages, some authors, such as Shelgren (2004) and Csiao (2010), cautioned that cost should not be the sole reason for outsourcing.

These authors emphasized the need for factual justification behind outsourcing decisions, noting that there may be hidden direct costs—such as hiring and training in-house cleaning staff, purchasing cleaning equipment and supplies, and managing payroll and benefits—as well as indirect costs such as service performance issues,

whose associated risks may lead to a lack of integration. Nevertheless, companies that chose to outsource did so for various reasons, as summarized in Figure 1.2.

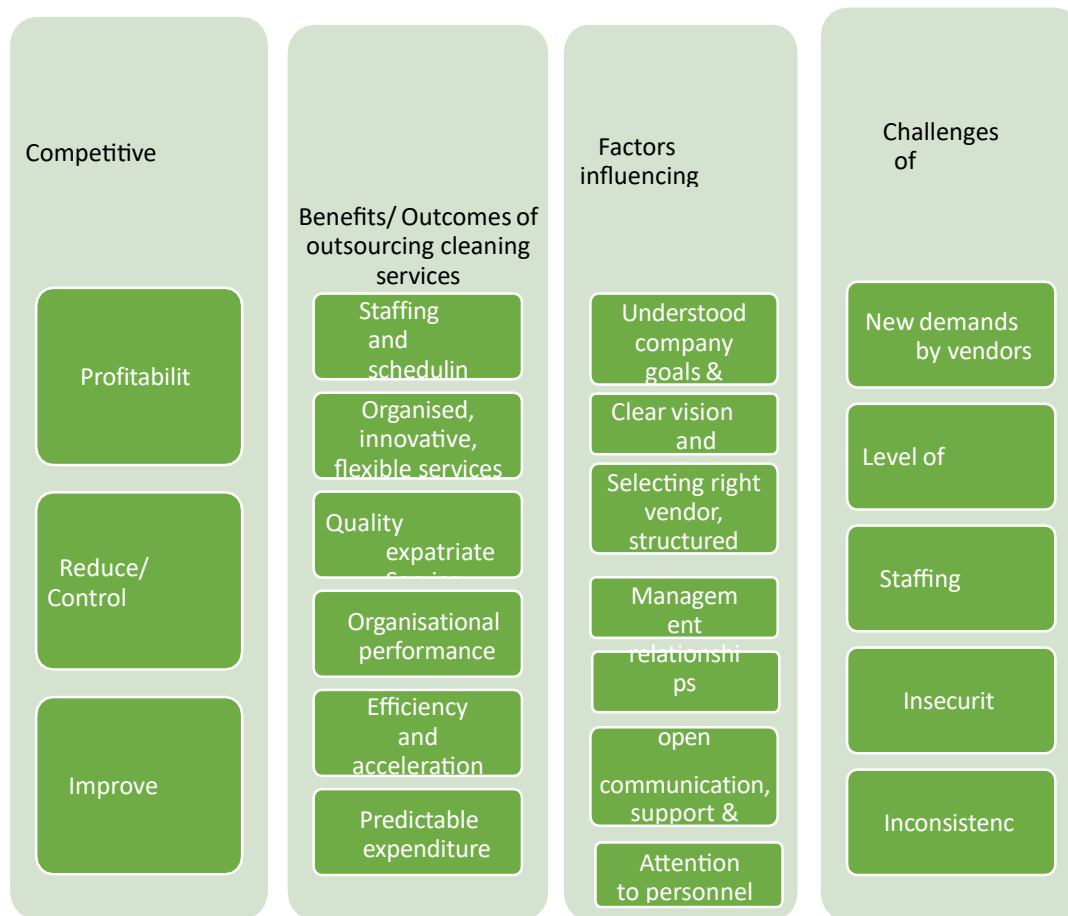


Figure 1.2: Reasons for outsourcing versus Benefits (Manoj and Sanot, 2015; Qu, Pinsonneault and Oh, 2011; Kagure et al, 2015; Tumwasi, 2019)

It is evident from Figure 1.2 that even though the benefits and impacts of outsourcing cleaning services are well documented, cleaning staff, institutional management, employees, and service providers continue to face numerous challenges. Cleaning staff in particular are often exposed to low pay, poor working conditions, and invisibility, all of which hinder effective job performance (Segal, 2017).

Moreover, Hughes (1958) asserted that the image and nature of cleaning work often caused it to be regarded as “physically, socially, or morally beneath the dignity of the profession.” Consequently, employees tended to undermine the importance of quality service. Although outsourcing housekeeping services can bring numerous advantages,

it is crucial for organizations to carefully select reputable and reliable cleaning service providers who meet employees' needs. Management must make strategic decisions to maintain a clean, hygienic, and professional work environment while focusing on their core business objectives, because even after COVID-19, staff still fell ill and became unproductive due to unsafe and poorly maintained working environments.

According to Tumwasi (2019), Sani et al. (2013), and Elsaed (2022), studies on outsourcing patterns in hotels in Finland, Malaysia, and Egypt emphasized the importance of using expertise and highlighted the need to evaluate institutional requirements before contracting service providers. Their findings indicated that hotel management faced transaction risks where the level of control was limited and service quality could only be assessed by end users or customers.

Additionally, the hotels were unable to integrate the cleaning firms into their goals and objectives and therefore encountered major challenges related to quality control and supervision. Without adequate supervision, maintaining strong business relationships and successful outsourcing arrangements became difficult. Further contributions in the outsourcing literature relate to facility management (Munjal, 2019), supplier-related factors influencing outsourcing (Tiwari et al., 2022), benefits of outsourcing (Saroj & Manoj, 2015), employee behaviour (Magagula, 2015), service interaction and dignity (Cruz & Abrantes, 2013), and employee satisfaction (Segal, 2017).

Most of these studies focused on employees, the quality of in-house versus outsourced services, and management practices in hotels and public and private institutions. However, they did not adequately address the impact of outsourcing on employees working in environments such as call centres. Therefore, this study sought to investigate

the perceived effects of the quality of outsourced cleaning services on customer satisfaction in selected Safaricom Call Centres in Nairobi, Kenya.

Safaricom, in an effort to meet customer needs, established call centres where staff work in shifts to address customer care concerns. Post-COVID-19, employees continued to work in these facilities, although on a 60:40 schedule to support social distancing as recommended by the Ministry of Health when physical resumption of duties was approved in 2020. During the 40/60 work schedule, unutilized zones and cloakrooms were closed to allow service providers time to focus on the busy zones. Eldoret Call Centre was not included in this study because it is located in a different county and differs from Nairobi and Kiambu in terms of cleaners' salaries, contracted service providers, and workplace dynamics.

The study initially proposed the use of a stratified random sampling method to compute a disproportionate sample from the Safaricom Care Centre, Jambo Call Centre, and Thika Call Centre. However, after seeking ethics approval prior to data collection (between 23 August 2024 and 21 September 2024), the stratification was declined to ensure privacy and confidentiality.

Table 1.1: The breakdown of the number of Safaricom Employees per workstation /shift versus cleaners' allotment

Breakdown of Safaricom Employees per workstation versus Cleaner's Allotment					
Category	Specific Centre	No. of call Centre employees	Size of facility	No. of Cleaning staff per shift	
				Rotating shifts between 6am-6pm	Night shift 6pm-6am
Category I - Nairobi	Safaricom Care Centre	120	6 floors 1 floor of 2 zones @60 sitting capacity each = 120 occupied stations per 8hr shift 49671 square ft. 1 breakout	30	3
	Jambo Contact centre	800	89500 square ft. 2 breakouts 1 floor of 12 zones @60 sitting capacity each = 720 occupied stations per 8hr shift	27	6
	Thika	250	13200 square ft. 1 breakout area 1 floor of 3 zones @60 sitting capacity each = 180 occupied stations per 8hr shift	7	2
Category II - upcountry	Eldoret	600	approx. 37000square ft. 1 floor of 4 zones 60 sitting capacity each = 240 occupied stations per 8hr shift 1break out	24	6

Source: Safaricom Human Resources Records, 2024

Table 1.1 presents the size of the facility and the number of outsourced cleaning staff, illustrating the cleaners' workload based on perceived contact hours with employees per shift. In every shift, there were two to three tea servers who prepared and managed the tea stations according to the scheduled times, cleaners who maintained the cleanliness of the workstations

and cloakrooms, and one cleaner who remained on call for emergencies or services requiring urgent attention.

This research used the Attribute Service Quality Model by Haywood-Farmer (1988), adopted from Nitin et al. (2004). The model indicates that a service organization is considered to have “high quality” if it consistently meets customer preferences and expectations. According to the model, separating service attributes into various groups is the first step in developing a service quality framework. In general, the model proposes that services have three elementary attributes: physical facilities and processes, people’s behaviour, and professional judgment.

Each attribute consists of several factors. In this study, the five dimensions of the SERVQUAL model—tangibles, reliability, responsiveness, assurance, and empathy—shown in Table 1.2 were embedded and used as predictors of service quality among employees in the Nairobi- based call centres. The study hypothesis was used to determine whether the service dimensions influenced the quality of services offered. The study findings were expected to be relevant and to inform the identification of service quality gaps for improvement and, in addition, justify the value for money spent by the institution to provide clean, well-maintained workspaces for its staff.

Table 1.2: The 5 Dimensions of the SERVQUAL Model

Dimension	Definition
Tangibles	Physical facilities such as equipment, the external appearance of personnel
Reliability	Employees' potential to perform the promised service dependably and accurately
Responsiveness	Employees' willingness to help customers and provide prompt service
Assurance	Employees' knowledge, courtesy levels, and ability to inspire trust and confidence. The dimension also includes competence, courtesy, credibility, and security
Empathy	Caring and personalized attention that the employees provide to their customers. The dimension also includes access, communication, and understanding the customer

Source: (Karim, 2020) as Adopted by (Lim et. al., 1999)

1.2 Statement of the Problem

The cleaning services industry has experienced significant growth, with the Global Contract Cleaning Services Report (2023) projecting a 6.8% growth rate and returns of up to 368.94 million dollars. The increase in demand for contract cleaning services reflects the high-cost-intensive nature of outsourcing such services. For instance, Safaricom Limited spent approximately KSh 111,000,000 per year during the 2023–2025 contract period to maintain a healthy working environment for its staff and customers. Commercial cleaning rates are often high and vary depending on the size and type of facility, location, frequency, time of day, reputation, and specific services required (Maintenance One, 2024).

In the post-COVID-19 era, organizations globally have recognized that cleanliness, hygiene, and safe working environments are essential regardless of cost. While outsourcing housekeeping services is a prevalent practice, concerns remain regarding

the maintenance of consistent and high-quality standards. Challenges include inadequate training of cleaning staff, lack of protective gear, scheduling mishaps, and failure to meet specific cleaning requirements. As noted by Maintenance One (2024), high prices do not guarantee quality, while low quotations may pose risks of losses and poor service.

Moreover, outsourced staff handling sensitive areas without proper trust-building or customer service training can put an organization's reputation at risk (Dorasamy et al., 2010; Tumwasi, 2019). Despite substantial investment, some cleaning services fall below expected standards, often because providers serve multiple clients simultaneously, limiting their focus on a single organization (Kurdi et al., 2011). Additionally, the relationship between employees and outsourced cleaning staff can be strained, affecting employee satisfaction and workplace morale.

While Safaricom evaluates its cleaning contractors quarterly for compliance with service-level agreements, there is limited understanding of how the quality of outsourced cleaning services—including staff behaviour, professionalism, and the physical environment—affects employee satisfaction and perceptions of service quality. Unlike costs, which are easily quantifiable, the quality of cleaning services can only be assessed through employee perceptions and experiences.

This study therefore seeks to evaluate employees' perceptions of outsourced cleaning service quality and its effect on satisfaction in selected Safaricom Limited call centres in Nairobi and Kiambu Counties. The study applies the Multi-Dimensional Integrated Model as a framework to systematically generate content-relevant measures for the Safaricom call centre context.

1.3 Objective of the Study

1.3.1 General Objective

The main objective of this study was to assess the perceived effect of outsourced cleaning service quality on customer satisfaction in selected Safaricom PLC call centres in Nairobi City and Kiambu County, Kenya.

1.3.2 Specific Objectives

The specific objectives of this study are three:

- i. Examine the perceived effect of outsourced cleaning service employees' attributes on customer satisfaction in selected Safaricom PLC call centres in Nairobi City and Kiambu County, Kenya.
- ii. Establish the perceived effect of service professionalism of outsourced cleaning services on customer satisfaction in selected Safaricom PLC call centres in Nairobi City and Kiambu County, Kenya.
- iii. Examine the perceived effect of the physical facilities of outsourced cleaning services on customer satisfaction in selected Safaricom PLC call centres in Nairobi City and Kiambu County, Kenya.

1.3.3 Research Hypotheses

H₀₁: There is no significant effect of outsourced cleaning service employees' attributes on customer satisfaction in selected Safaricom PLC call centres, Nairobi, Kenya.

H₀₂: There is no significant effect of the service professionalism of outsourced cleaning services on customer satisfaction in selected Safaricom PLC call centres, Nairobi, Kenya.

H03: There is no significant effect of the physical facilities of outsourced cleaning services on customer satisfaction in selected Safaricom PLC call centres, Nairobi, Kenya.

1.4 Justification of the Study

The findings of the research were essential for both researchers and practitioners for various important reasons. First, academics benefited from the findings, insights, and inferences of the study. Although it was generally established that service quality assessments depended on the consumers' evaluations of a service (Tih, 2004), most researchers investigating the quality of cleaning services mainly focused on cost-benefit analysis. Moreover, this study focused on private corporate firms and examined employees' assessments of the quality of cleaning services received.

The study applied a multi-dimensional service quality model; hence, more indicators were included to determine the attributes, unlike the basic use of a singular model like SERVQUAL, which had been widely used but was considered too general and, in many cases, did not provide specific information to improve operational practice in the instances where it had been applied (Eddie et al., 2009).

Lastly, practitioners were expected to use the findings of this research to deepen their understanding of the key determinants for quality cleaning services from the perspective of an employee, who was the primary consumer of the service. Furthermore, the results guided or provided an overview of the cleaners' performance, and in areas not well executed, possible measures were proposed for improvement

1.5 Scope of the Study

The purpose of this study is to assess the perceived effects of outsourced cleaning service quality on customer satisfaction in selected Safaricom PLC call centres,

Nairobi, Kenya. The dimensions of outsourced cleaning services under study are employees' attributes, service professionalism, and physical facilities and processes. The research adopts a descriptive survey design, which is appropriate because it enables the analysis of identified phenomena across different conditions, practices, beliefs, processes, relationships, and trends.

The respondents for the study were drawn from employees of a reputable corporate firm in the Kenyan telecommunications sector, namely Safaricom PLC call centres in Nairobi, Kenya.

Multiple sampling techniques—including purposive, stratified random, and simple random sampling—were used to select the research respondents. Data were collected in August and September 2024 using questionnaires, and data collection and analysis procedures were applied. Quantitative data were analysed using descriptive and regression analysis in the Statistical Package for Social Sciences (SPSS, version 26.0).

1.6 Limitation of the Study

The study is limited to Safaricom PLC employees' perceptions of the quality of cleaning services offered. This limitation reduces the generalizability of the findings to a broader corporate population using similar services. Furthermore, the employees providing cleaning services are drawn from a single firm; hence, generalizing the results to other outsourced cleaning firms would require a comparative study to determine service quality across organizations.

The study also faced several limitations that were mainly ethical and procedural in nature. During the ethical review process, some items in the questionnaire were modified or removed by the ethics committee to ensure confidentiality and compliance with research ethics.

Specifically, questions that required respondents to disclose their gender or indicate the particular call centre where they worked (Thika Call Centre, Jambo Contact Centre, or Safaricom Call Centre) were omitted.

The removal of these questions limited the study's ability to analyse findings based on gender or facility location. To address this challenge, the researcher obtained a complete list of all Safaricom call centre employees without facility identifiers, which enabled random sampling across the entire population. This approach ensured that every staff member had an equal chance of selection, thereby maintaining representativeness and data validity.

Additionally, the exclusion of gender-related items allowed the researcher to engage more respondents, as gender balance considerations were no longer a limiting factor. Despite these constraints, the study produced reliable and objective results that accurately reflect the quality of outsourced cleaning services and customer satisfaction across the selected call centres.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter summarizes the review of literature on the service concept and the various empirical studies examining the relationships between the dependent and independent variables. It further highlights the theory and conceptual framework adopted in this study.

2.1 The Concept of Customer Satisfaction

Customer satisfaction has been one of the prominently discussed topics that has gained considerable attention in both business and management and academic research from the period when customer efforts, expectations, and satisfaction were first examined (Cardozo, 1965). A review of extant literature reveals that diverse definitions of customer satisfaction still exist, and there are disagreements on how best to conceptualize it (Ekinci & Dawes, 2009; Yuksel & Yuksel, 2001a). Nevertheless, there is a consensus that customer satisfaction is critical to the successful delivery of hospitality services commensurate with customers' needs and wants (Fallon & Schofield, 2004; Pizam et al., 2016; Yuksel & Yuksel, 2001a, 2001b).

Since satisfaction relates to a customer's subjective evaluation of his/her experience, it is likely that different customers use different criteria in evaluating a given service experience, which are specific to each situation (Yuksel & Yuksel, 2001a). Specifically, satisfaction results from an easy-to-complex process involving a person's cognition, attitudes, and other silent psychological and physiological traits (Zaibaf et al., 2013; Zemke et al., 2017).

Following the challenges associated with the proper conceptualization of customer satisfaction, Oliver (1980) defined customer satisfaction as an attitude or evaluation that is formed by customers comparing their prior purchase expectations of what they would get from a product and/or service to their subjective perceptions of the after-purchase performance of what they actually received. Such attitudes are also labelled as “affect” or “evaluation,” depending on the context aggregated from the experiences (Ajzen & Fishbein, 2000; Li, Ye, & Law, 2013; Zemke et al., 2017).

Pizam et al. (2016, p. 4) viewed customer satisfaction as “a psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/or service.” From the seminal works on the disconfirmation perspective (Oliver, 2010), customers experience a service and compare the encounter with their expectations, and the resultant emotional reaction is attached to the entire service at the after-purchase point (Li et al., 2013). For instance, using the hotel guest’s experience, Zemke et al. (2017) illustrated that the guest forms and evaluates a string of beliefs about their hotel stay, and then experiences feelings of either being satisfied or dissatisfied, including a judgment of whether to return to the hotel or spread word-of-mouth about the experiences.

Pizam et al. (2016) suggested that some definitions characterize satisfaction as the end state (outcome) resulting from the experience of consumption, while other definitions support the assessment of satisfaction as service process oriented. Pizam et al. (2016) further pointed out that the process-oriented definitions of satisfaction are preferred to the outcome-oriented approach because the former emphasizes the entire experience and the process. The latter might lead to customer satisfaction being measured with unique criteria capturing prominent aspects of each stage.

Generally, customer satisfaction is an after-consumption evaluative judgment of a product or service in terms of whether the product or service meets customers' needs and expectations (Oliver, 2010; Zeithaml et al., 2013). Further, Zeithaml et al. (2013) observed that customer satisfaction is related to other forms of customer feelings such as a sense of fulfillment, contentment, pleasure, delight, relief, and ambivalence.

Within the hospitality industry, in particular, customer satisfaction is viewed as a holistic emotional reaction to the entire intangible service (Li et al., 2013; Yuksel & Yuksel, 2001a, 2001b). A hospitality customer is likely to interact with different components of the service product at different stages. Yuksel and Yuksel (2001a) believed that there is some level of leverage in which high satisfaction levels obtained from some components complement lower levels from other components, producing an overall impression of the entire experience.

There are two widely debated formulations of satisfaction: transient (or transaction-specific) and overall (holistic or cumulative) satisfaction (Ekinici & Dawes, 2009; Yuksel & Yuksel, 2001a). Transient satisfaction is viewed as the outcome of a distinct interaction at a particular service encounter and is captured immediately after each service interaction. On the other hand, overall satisfaction is an aggregate following a customer's universal or holistic assessment of a service provider, which occurs after a purchase occasion based on all service experiences (Muskat, Hortnagl, Prayag, & Wagner, 2019; Pizam et al., 2016; Yuksel & Yuksel, 2001a).

For example, a customer's evaluation of a dining experience involves food as a tangible consumable service element, served in some manner (behaviour and attitude) by the service personnel in a service environment (ambience and atmospherics) (Jin, 2015; Yuksel & Yuksel, 2001a, 2001b). Nearly all satisfaction studies adopt the overall

satisfaction formulation because it is more central and useful than transient satisfaction, even in predicting a consumer's behavioural intentions and an establishment's financial performance (Ekinici & Dawes, 2009; Yuksel & Yuksel, 2001a).

2.2 Importance of Customer Satisfaction

Given the vital role of customer satisfaction, a great deal of research has been devoted to investigating the process by which customers form judgments about a service experience (Yuksel & Yuksel, 2001a). Yuksel and Yuksel (2001a) argued that while measuring customer satisfaction is vital, it should not be the final point in itself. Adequate efforts need to be put in place to integrate satisfaction information obtained from research into the development and implementation of service improvement strategies for more intensified competition in the hospitality industry (Back & Lee, 2015; Gregory & Parsa, 2013).

For example, Yilmaz (2010) suggested that understanding the determinants of customer satisfaction can help boost a company's market share. Hospitality practitioners seek ways of making their products or services unique from the competition by establishing means of understanding their customers' needs and laying out mechanisms to exceed those needs. In the growing competitive environment, improving service quality becomes imperative for the hospitality industry.

Based on customer expectations and whether they are met or not, customers are either satisfied or dissatisfied, which in turn influences their buying behaviours positively or negatively (Hoffman & Turley, 2002).

2.2.1 The Concept of Service Expectations

Satisfaction, as a relative concept, is often adjudicated in relation to some yardsticks. The expectancy-disconfirmation paradigm posits that customers compare actual

product or service performance with their prior expectations (Oliver, 2010). This framework views expectations as the primary determinant of customer satisfaction or dissatisfaction. If expectations are met or exceeded, the consumer is satisfied; dissatisfaction occurs if the perceived service or product performance falls short of expectations (Yuksel & Yuksel, 2001a). In this context, Kim et al. (2012) regard expectations as the customer's anticipations, desires, or wishes that service providers, such as cleaning services, should ideally offer.

Expectations have become a popular theoretical concept among zone of tolerance scholars, such as Grönroos (2016). For most scholars, customer expectations are viewed as customers' beliefs about imminent service delivery, which serve as a reference point against which performance is evaluated (Zainol, Lockwood, & Kutsch, 2010). In fact, expectations of what constitutes good service are somewhat individual-specific, business-specific, and encounter-specific, and knowing in advance what customers expect is critical for delivering quality service. For instance, in a hotel context, it is essential to manage and influence customer perceptions during the service delivery process to achieve the desired level of overall satisfaction (Zainol et al., 2010).

The earlier works of Miller (1977), Zeithaml, Berry, and Parasuraman (1993), Ekinci (2004), and Yilmaz (2010) conceded that the nature of customer expectations was somewhat obscure. This was particularly evident in customer satisfaction/dissatisfaction and service quality theoretical approaches using the disconfirmation framework (Parasuraman et al., 1985), which compared the extent to which experiences and outcomes of a service process met customers' expectations (Kotler & Keller, 2012; Grönroos, 2016). Nonetheless, expectations play a role in service delivery, including in the hospitality industry.

Given the vital role of customer satisfaction, a great deal of research has been devoted to investigating the process by which customers form judgments about a service experience (Yuksel & Yuksel, 2001a). Yuksel and Yuksel (2001a) argued that while measuring customer satisfaction is vital, it should not be the final point in itself. Adequate efforts need to be put in place to integrate satisfaction information obtained from research into the development and implementation of service improvement strategies in order to remain competitive in the hospitality industry (Back & Lee, 2015; Gregory & Parsa, 2013).

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2.2.2 Retention and recommendation

Achieving customer satisfaction by meeting and/or exceeding customer expectations is highly recommended for the long-term success of a business. Akama and Kieti (2003), Amin et al. (2013), and Fallon and Schofield (2004) assert that being able to successfully assess customers' satisfaction levels and apply that knowledge potentially allows hospitality practitioners to gain an edge over competitors through external benefits, such as increased customer retention, loyalty, and positive word-of-mouth recommendations. This also boosts the company's profits and market share. Furthermore, Fallon and Schofield (2004) argue that proper measurement of satisfaction provides internal opportunities, such as facilitation of resource management, product enhancement, and differentiation. Additionally, Hu,

Kandampully, and Juwaheer (2009) and Pizam et al. (2016) suggest that customer satisfaction provides understanding of how the customer defines the quality of service and product attributes, influencing repeat purchases and, consequently, brand loyalty. Finally, customer satisfaction acts as one of the most cost-effective means of business promotion. Hence, both academics and practitioners need to take considerable interest in gaining a better understanding of customer satisfaction (Hu et al., 2009). From the service-profit chain perspective (Heskett et al., 2014), customer satisfaction tends to influence internal employee satisfaction. There are established connections between high profits, customer loyalty, employee satisfaction, loyalty, and productivity. The propositions in the chain suggest that profit and growth are stimulated primarily by customer loyalty. Customer satisfaction directly impacts customer loyalty. Satisfaction is largely influenced by the value of services customers receive from the company's satisfied, loyal, and productive employees. Employee satisfaction, in turn, results primarily from the establishment's high-quality support services and policies that enable employees to deliver results to their customers (Heskett et al., 2014).

In other words, the service-profit chain framework emphasizes that all components within it relate to and reinforce each other in a unified fashion with the ultimate goal of driving customer satisfaction and profits for the establishment. To demonstrate the importance of the service-profit chain framework, Chi and Gursoy (2009) establish that the level of customer satisfaction plays a significant role in a company's financial performance. Palmer (2008) argues that in order to gain customer loyalty, any service rendered must provide value for money spent by the customer.

Since customer expectations are dynamic, an establishment needs to strive to support these changes. Palmer (2008) further argues that the value of a product or service means different things to different customers because many individuals associate value with

an emotional aspect of the purchase based on experiences. This is consistent with the hospitality experience, where the customer comes into contact with several experiences that leave them either satisfied or dissatisfied, depending on their emotional attachment to the services provided, which has financial implications for the hospitality business (Pizam et al., 2016).

2.3 Measuring Customer Satisfaction

Customer satisfaction is achieved when services or products meet or exceed customer expectations and can be observed in the behaviour of customers when interacting with or consuming a product or service. Singh and Pattanayak (2014) noted that satisfied customers often demonstrate high loyalty. Additionally, Leninkumar (2017), as cited in Musyimi and Rugami (2023), explained that customer satisfaction is a function of perceived quality and disconfirmation, which reflects the extent to which perceived quality meets or fails to meet expectations.

This indicates that customers are more likely to be satisfied with outsourced housekeeping services, products, or performance when the service not only meets but exceeds the expected standard. Conversely, customers are dissatisfied when the service falls short of the expected standard. Therefore, customer satisfaction serves as a central measure of how customers perceive their experiences and is closely linked to service quality. Any compromise on fulfilling customer expectations negatively affects satisfaction levels.

According to Oh and Kim (2017), as cited in Musyimi and Rugami (2023), the level of customer satisfaction is often assessed upon completion of service delivery. Furthermore, there is no universal set of constructs that determine customer preferences and guarantee satisfaction. Consequently, it is essential to assess the specific constructs

of a service that affect targeted audiences to enhance the likelihood of elevating satisfaction levels.

2.3.1 Service Level Agreements and Customer Satisfaction

Twumasi (2019) asserts that for institutions to benefit from outsourcing and enhance customer satisfaction, measures must be implemented to continuously improve services. Service Level Agreements (SLAs) are often highly adaptable and can be modified to achieve established goals. In this study, SLAs are considered essential not only for fostering a good relationship between the contracting company and the service provider but also for aligning the service provider with the organization's objectives.

According to Twumasi (2019), "The SLA breaks down all the expectations by both parties and includes, but is not limited to, service description, price, payment terms, communications, and service delivery" (p. 7). Although SLAs are crucial tools for defining service expectations, Twumasi (2019) highlights the importance of minimizing potential confusion and disputes, as many SLA drafts are often weak due to poor specification and inadequate clarification of commitments. Oversimplifying or overcomplicating an SLA increases the risk of omitting critical contract elements, which may hinder the guarantee of customer satisfaction.

Therefore, it is essential for an SLA to clearly outline the overall objectives of the services to be provided, not only to improve performance but also to reduce costs and optimize the use of skills, expertise, and technology necessary to deliver timely and effective cleaning services. Furthermore, services must be individually defined, specifying where, to whom, and when they are to be provided. The output of the service provider should be measured against expected performance standards, taking into account variations in the importance of different services (City, 2018).

2.4 Concept of Service

Johns (1998) noted that the term service has multiple meanings, which has led to some confusion in its definition within management literature (p. 954). A service may refer to an industry, a performance, an output or offering, or a process. Johns further argued that services are often described as intangible, with outputs viewed as activities rather than tangible objects. However, this characterization is not entirely accurate, as some service outputs include substantial tangible components such as physical facilities, equipment, and personnel.

2.4.1 Service Quality defined

The concept of service quality has been defined in various ways since its introduction (Parasuraman, Zeithaml, & Berry, 1988). Parasuraman, Zeithaml, and Berry (1988) defined service quality as the customer's overall judgment or perception of a service, suggesting that quality is realized only when service execution meets or exceeds the customer's specific expectations.

Service quality has been conceptualized differently by various authors, particularly regarding its impact on perceived customer satisfaction. For instance, it has been described as the customer's state of mind about an experience (Anouze & Almaro, 2019); the variation between what a customer expected and what they actually perceived (Islam et al., 2020); a customer's evaluation of particular services in terms of meeting perceived expectations (Aljazzazi & Sultan, 2017); and the outcome of the difference between perceived and expected performance (Gronroos, 2007).

Since its inception, service quality has attracted considerable attention from both scholars and industry practitioners due to its role in enhancing an organization's achievement of strategic goals and objectives. Many organizations choose to outsource

not only to reduce costs but also, more importantly, to realize the anticipated value from such arrangements (Ikenwa & Osegun, 2019).

2.4.2 Employees' perceptions of improved Quality Service

Customer satisfaction is a critical indicator of achieving an organization's goals, as internal customers' productivity often depends on the fulfilment of their needs and the long-term relationships built through trust. Achieving customer satisfaction requires the provision of high-quality services that meet or exceed customer expectations (Karim, 2020).

Saeed (2014) emphasized that customer satisfaction represents a comprehensive assessment by customers regarding the products and services, the company, and other related services offered by a firm. Despite the recognized importance of quality service, opinions differ regarding the impact of outsourcing on service quality. Contrary to the findings of Nganga and Omondi (2015), which indicated that outsourced cleaning services—although more costly than internal services—delivered higher quality and better value for money, Fraser (1997) argued that outsourcing through competitive tendering and contracting out could potentially reduce the quality of cleaning services.

2.5 Concept of Outsourcing

Outsourcing is a concept that was introduced and promoted as a strategy to enable organizations to focus on the core value of their businesses. According to Ronoh (2005), outsourcing traces its origins to the ancient Roman Empire, where tax collection was delegated. As cited in Ikenwa and Olusegun (2019), outsourcing became a preferred approach in response to the over- diversification experienced by companies during the 1970s and 1980s.

The aim was to allow companies to spread risk by diversifying into different business areas. However, Harland et al. (2005) argued that many organizations' outsourcing strategies failed due to a lack of necessary skills and knowledge within the outsourced firms. Consequently, organizations focused their strengths and capabilities on core activities, outsourcing only non-critical or support functions (Harland et al., 2005; Zafar & Dad, 2013). Outsourcing occurs when a firm transfers the execution of non-core activities, previously handled internally, to an external service provider.

Different scholars have defined outsourcing in various ways: as procuring something not originally sourced internally (Gilley & Rasheed, 2000); as shifting an organizational activity to an external supplier to execute a function on behalf of the firm (Peng, 2004); as a value-creation strategy through engagement of an external supplier for a specific activity (Hitt et al., 2007); as a process strategy involving contracting out production or service-related activities to reduce costs and improve efficiency (Dakare & Ikenwa, 2016); as vertical disintegration involving engagement of a more economical firm (Kazmi, 2008); and as the involvement of an external entity in providing goods and services to supplement internal efforts. This approach has been adopted by many public and private institutions seeking to improve efficiency, reduce costs, and enhance the quality of service delivery (Ikenwa & Olusegun, 2019).

2.5.1 Outsourcing of cleaning services in large private corporate companies

The outsourcing of housekeeping services has been a practical strategy for many organizations. It allows organizations to delegate cleaning tasks to specialized professionals, potentially reducing costs and freeing up time to focus on other critical aspects of operations. However, it is essential to select a reputable and reliable outsourcing partner to ensure a smooth and successful arrangement. Maintaining a productive relationship with outsourced housekeeping service providers requires clear

communication of organizational needs and expectations, detailed service agreements, regular feedback on performance, and prompt resolution of any issues (Huff, 1991).

Organizations that value outsourcing housekeeping services often focus on cost optimization and efficiency in non-core activities. By outsourcing housekeeping, companies can concentrate on primary business functions while leaving facility management to specialized service providers. It is also critical to ensure ethical treatment and fair compensation for outsourced workers. Organizations adopting this approach remain attentive to the most pressing challenges faced by their vendors and act to address them.

Effective outsourcing requires that both clients and vendors possess an adequate understanding of the components and services being provided (Yalaho, Nahar, Käkölä, & Wu, 2002). Sung and Young (2003), who investigated the successes and failures of outsourcing projects, suggested that a strong relational exchange between vendor and client is essential for successful project implementation.

Outsourcing functions as a corporate strategy and culture aimed at providing customers with the best possible experience, from contract negotiation through service delivery, thereby increasing profits and achieving competitive advantage (Batra, 2019; Fadar, 2020; Vidili, 2021). By integrating vendors into corporate strategies, ensuring efficient operations, and focusing on vendors' needs and preferences, companies can continually monitor and optimize the dynamics of outsourced housekeeping services.

The vendor selection process for outsourced housekeeping services typically considers factors such as reputation, experience, references, service offerings, pricing, and contract terms. Organizations conduct thorough research and request proposals from multiple vendors to make informed decisions aligned with their needs and budgets

(Wang et al., 2008). This approach enhances vendor satisfaction, loyalty, and retention (Robson, 2021; Al Sayed et al., 2022). By centering vendors in corporate strategy and operations, organizations acquire detailed knowledge about their vendors and those they serve, enabling vendor involvement in corporate feasibility discussions and achieving greater service customization (Daniel et al., 2003; O’Leary et al., 2004; Ballantyne & Varey, 2006). Supporting systems such as networks, databases, data warehousing, and management applications further enhance vendor convenience, expand potential value, and strengthen loyalty (Wang et al., 2000). When vendors experience high-quality interactions, loyalty increases, resulting in higher repeat and repurchase rates.

Jones et al. (1999), in *Outsourcing Information Systems*, provide a comprehensive operational perspective on the constituent elements of the outsourcing of housekeeping services approach, covering management, strategy, and implementation. Capital investment—the allocation of funds to acquire or improve assets such as equipment or facilities—ensures that the outsourcing approach remains cost-effective while maintaining the desired level of cleanliness and maintenance. Overhead investment refers to ongoing costs necessary to sustain efficient operations. The study aimed to examine the effect of the outsourcing of housekeeping services approach at Safaricom Public Limited.

Capital investment includes the initial costs associated with establishing the outsourcing arrangement, such as procuring cleaning equipment, software for managing contracts, staff training, and facility modifications to accommodate outsourced services. Evaluating these costs against potential benefits—such as reduced in-house staffing, increased efficiency, and improved service quality—is essential (Nitschke & Frye, 2008). Respondents indicated that successful outsourcing orientation requires a

deep understanding of the corporate environment, which necessitates proactive data collection and analysis from corporate documents, information systems, and employees (Day, 1994).

For efficient operations, organizations implement information-gathering strategies including surveys and questionnaires (in-person, online, by telephone, direct mail, or email), workplace visits, observations, field tests, comment cards, guestbooks, web analytics, interviews, and focus groups. Additional sources of information may include government agencies, trade unions, academic institutions, media, industry publications, informal contacts, business directories, libraries, professional organizations, previously collected research, public records, and private consultants (Directorate of Occupational Safety and Health Services).

Table 2.1: Information gathering procedures in the Efficiency operations process.

Collection Method	Description
Surveys & questionnaires:	A survey is the process of describing some (Completed in-person, online, aspect(s) a population or group of people by telephone, direct mail, or direct email) based on a sample of the total. Corporate staff surveys (questionnaires) are the most common type of outsourcing.
Attendance sheets	Stewards record daily activity plans such as office cleaning, carpet vacuum, floor polish, gardening, and other activities.
Field tests	Assessing a situation under the conditions it is being used, such as distributing questionnaires while corporate staff are working.
Observations	Watching or observing a situation to record relevant facts, actions, and behaviours, e.g., watching which exhibits vendor staff choose first after entering restricted areas or observing corporate staff during an interaction session.
Comment cards	An informal way of soliciting feedback and information from stewards.
Invisible workers register	Informal recording of the invisible workers' partner. Details on a voluntary basis; often designed like a tally sheet to record basic visitor profile information, such as Identity card and mobile number.
Interviews	A way to capture in-depth and insightful information. Completed by telephone or interviews enables the interviewer to be flexible to probe face-to-face. The interviewee for additional information, as needed.
Focus groups	Through a discussion led by a moderator, a sample. Gathering of respondents to get their direct feedback.

Source: Research guide outsourcing housekeeping services, DOSH websites 2024

2.5.2 Impacts of outsourcing cleaning services

Although outsourcing offers a range of potential benefits, Pauwels et al. (2004) and Lancellotti et al. (2003) argued that firms do not automatically achieve cost savings or added value simply by focusing on their core activities. Grant (2010) further noted that, in some cases, outsourced firms fail to provide the same quality of services that in-house personnel could deliver.

Reports exist of organizations receiving substandard services from external providers, resulting in little value for money (Herath et al., 2010). For example, a case study in Sri Lanka documented poor service delivery despite the high costs of contracting an outsourced firm, highlighting inefficiencies, low quality, and limited effectiveness. The company's output was rated significantly below client expectations.

From this discussion, it is evident that outsourcing has both positive and negative impacts. While engaging external contractors can enhance competitive advantage, organizations that choose to outsource risk negative outcomes such as unrealized savings, hidden costs (Kakabadse & Kakabadse, 2000), and loss of technology, confidential data, control, and innovation (McEachern, 2003). Failures often result from inaccurate cost-benefit analyses, unsuitable supplier selection, impracticable expectations based on exaggerated promises, unmeasurable key performance indicators, and poorly designed contract terms (Ikenwa & Olesgun, 2019).

Johnson and Johnson (2005) further identified potential reasons for negative outsourcing outcomes, including short-term focus, strategic misalignment, poor risk management and planning, organizational culture and geographical challenges, staff behaviour, competitive security concerns, and public perception.

Given these potential risks, Leiblein et al. (2002), as cited in Ikenwa and Olesgun (2019), emphasized that management must exercise caution and conduct thorough studies on the necessity and implications of engaging external suppliers before committing to outsourcing arrangements.

2.6 Employee Attributes, Physical Facilities, and Service Professionalism expectations and Nature of Outsourced Cleaning Services, Products, and Suppliers

Once a firm engages an outsourced cleaning company, the provider is often tasked with overseeing the housekeeping process, primarily involving the monitoring of the external housekeeping provider's performance. The objective is to ensure that contracted firms adhere to agreed-upon standards and maintain effective communication for smooth operations. This includes setting clear expectations, promptly addressing issues, and evaluating the overall efficiency and quality of outsourced services (Edward Harris Jr.).

The oversight of the housekeeping process remains crucial even when services are outsourced. It ensures quality control, compliance with standards, and timely communication with the service provider. Effective monitoring helps maintain a well-kept environment, promptly addresses issues, and contributes to successful outsourcing outcomes.

The mechanism for overseeing the housekeeping process in outsourced arrangements involves establishing a comprehensive system of monitoring, communication, and quality control. This system typically includes regular inspections, performance evaluations, clear service-level agreements, open communication channels, and the establishment of key performance indicators (KPIs) such as:

- Employee Attributes: timeliness, communication, attitude, and expertise.
- Service Professionalism: interaction quality, service outcomes, confidentiality, and flexibility.
- Physical Environment: facility layout, reliability, process flow, and range of services.

Employee attributes, as one of the independent variables, encompass four key dimensions: timeliness, communication, attitude, and expertise. These dimensions represent the personal qualities and competencies that influence how employees perform their duties and interact with others. Behavioural aspects, on the other hand, refer to the observable actions and conduct of both outsourced cleaning staff and Safaricom call centre employees. Such behavioural are largely shaped by underlying employee attributes, including attitude, responsibility, and professional competence. Therefore, behavioural aspects can be understood as the outward expression of employees' attributes, linking personal qualities to observable service outcomes.

Regular feedback loops and periodic reviews with the outsourcing partner are also essential for addressing issues and identifying areas for improvement. These practices ensure the quality, efficiency, and adherence to standards of outsourced services. Effective oversight allows organizations to monitor the performance of outsourced teams, track progress, and promptly resolve issues. This interconnected system supports a seamless outsourcing approach, ensuring that the desired level of cleanliness and professionalism is consistently maintained throughout the housekeeping services.

Table 2.2 Outsourcing Housekeeping Services, products, and the Main suppliers.

Elements of housekeeping: Suppliers' products	
Cleaning Agents	Johnson Diversey, Ecolab, Soilex, Irish Henkel, Amazon, Walmart, Home Depot, and Staples.
Cleaning tools	Hiwotts, A libaba, Lowe's, Nilifsk, and Karcher. Dusters: 3M, Kimberly-Clark, Unger, Zwipes, and Scotch-Brite.
Storage and organization products	The Container Store, IKEA, Houz Wayfair, HomeGoods.
Air freshener and Deodorizers	Febreze, Glade, Air Wick, Renuzit, and Yankee Candle.
Laundry products	Procter and Gamble, Unilever, Henkel, church and Dwight, and Colgate palm
Pest Control Products	Highchem, Indovet Kenya, and Farmchem Kenya

Source: Three Steps toward sustainability (2004)

2.7 Theoretical Framework: Measuring the perceived Quality of Outsourced Learning Services.

2.7.1 SERVQUAL Model

According to Barabino et al. (2012), the difference between importance and perceived satisfaction is referred to as the SERVQUAL gap score. In this context, service quality is critically determined by the difference between a customer's expectations and their perception of the service delivered (Parasuraman, 1985). A positive gap indicates that expectations have been met or exceeded, while a negative gap score reflects a failure to meet expectations (Purcarea, 2013). The SERVQUAL model, proposed by Parasuraman et al. (1988), remains the most commonly used model for evaluating service quality.

Barabino et al. (2012) noted that SERVQUAL enables users to identify the gap between customer expectations and the service actually received. However, the model, like many

other generic service quality models, has been criticized for its generality, as it may not provide precise information for specific areas of study. Brown (1993) similarly argued that such models are often either too specific or too general, rendering them inconsistent and inadequate for diverse applications.

Moreover, although SERVQUAL is considered an exploratory tool, it does not offer clear measurement methods for gaps at different levels (Shahin & Samea, 2010). Given these limitations, the study recommends adopting a multidimensional model for the housekeeping industry. First, the generic service quality model does not fully capture dimensions unique to the housekeeping sector, such as guarantees of confidentiality and security, safety measures, and staff training. Second, Messick (1995) noted that most scales developed using generic strategies require further content and validity testing due to concerns regarding content relevance and questionable items under each variable.

Despite these limitations, SERVQUAL remains a widely used analytical tool for identifying gaps between variables affecting service quality. The model has been revised to incorporate a multilevel dimension, which includes:

Technical quality – This refers to the quality of the service outcome that the consumer receives as a result of their interaction with the service firm. Technical quality is critical to the customer's evaluation of the service.

Functional quality – This refers to how the customer receives the technical outcome. It significantly influences the customer's perception of the service.

Image – This aspect is crucial for service firms and is primarily shaped by technical and functional quality. Other contributing factors include tradition, ideology, word of mouth, pricing, and public relations.

2.7.2 Constructs of the Multi-dimensional model as guided by specific Service Quality Models

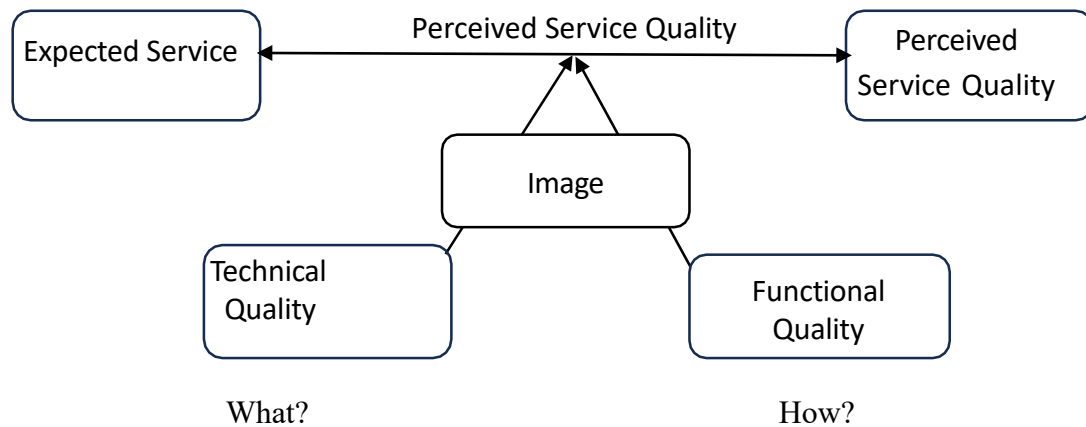


Figure 2.1: Nordic Model by Gronroos (1984), adopted as cited in Baharun and Feiz, 2014

In 2001, Brady and Cronin, as illustrated in Figure 2.2, integrated four models to address limitations in the SERVQUAL model, particularly where service outcomes were not explicitly considered. The revised model specified the elements necessary for service quality, including reliability, responsiveness, empathy, assurance, and tangibles. It employed a three-dimensional approach—interaction, physical, and outcome—to better understand customers' perceptions of service quality.



Figure 2.2 The Hierarchical model by Brady and Cronin (2001) adopted from Baharun and Feiz, 2014

Parasuraman et al. (1985) proposed that service quality is a function of the differences between customer expectations and actual performance across various quality dimensions. They developed a service quality model based on gap analysis. This exploratory research was later refined with the development of the SERVQUAL scale, designed to measure customers' expectations and perceptions of service quality (Parasuraman et al., 1988).

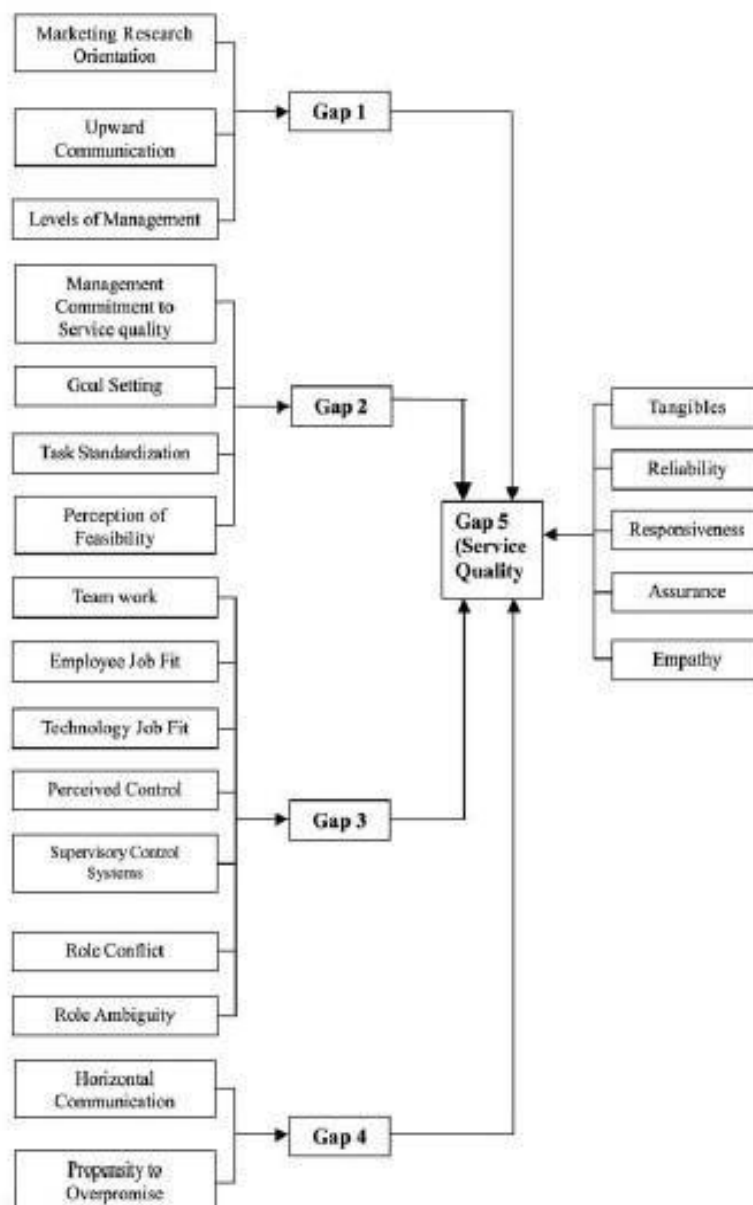


Figure 2.3 Extended Service quality model adopted from (Nitin et al., 2014)

At that stage, the original ten dimensions of service quality were consolidated into five key dimensions: reliability, responsiveness, tangibles, assurance (including communication, competence, credibility, courtesy, and security), and empathy, which encompassed access and understanding of customers. SERVQUAL was subsequently revised in 1991 by replacing the word “should” with “would” and again in 1994 by reducing the total number of items to 21; however, the five-dimensional structure remained unchanged. In addition to this empirical refinement, the authors further characterized and delineated the four gaps identified in their 1985 research, resulting in an extended service quality model.

This model (Figure 2.4) posits that a service organization demonstrates high quality when it consistently meets customer preferences and expectations. According to the model, the first step in developing a service quality framework is the categorization of attributes into distinct groups. Generally, services have three fundamental attributes: physical facilities and processes, people’s behavior, and professional judgment. Each attribute encompasses several factors. In this model, each set of attributes is represented as an apex of the triangle, as illustrated in Figure 2.4

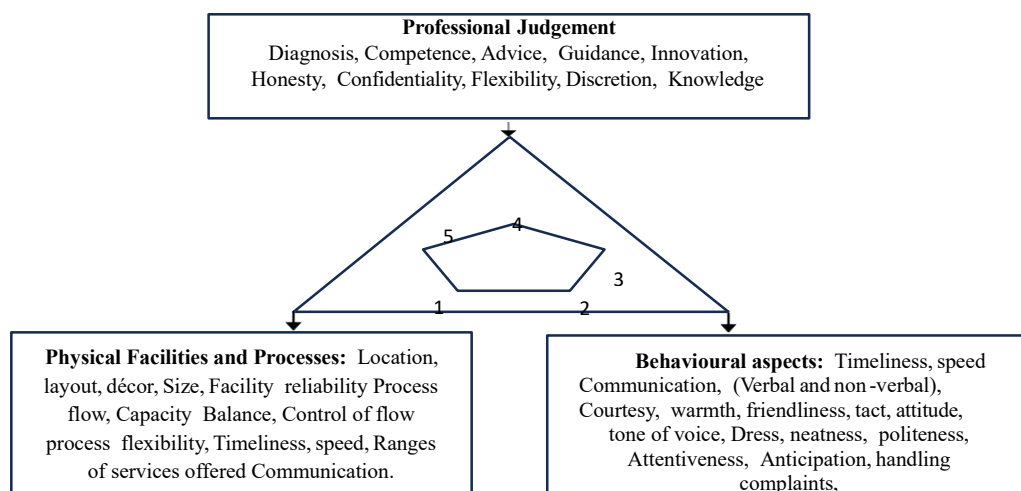


Figure 2.4 Attribute Service Quality model by Haywood Farmer, 1988, adopted from Nitin et al, 2004.

Excessive focus on any single element to the exclusion of others may seem appropriate in certain contexts but can lead to negative outcomes. For instance, placing too much emphasis on procedures might give the customer the impression that they will be processed rigidly according to a predefined sequence. The author attempted to categorize different types of service settings within this model based on three factors: the degree of customer contact and interaction, the level of labor intensity, and the extent of service customization. For example, services characterized by low customer contact, minimal customization, and low labor intensity—such as utilities and goods transportation—were considered closer to the physical facility and process attribute of the model. Consequently, the model emphasizes that special attention must be given to ensuring that equipment is reliable and user-friendly for customers.

2.7.3 Expectancy Disconfirmation Theory of Customer Satisfaction

Oliver (1977, 1980) introduced the expectancy disconfirmation model/theory, which has been widely accepted over the years and frequently cited in the assessment of customer satisfaction across various industries. The theory posits that customer satisfaction results from whether a customer's perception of a service encounter meets their expectations. Specifically, if perceptions exceed expectations, a positive disconfirmation occurs; if perceptions fall below expectations, a negative disconfirmation occurs.

According to Yuksel and Rimmington (1998), customer satisfaction is defined as “a post- consumption evaluative judgment concerning a product or a service” (p. 61). Due to the critical importance of retaining customers in highly competitive industries such as food service, scholars and practitioners have emphasized methods to determine whether customers are satisfied with the service provided (Oh, 1999; Pettijohn, Pettijohn, & Luke, 1997; Qu, 1997). The prevailing model of customer satisfaction

assessment is rooted in expectancy disconfirmation theory, which suggests that customers form judgments about a service by comparing the actual service encounter with their expectations of how the service should have been performed (Oliver, 1980).

In essence, the perceived quality of a service is determined by the gap between the consumer's perceptions and expectations of the encounter (Parasuraman, Zeithaml, & Berry, 1988). The expectation component reflects a normative belief of what should occur when purchasing a service, while the perception component focuses on what actually occurs during the encounter. Perceived quality is conceptualized as a subjective, personal judgment that often varies between consumers (Parasuraman, Zeithaml, & Berry, 1998). This contrasts with objective quality, which is more consistent across evaluators—for example, a defective appliance can be objectively judged as substandard, whereas experiences such as dining may yield differing opinions.

Oliver (1981) was among the first scholars to propose a model in which customer satisfaction is determined by contrasting customer perceptions with expectations. In this model, customer satisfaction is considered an emotional state arising from a positive disconfirmation of expectations. Oliver (1981) defines disconfirmation as “the mental comparison of an actual state of nature with its anticipated probability.” In any given purchase situation, one of three outcomes can occur:

1. If the purchase experience exceeds the consumer's expectations, a positive disconfirmation occurs.
2. If the purchase experience falls short of expectations, a negative disconfirmation occurs.

3. If the purchase experience meets expectations, a zero disconfirmation or confirmation occurs.

Oliver applied this customer satisfaction model in retail settings to examine potential behavioural outcomes. Consumers enter a retail environment with pre-patronage expectations. Based on factors such as store crowdedness or merchandise availability, expectations are either met, positively disconfirmed, or negatively disconfirmed. These disconfirmations form the basis for determining customer satisfaction and dissatisfaction. Positive disconfirmation may lead to behavioural outcomes such as repeat purchases or store loyalty, whereas negative disconfirmation may result in complaints or other forms of dissatisfaction.

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Table 1. Expectancy Disconfirmation Model: Customer Satisfaction, Disconfirmation (Positive, Negative, or Zero), and Behavioural Intention (Repeat Purchase or Complaint). Oh (1999) tested a similar model of customer satisfaction within the hospitality industry. His study examined the relationships among perceived service quality, perceived value, customer satisfaction, and repurchase intention among luxury hotel guests. He found significant path relationships between perceived service quality and customer satisfaction. Moreover, customer satisfaction was positively related to both repurchase intention and the intent to spread positive word-of-mouth about the hotel. A second study, conducted in a laboratory setting to simulate a hotel guest visit, by Boulding, Kalra, Staelin, and Zeithaml (1993), found that the more favourable people's perceptions of a hotel's service quality were compared to their expectations,

the more likely they were to report an intention to engage in repeat purchase of the hotel product. Measurement Tools

Two research methods are commonly used to assess customer satisfaction scores within the expectancy disconfirmation framework: 1. Indirect or Inferred Disconfirmation Method The first method, referred to as “indirect” or inferred disconfirmation, asks customers two sets of questions: one about expectations of various aspects of a product or service, and another about perceptions of the same aspects (Yuksel & Rimmington, 1998, p. 61). A difference score is then calculated to determine the extent to which expectations were met. This arithmetic method underpins the SERVQUAL instrument for measuring perceived service quality (Parasuraman, Zeithaml, & Berry, 1988). Parasuraman, Zeithaml, and Berry (1998) developed the SERVQUAL scale to measure perceived service quality. Repeated surveys found that key questions determining perceptions of service quality fell into five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions were considered characteristic of all service firms. The SERVQUAL model views customer satisfaction as transaction-specific, as opposed to an overall attitude toward a service. A difference score is calculated for each question (perceptions minus expectations). A positive gap occurs when perceptions exceed expectations, whereas a negative gap occurs when expectations are unmet. The SERVQUAL model has been widely applied across industries (Oh, 1999; Stevens, Knutson, & Patton, 1995) and has been adapted for the restaurant sector. The DINESERV scale adapted the five SERVQUAL dimensions to measure perceived service quality in restaurant-specific settings. Tested with approximately 200 casual dining, 200 quick-service, and 200 fine-dining patrons, DINESERV confirmed the five-dimensional structure. The scale is useful for

identifying problem areas where perceptions fail to meet expectations and for monitoring ongoing operational performance.2. Direct Method of Assessment

The direct method is the second approach used to assess customer satisfaction scores within the expectancy disconfirmation framework. Instead of asking two sets of questions, this method uses a single set with a summary-judgment scale, containing options ranging from “worse than expected” to “better than expected,” thereby eliminating the need to calculate difference scores (Yuksel & Rimmington, 1998). Oliver (1981), in his foundational research on expectancy disconfirmation theory, proposed that a Likert-type scale is effective for measuring disconfirmation. This scale yields results highly correlated with accurate customer satisfaction measurement. Many researchers have applied the direct method in hospitality settings. For example, Kivela, Reece, and Inbakaran (1999) assessed the satisfaction of Hong Kong restaurant patrons, Qu (1997) evaluated Chinese restaurant patrons across four restaurant attribute areas, and Pettijohn, Pettijohn, and Luke (1997) assessed fast-food restaurant satisfaction. Beyond measuring overall satisfaction, it is also essential to determine which specific restaurant attributes are most important to customers.

2.8 Conceptual Framework

Adom, Hussein, and Agyem (2018) describe a conceptual framework as a structure that depicts the interrelationships among important variables in a study. Adom et al. (2018) further explain that a conceptual framework expresses the researcher’s perspective in a graphical manner, highlighting the variables considered important in the study. In this research, the conceptual framework provides an abstraction and synthesis of the guiding theory and research objectives.

The proposed conceptual framework (Figure 2.5) models the relationship between the independent variables—outsourced cleaning services, represented by employee attributes, service professionalism, and physical environment—and the dependent variable, customer satisfaction, which in this study refers to internal customers, namely Safaricom Call Centre employees based in Nairobi City and Kiambu Counties.

The framework assumes that the perceived performance of outsourced cleaning services directly affects internal customer satisfaction. Specifically:

- Employee attributes, such as courtesy, appearance, competence, and responsiveness, influence employees' trust and comfort in their workspace.
- Service professionalism, including adherence to service standards, timeliness, communication, and problem resolution, contributes to perceptions of reliability and assurance.
- Physical environment factors, including cleanliness of work areas, hygiene levels, availability of cleaning supplies, and visual appeal, affect overall employee morale and motivation.

The framework further posits that when outsourced cleaning services consistently meet expected standards, internal customers experience higher levels of satisfaction, comfort, health safety, motivation, and workplace pride. Collectively, these outcomes enhance organizational productivity and employee well-being. Conversely, gaps in these service dimensions may lead to dissatisfaction, reduced morale, and negative perceptions toward the outsourced cleaning service provider.

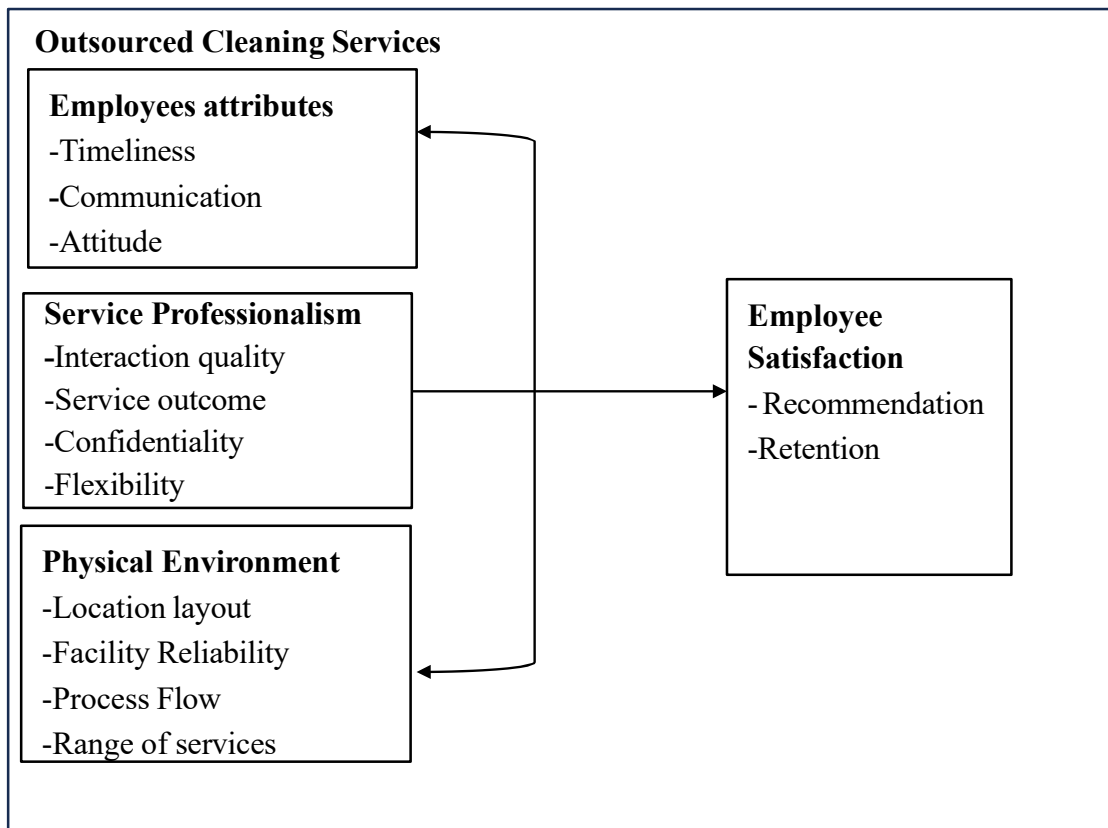


Figure 2.5 Conceptual Framework Showing the Relationship Between Outsourced Cleaning Services and Internal Customer Satisfaction in Selected Safaricom Call Centres in Nairobi City and Kiambu Counties

Source: Author (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter outlined the study's research methodology and mainly explained how the following were arrived at: research design, target population, sample determination (where the sample was computed and sample frame tables were presented), types of data and data collection instruments, data analysis, and lastly, reliability and validity of the instruments.

3.1. Research Design

To facilitate the realization of the overall aim of this study, the research adopted a descriptive survey research design. The appropriateness of this design lay in its ability to enable analysis of observable phenomena across different conditions, beliefs, processes, relationships, and trends. According to Aggrawal (2008), the descriptive survey design is dedicated to collecting information on existing conditions and situations, which suited this study. Furthermore, the study did not merely aim to collect and tabulate quantitative facts; it also required appropriate analysis and interpretation of data, as well as identification of developments that would inform practical solutions to the research problem. The survey method was used to collect data through structured questionnaires, gathering the views of customer-care employees about the quality of cleaning services they received.

3.2 Study Area

This study was conducted at Safaricom call centres located in Nairobi and Kiambu Counties, Kenya. Nairobi, the nation's capital and commercial hub, hosts many corporate headquarters and experiences high customer traffic. Kiambu County, which borders Nairobi, has grown rapidly due to urbanisation and the expansion of business

activities from the city. Both counties are highly urbanised and serve as important locations for corporate operations. These two counties were selected because they host some of Safaricom's busiest call centres, making them particularly suitable for assessing how outsourced cleaning services influence customer satisfaction. Their urban and professional environments provide a demanding context for evaluating service quality in high-demand workplaces. Safaricom is Kenya's largest telecommunications provider. Established in 1997, it gained prominence by launching M-Pesa in 2007, and it now serves over 35 million subscribers with voice, data, financial, and enterprise services. The company has significantly expanded its network to provide widespread 2G, 3G, 4G, and 5G coverage across Kenya. In addition, Safaricom demonstrates a strong commitment to corporate social responsibility through its Safaricom Foundation, which supports initiatives in health, education, economic empowerment, and sustainability. As a leader in innovation, Safaricom continues to roll out new products and services to meet evolving customer needs, consolidating its strategic position in Kenya's telecommunications sector.

In alignment with its operational standards, Safaricom engaged outsourced cleaning services around the year 2000 to ensure a clean and hygienic environment at its call centres and other facilities. Since then, these outsourced cleaning services have been a fundamental part of Safaricom's strategy, contributing to the quality of its work environment and to customer satisfaction. These services have helped maintain the professional and welcoming atmosphere for which Safaricom is known, reflecting its ongoing dedication to operational excellence.

The study investigated how these outsourced cleaning services impacted customer satisfaction with respect to the quality of service received at the selected call centres in Nairobi and Kiambu.

3.3 Target Population

Willie (2023) described a target population of a study as a subset within a larger population. In this study, the target population comprised 1,170 full-time employees of Safaricom Limited working in outsourced call centres located in Nairobi and Kiambu Counties, Kenya. The cleaning services at the call centres were outsourced to the same external service provider via a competitive tendering process, and the successful bidder was awarded a three-year contract whose terms and conditions were monitored and evaluated throughout the service period.

The total population of 1,170 employees was drawn from three Safaricom call centres, namely the Safaricom Care Centre (120 employees), Jambo Contact Centre (800 employees), and Thika Call Centre (250 employees). A proportionate stratified random sampling technique was used: a total sample size of 300 respondents was determined and distributed across the three strata in proportion to their population sizes. Consequently, 30 respondents were selected from the Safaricom Care Centre, 205 from the Jambo Contact Centre, and 65 from the Thika Call Centre. This approach ensured fair and representative participation of employees from each call centre in the study.

Thus, the sample reflected the target population of full-time employees across the three call centres, ensuring that each centre was proportionately represented in the study.

3.4 Sampling

A sample is a subset of a population (Saunders et al., 2016). The authors further explained that sampling is often used in research because conducting a census is not always practical, even though a census is ideal for minimising bias. Moreover, Saunders et al. (2016), Serem et al. (2013), Kothari and Gaurav (2014), and Mugenda and

Mugenda (2013) agreed that sampling is appropriate when it is impossible to collect data from the entire population.

Sampling offers several advantages: it reduces study costs and time (Kothari & Gaurav, 2014); it enables the researcher to estimate unknown population characteristics and make valid generalisations (Zikmund, Babin, Carr, & Griffin, 2010); and it improves overall accuracy because a smaller number of cases allows more time to design, pilot-test, and refine data-collection instruments (Saunders et al., 2016).

In this study, sampling involved determining the sample size and selecting the sampling technique, enabling the researcher to collect data from a subgroup rather than from the entire population (Saunders et al., 2016).

3.4.1 Sampling Design and Technique

The study employed multiple sampling techniques at different stages of sample selection. First, purposive sampling was used to select Safaricom as the telecommunications firm for this study, because of its in-house call centres and its use of a contracted cleaning service provider. Safaricom operates 24 hours a day, and its cleaning staff work in shifts; although cleaning is not a core activity, the cleanliness of its workspaces is critical for staff well-being and customer experience.

Safaricom has four main call centres: two in Nairobi County, one in Kiambu County, and one in Eldoret. The Eldoret Call Centre was excluded from this study because it is serviced by a different cleaning company, unlike the Nairobi and Kiambu centres that share the same contracted provider.

After selecting the firm, the study used stratified random sampling for employee participants. The population was divided into three strata — Jambo Contact Centre, Safaricom Care Centre, and Thika Call Centre — and a random sample was drawn from

each. Given that the sizes of the strata differ, proportionate stratified sampling was applied, as recommended in sampling literature (Hayes, 2023). This ensured that each call centre was represented in the sample in proportion to its employee population.

3.4.2 Sample Size

The Mugenda and Mugenda (1999) formula for determining the sample size for populations less than 10,000 is applied:

$$n_f = \frac{n}{1 + \left(\frac{n}{N}\right)}$$

Where:

- n_f = the desired sample size when the population is less than 10,000
- n = the desired sample size when the population is more than 10,000 (usually 384 for 95% confidence and 5% precision)
- N = the estimate of the population size

Therefore, if the desired sample size is 384 when the population is more than 10,000, with a precision of 5% and a confidence level of 95% (Mugenda & Mugenda, 1999), the sample size for this study is determined as follows:

$$n_f = \frac{384}{1 + \left(\frac{384}{1170}\right)} = 300$$

Thus, the study uses a sample size of 300 respondents, drawn proportionately from the three call centres as shown in the sampling frame.

Table 3.1 Sample Frame

Strata	Specific centre	No. of call centre employees	Computation proportionate stratified random sample	Sample size
1	Safaricom Care Centre	120	$(300 \div 1170) \times 120$	30
2	Jambo Contact Centre	800	$(300 \div 1170) \times 800$	205
3	Thika	250	$(300 \div 1170) \times 250$	65
Total		1170		300

Source: Safaricom Human Resources Data, 2024

Note: The term “proportionate stratified sampling” is used to reflect the formula applied in computing each stratum’s sample size (Hayes, 2023; Mugenda & Mugenda, 1999

3.5 Data Collection

This section discussed the data sources for the study and the data-collection instruments that were used, along with their relevance and appropriateness to the study.

3.5.1 Data Sources

The study used both primary and secondary data. Secondary data referred to data that had already been collected for other purposes, while primary data referred to new data that had been purpose-collected for this study (Saunders et al., 2016; Serem et al., 2013). Primary data were collected through a survey instrument administered online. On the other hand, secondary data were obtained from both published and unpublished sources. Specifically, secondary data were collected through the review of publications such as journal articles, unpublished theses, library documents, Internet materials, and books. The secondary data provided a solid basis for generating the theoretical framework, which led to the formation of the hypothesised conceptual framework. This type of data allowed validation and comparison of analysed results in relation to documented information when discussing research findings (Saunders et al., 2016).

3.5.2 Data Collection Instruments

Questionnaires were employed in the collection of data for this study. Specifically, questionnaires were distributed to employees of Safaricom using a simple random sampling technique.

3.5.2.1 Questionnaires

Within business and management research, the greatest use of questionnaires was made within the survey strategy (Saunders et al., 2016). A questionnaire was a data-collection technique in which each person responded to the same set of questions in a predetermined order and was mostly used for descriptive or explanatory research to examine and explain relationships between variables, particularly cause-and-effect relationships (Mugenda & Mugenda, 2013; Saunders et al., 2016). Thus, a questionnaire survey provided an opportunity to carry out an inquiry on specific issues on a large sample, thereby making the study findings more reliable and dependable (Kothari & Gaurav, 2014). Data were collected using questionnaires as presented in Appendix III of this research. The respondents in each stratum were selected by simple random sampling, and a list was generated of the selected participants. Due to limitations by the ethics committee excluding stratification data from the instrument, the results in Chapter Five did not capture the data received from each call Centre. The questionnaires were self-administered and shared via mobile phone WhatsApp and emails with the sample respondents. Follow-ups were made by call-Centre managers to fast-track the return of instruments that had not been received by the end of one week after dissemination. The researcher did not anticipate challenges in the administration of the instrument since all respondents had been briefed in the introduction section of the instrument. However, due to the nature of their job, many respondents took more time

than anticipated, stretching the two-week proposed data-collection duration to one month.

3.6 Data Analysis and Presentation

Once the data were collected, they were prepared for analysis through editing for completeness, coding, cleaning, accommodating missing data, and identifying outliers. In this case, means and percentages were used in the analysis to describe the respondents' characteristics. The researcher further used IBM SPSS Statistics version 26 as a tool to run the regression test.

A multiple linear regression model was used to predict the perceived quality of outsourced cleaning services, which was expected to affect customer satisfaction. The regression equation by Dimitrios Koutsoyiannis (1993) was adopted for the development of the research model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \quad (\text{Equation 1})$$

Where:

- Y = expected value of the dependent variable (customer satisfaction)
- α = intercept (a constant term)
- $\beta_1, \beta_2, \beta_z$ = slope parameters
- X_1, X_2, X_3 = independent variables where:
- X_1 = employee attributes
- X_2 = service professionalism
- X_3 = physical facilities
- z = number of independent variables
- ε = residual (error term)

The assumptions of this model were as follows. First, the relationship between the dependent variable and the independent variables was linear. Second, the variance around the regression line was constant (i.e., homoscedastic). Third, for each combination of values of the independent variables, the values of the dependent variable were independent and normally distributed.

3.7 Validity and Reliability

Content validity was used as a measure of the degree to which the data collected via the questionnaire represented the full domain of the constructs under study. To assess content validity, the study carefully defined the construct domains (employee attributes, service professionalism, physical facilities), developed items aligned with those domains, and reviewed the scales to ensure relevance and representativeness. The process was informed by the methodology suggested by Mugenda and Mugenda (1999).

3.8 Ethical Considerations

Ethics referred to the branch of philosophy that dealt with one's conduct and served as a guide to one's behaviour (Saunders et al., 2016). It also referred to measures that were taken to maintain human dignity while gaining knowledge from research. Researchers had to act with integrity and avoid undertaking research for personal gain or research that would have a negative effect on others; otherwise, they could face serious reputational consequences. The major ethical issues that were addressed in this study were linked to informed consent, beneficence (do no harm), respect for anonymity and confidentiality, and respect for privacy (Fouka & Mantzourou, 2011).

At the onset of the research, ethical clearance was obtained from the School of Tourism, Hospitality and Events Management at Moi University. After this approval was granted,

further permission and ethical clearance were obtained from the National Commission for Science, Technology & Innovation (NACOSTI) to carry out the study within Kenya (see approval in the appendices). Access to collect data was also secured from the management of the targeted organisation by formally writing to them and describing the nature and importance of the study.

Fouka and Mantzourou (2011) aptly stated that “informed consent seeks to incorporate the rights of autonomous individuals through self-determination. It also seeks to prevent assaults on the integrity and protect personal liberty and veracity [of the respondents].” In line with this, informed consent was established by explaining the nature and purpose of the study to respondents, the procedures that would be followed, and the benefits of the study to them and to the broader corporate environment and hospitality industry. Respondents were also informed about the methods that would be used to protect their anonymity and confidentiality.

Confidentiality and anonymity were closely linked to the rights of beneficence (do no harm), respect for dignity, and fidelity (Fouka & Mantzourou, 2011). Respect for confidentiality and privacy of respondents was ensured by keeping all received information strictly confidential and by assuring participants that the information obtained from the questionnaires would be used exclusively for academic purposes. The privacy of information relating to each respondent was also respected and maintained. Fouka and Mantzourou (2011) cautioned that privacy is breached when private information—such as respondents’ beliefs, attitudes, opinions, and records—is shared with others without the respondents’ knowledge or consent. Anonymity was maintained by protecting the identity of individuals, for example by using codes rather than identifiable names. Therefore, no details of respondents were disclosed to third parties or presented in any way that would enable identification in the data used for analysis.

To further uphold ethical integrity and minimise potential bias in the evaluation of outsourced cleaning-service quality, the study ensured that the quality of detergents reflected actual usage, rather than unverified vendor claims. This was achieved through physical inspections of detergents, verification against manufacturer specifications and Material Safety Data Sheets (MSDS), and feedback from cleaning staff on product effectiveness. The MSDS were particularly useful for confirming that detergents met required chemical composition, safety, and environmental standards as stipulated by regulatory authorities such as the Kenya Bureau of Standards (KEBS) and the National Environmental Management Authority (NEMA). This multi-level verification helped to reduce the potential influence of corruption or bias in the procurement process, thereby strengthening the credibility, reliability, and ethical soundness of the study's findings related to the quality of outsourced cleaning services.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Overview

This chapter presented the results of the study based on 271 self-administered questionnaires completed by the sample respondents. The section included a summary of the response rate, the demographic characteristics of the respondents, and the results for each study variable.

4.1 Response Rate

Data collection for the study commenced on 23 August 2024 and continued until 21 September 2024. From the computed sample size of $n = 300$ across the three call centres (Safaricom Care Centre, Jambo Contact Centre, and Thika Call Centre), a total of 271 questionnaires were completed and submitted via an online platform. From these returns, only $n = 253$ responses were considered valid and included in the final analysis. Thus, the usable response rate for the study was 84 %.

4.1.1 Issues Raised by the Ethics Committee

The researcher sought permission from the National Commission for Science, Technology and Innovation (NACOSTI) as well as the Ethics Committee at the Safaricom Public Limited Company Head Office prior to administering the survey instrument. Safaricom's Ethics Committee proposed several changes to the questionnaire.

First, mandatory amendments were made to the instrument, which led to the exclusion of stratification by the three call centres; consequently, the question regarding employees' workstation was removed. Second, the questions on employees' gender and their perceptions of cleaners' attitudes and ethics were also removed. The Ethics

Committee considered these items to have limited relevance to the study and judged that their removal improved anonymity and protection of respondents' identity and privacy.

Upon cleaning the data, it was noted that 18 respondents (7 % of the 271 completed questionnaires) skipped several questions and completed only a few of the 18 main items.

Consequently, the valid sample size for analysis was $n = 253$, representing an 84 % usable response rate.

Despite strict measures to safeguard privacy—such as anonymous questionnaires and removal of identifying items—several respondents still left items unanswered. These omissions were attributed to employees' concerns or fear of potential victimisation because the questions were work-related. The researcher was also informed that many internal surveys had been conducted prior to this study, which may have influenced participation.

Additionally, because the questionnaire was administered electronically and completed by respondents themselves, the researcher had no direct control over completeness of each submission. Finally, the 60/40 work-location arrangement (as noted in Chapter One) implied that physical workstation presence accounted for only 40 % of scheduled work hours per week since the onset of the COVID-19 pandemic in 2020.

Despite these considerations, the response rate of 84 % ($n = 253$) was considered satisfactory for analysis and reporting according to Mugenda and Mugenda (2009), who suggest that a response rate of 50 % is adequate, 60 % is good, and 70 % or above is excellent.

The specific descriptive and inferential statistical results are presented in the following sections.

4.2 Results on the Demographic information

4.2.1 Results on the respondents' level of Education and years of Experience

As shown in Figures 4.1 and 4.2, the call-centre employees were highly educated, which likely contributed to their ability to read and understand the questionnaire. Specifically, 98 % of the respondents had completed vocational or graduate studies, suggesting that the self-administered nature of the instrument may not have introduced substantial comprehension difficulties. Furthermore, given their level of education and their professional experience working with outsourced cleaners, the respondents were well-positioned to understand and respond to the survey items accurately.

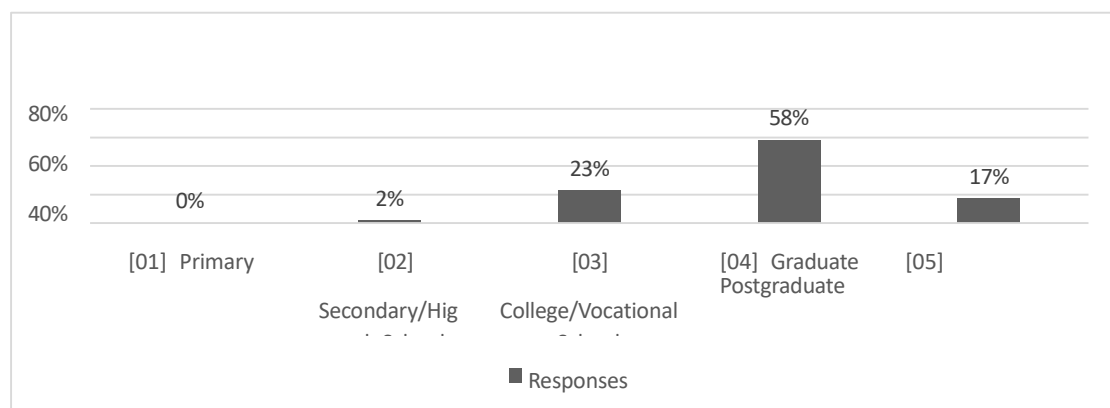


Figure 4.1 Results on respondents' level of Education

Data from author's survey, 2024.

As shown in Figure 4.2, 77 % of the employees had more than five years of tenure, indicating substantial exposure to outsourced cleaning services. Given this experience — spanning before, during, and after the implementation of the 60/40 working arrangement post-COVID-19 — it is reasonable to infer that their responses reflect informed assessments of service quality.

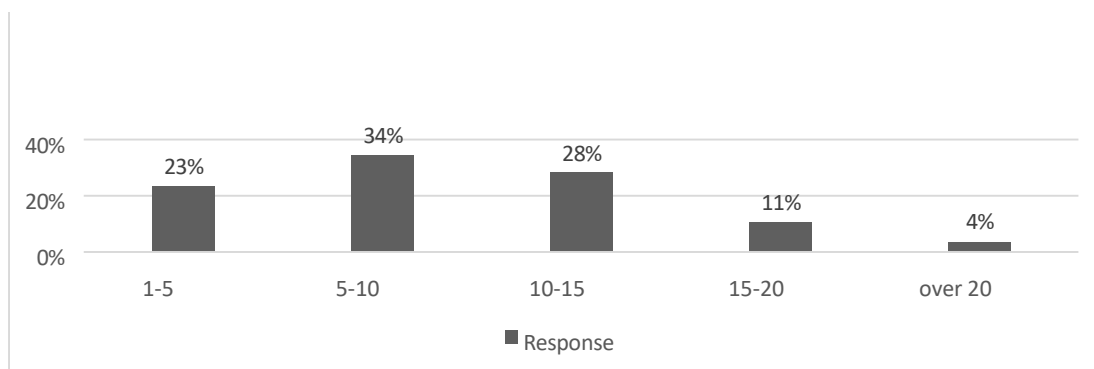


Figure 4.2 Results on respondents' Years of service at the call Centre

Source: Survey Data (2024)

4.3 Results on the Perceived Effects of Outsourced Cleaning Services: Employee's attributes to Customer Satisfaction

As shown in Figure 4.3, 77 % of the call-centre staff had more than five years of experience, suggesting substantial exposure to the outsourced cleaning services. With a mean score of 4.01, respondents indicated that the cleaners generally completed their work as scheduled. However, there remained some room for improvement in the promptness of responding to service requests. Since most service requests were often made by email to the head cleaner (due to the 60/40 work arrangement and 15-minute break schedule), any delays in email transmission or escalation may have contributed to slower responses.

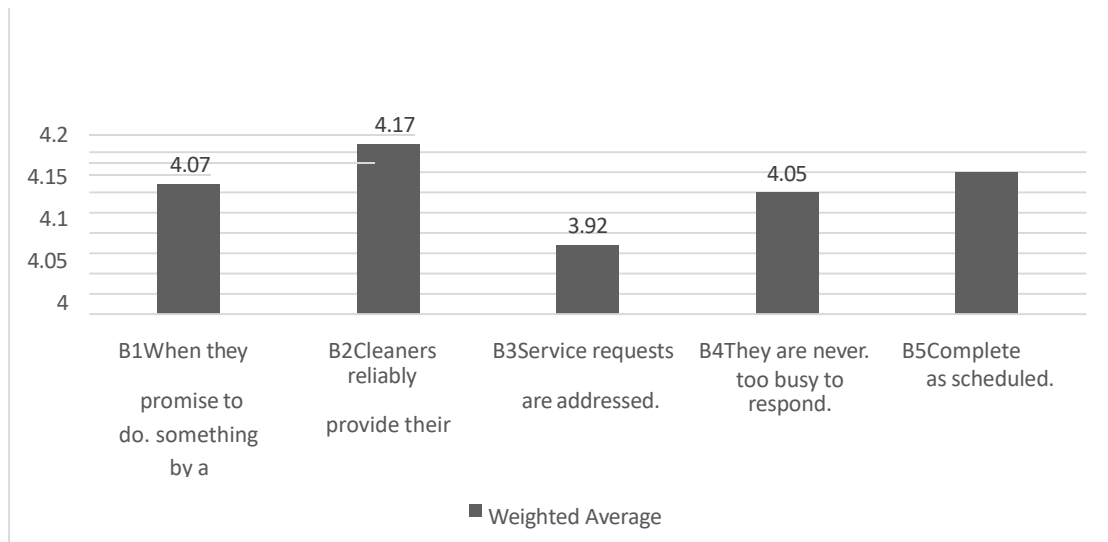


Figure 4.3: Q3 - Results on respondents' perception of cleaners' Timeliness

Source: Survey Data (2024)

4.3.1 Results on respondents' perception of cleaners' Quality of communication

As shown in Figure 4.3, 77 % of the call-Centre staff had more than five years of experience, indicating a high level of exposure to the outsourced cleaning services. With a mean score of 4.01, respondents reported that cleaners generally met their service commitments on schedule. However, the data also highlighted the need for improvement in non-verbal communication: although employees maintained strong verbal communication (tone, friendliness), non-verbal cues — especially in face-to-face situations when a cleaner was needed while a staff member was on a call — were less consistently addressed.

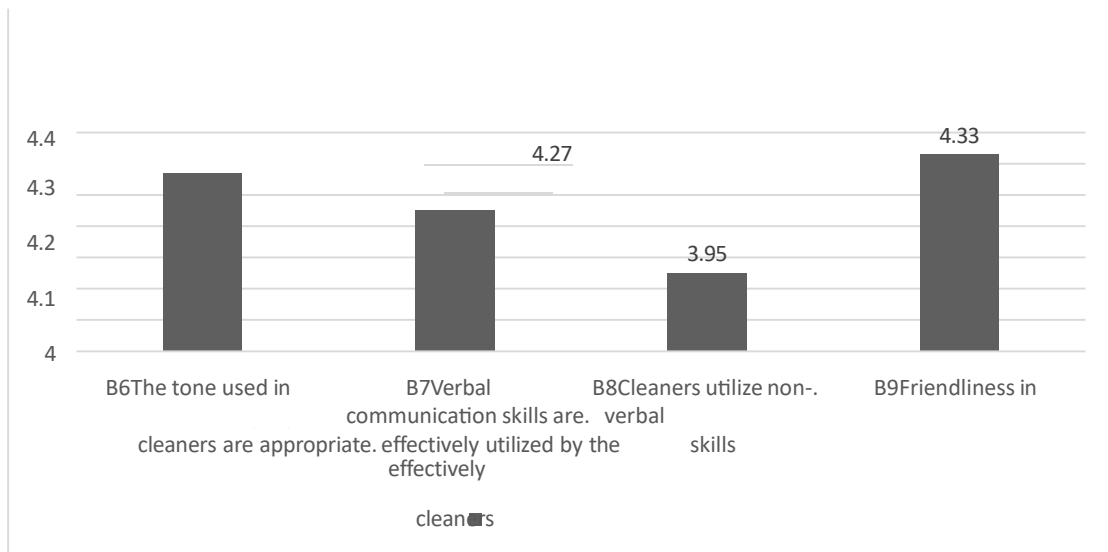


Figure 4.4 Q4 - Results on respondents' perception of cleaners' Quality of communication

Source: Survey Data (2024)

4.3.2 Results on Respondents' Perception of Cleaners' Expertise

As shown in Figure 4.3, 77 % of respondents reported having more than five years of experience, indicating substantial exposure to the cleaning services. In Figure 4.3 and Figure 4.4, a strong relationship emerged between timeliness and communication, consistent with the argument by Nitin et al. (2014) that the combination of variables is critical for service quality. The behavioural attributes measured — responsiveness, communication, and problem- solving — suggested that the cleaners possessed a level of expertise: they demonstrated skilful application of their knowledge, engaged with problems raised, and resolved complex cleaning challenges. However, non-verbal communication appeared to be less effective, particularly in face-to-face contexts when cleaners and employees interacted during phone calls.

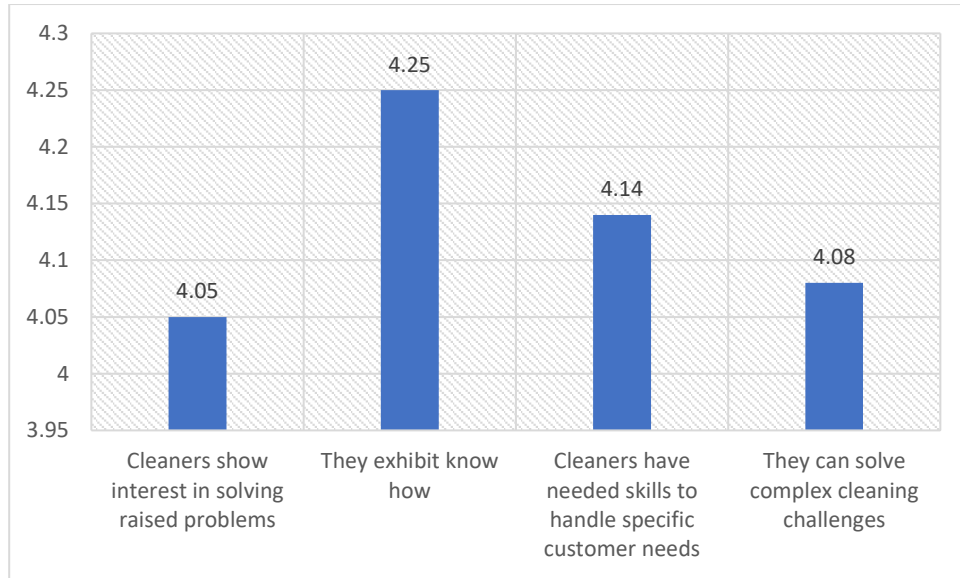


Figure 4.5 Q5 - Results on respondents' perception of cleaners' Expertise

Source: Survey Data (2024)

4.4 Results on the Respondents' Perceived Effects of Service Professionalism of the Outsourced Cleaning Services on Customer Satisfaction

4.4.1 Results on Employees' perception of the level of cleaners' professionalism

As shown in Figure 4.6, the respondents affirmed that the cleaners exhibited high levels of service professionalism.

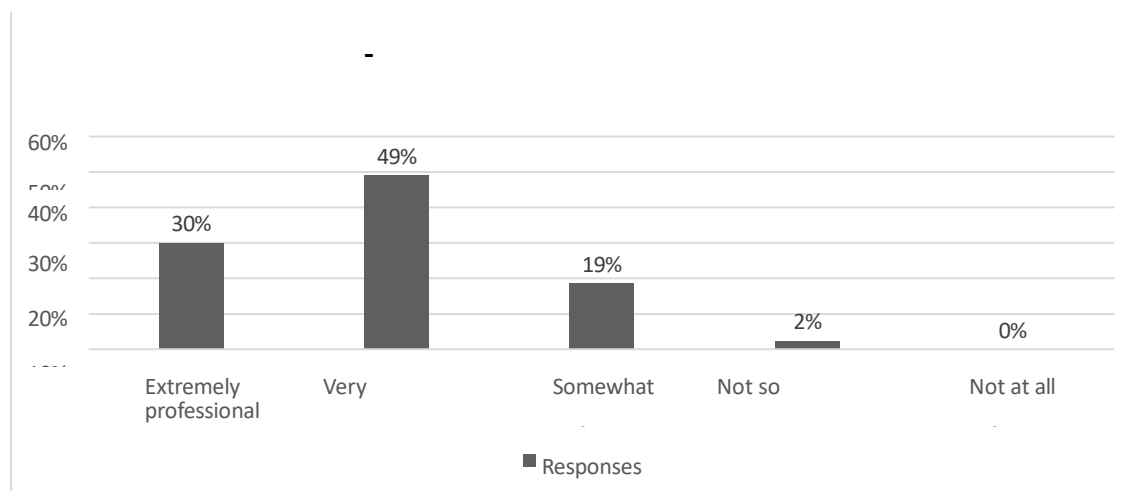


Figure 4.6 Q6 - Results on respondents' perception of cleaner's service professionalism

Source: Survey Data (2024)

As shown in Figure 4.6, 30% of respondents rated the cleaners as extremely professional, while 49% rated them as very professional. However, 21% expressed concerns about the level of professionalism. Despite these reservations, most call-centre staff appeared generally satisfied with the quality of the cleaning service, perceiving it as grounded in professionalism.

In Figure 4.7, the data further indicate a strong cleaner–employee relationship: respondents reported that cleaners understood their specific needs, possessed the knowledge to respond to requests, and fostered a sense of confidence and safety during interactions.

4.4.2 Results on Employee Interaction Quality and Customer Satisfaction

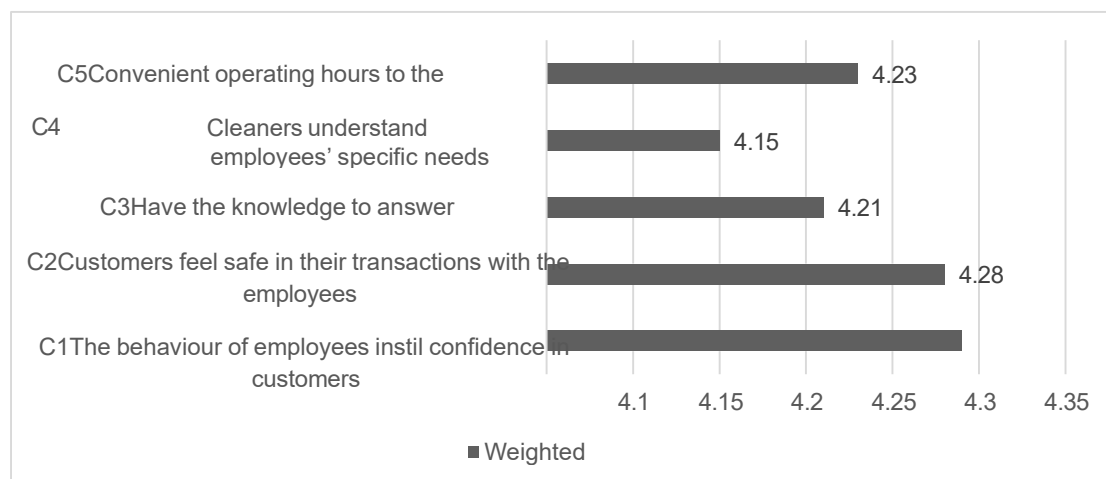


Figure 4.7 Q7 - Respondents' perception of interaction quality attributes exhibited by the vendor

Source: Survey Data (2024)

The second factor used to assess professionalism was the nature of service outcomes. Drawing on Ikenwa and Olesgun (2019), and Brown (1993), sustained professionalism in outsourced cleaning is critical for achieving consistent key performance indicators.

As shown in Figure 4.8, the cleaners maintained a high level of accuracy, consistency, and dependability in their service delivery. While some service errors were inevitable in such a demanding environment, the data suggest that the cleaners frequently delivered reliable performance, which could help reduce future error rates or close existing service gaps.

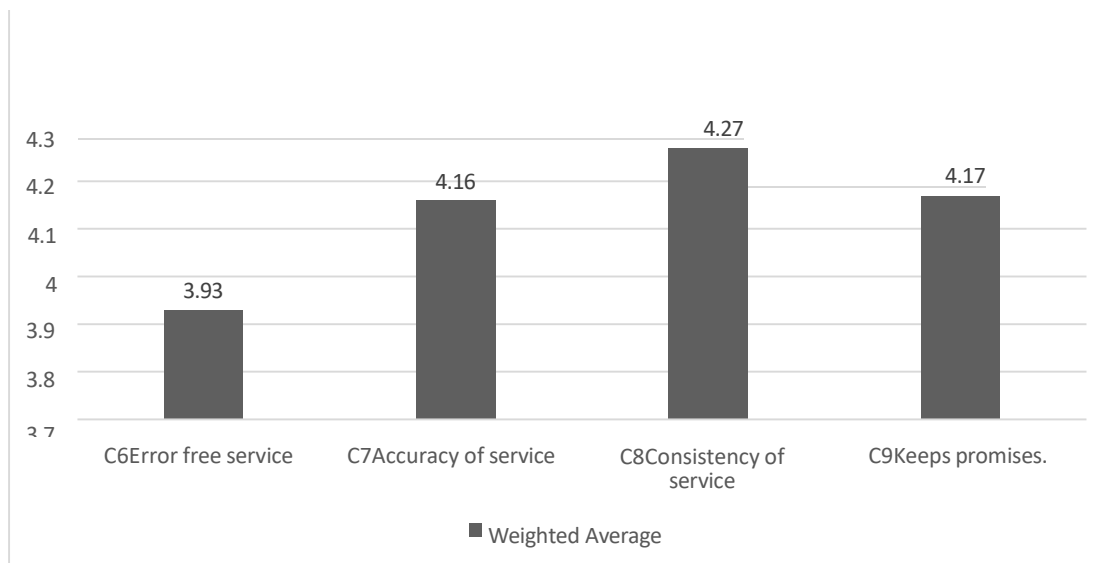


Figure 4.8 Q8 - Results on respondents' perception of cleaner's service professionalism

Source: Survey Data (2024)

4.4.3 Results on Service Outcome attributes on Quality and Customer Satisfaction

As shown in Figure 4.9, respondents generally trusted the cleaners to maintain confidentiality: all three measured indicators scored above 4.0. Specifically, many employees felt they could rely on cleaners both when they were working at their desks and during private conversations. However, with a mean score of 3.9, some respondents expressed reservations about the safety of sensitive materials. This suggests that while trust in the cleaners' discretion is relatively high, there may still be room for

strengthening perceptions of integrity and security, especially given the highly confidential nature of client data handled in the call-centre environment.

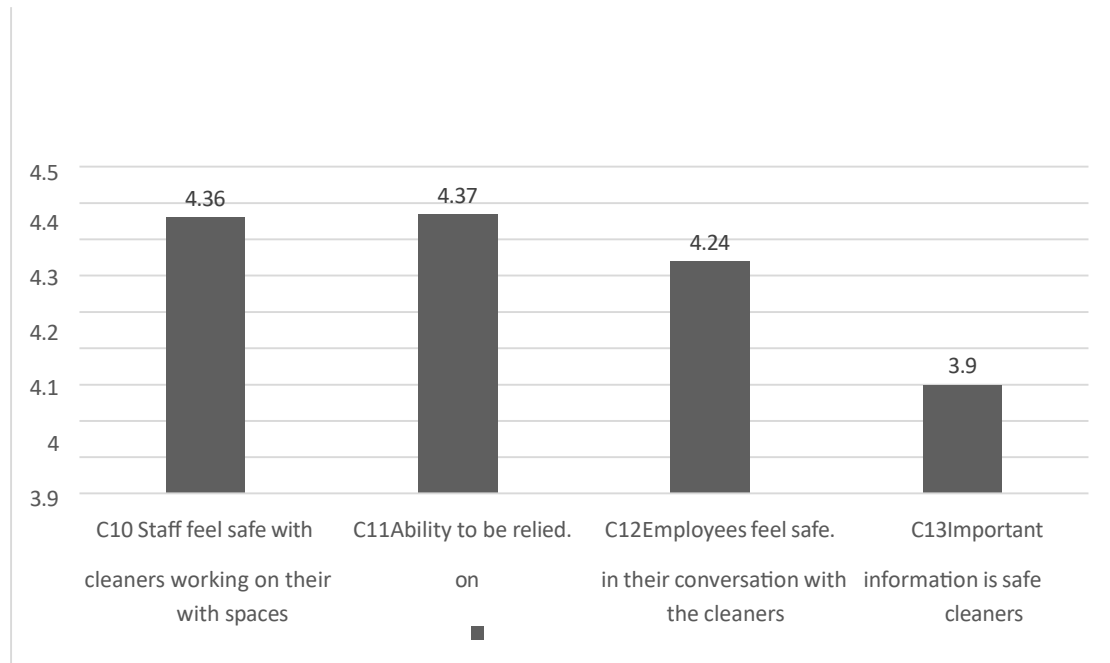


Figure 4.9 Q9 - Results on respondents' perception of cleaners' confidentiality attributes

Source: Survey Data (2024)

4.4.4 Results on Employee Flexibility and Customer Satisfaction

Based on the findings in this section, service professionalism emerged as a critical factor. Because of the nature of the shift hours, respondents indicated that it was necessary for cleaners and the vendor to maintain schedules that accommodated both parties. However, the 60/40 work schedule appeared to challenge flexibility: shift transitions often resulted in gaps during handovers, which caused interruptions in service.

Figure 4.10 suggests that if work hours were better streamlined, the vendor and Safaricom could reduce these disruptions, making it easier for employees and cleaners to adapt to shift requirements and tasks more smoothly.

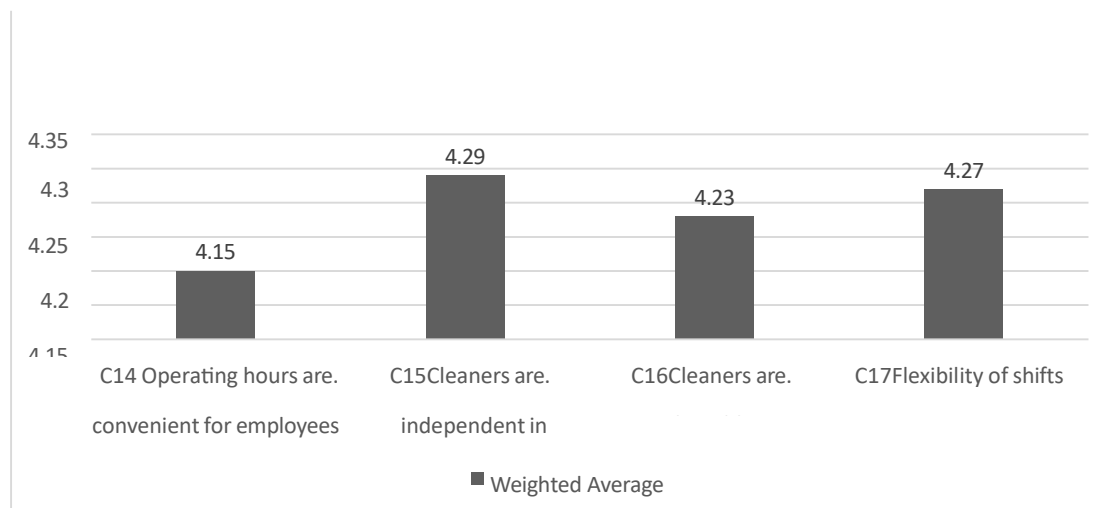


Figure 4.10 Q10 - Results on respondents' perception of cleaners' confidentiality attributes

Source: Survey Data (2024)

According to Nitin et al. (2014), service providers must exercise precision in making professional judgments to minimize the risk of errors, which undermines the delivery of high- quality, error-free service. 4.5 Results on the Respondents' Perceived Effects of Physical Facilities of the Outsourced Cleaning Services on Customer Satisfaction

4.5 Results on employees' perception of the importance of Physical Facilities

As shown in Figure 4.11, the open-plan workspace in many call centres — particularly at Safaricom — exposed both employees and management to potential privacy concerns. The high level of spatial exposure may compromise confidentiality, which respondents indicated could affect their satisfaction.

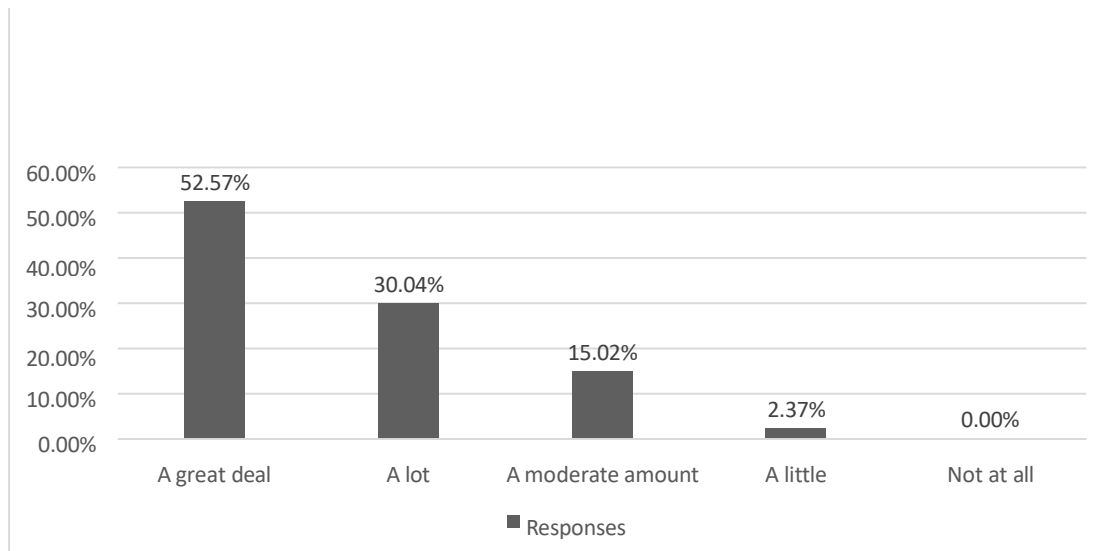


Figure 4.11 Q11 - Results on respondents' perception of cleaners' confidentiality attributes

Source: Survey Data (2024)

4.5.1 Results on Location Layout Attributes and Customer Satisfaction

As shown in Figure 4.12, several office layout attributes significantly influenced employee perceptions of service quality. According to these results, the respondents placed high importance on clean, dry floors; absence of visible cobwebs; clean desk layouts; and clean, dry hand wash basins — all of which were close to their workstations. These findings suggest that maintaining a well-kept physical environment is critical for employee satisfaction and likely contributes to perceptions of professionalism and service quality.

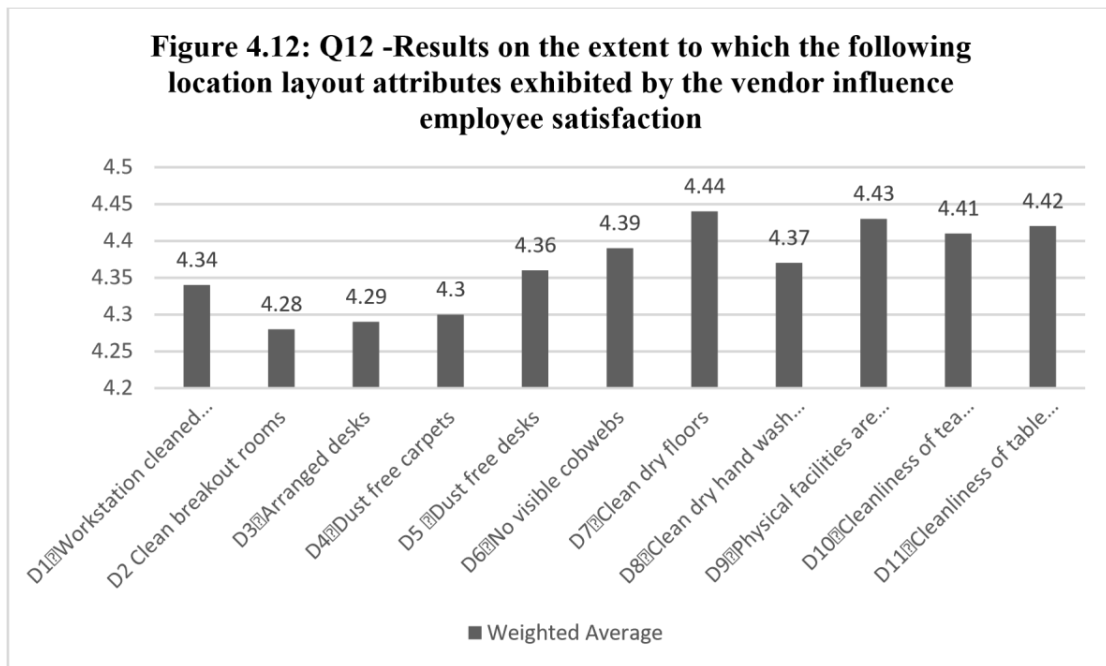


Figure 4.12 Q12 - Results on the extent to which the following Location layout attributes exhibited by the vendor influence satisfaction

Source: Survey Data (2024)

4.5.2 Results on Reliability attributes and Customer Satisfaction

As shown in Figure 4.13, respondents associated customer satisfaction with support information and advance notices in cases of inconvenience in their workspaces. For example, employees rated the use of clear signage during cleaning as highly important, since such signage mitigated disruption and enhanced safety. In addition, the availability of staff and the ability to complete the service correctly the first time were rated as significant, because in an emergency there would be assistance and no service gap. Although replenishment of tea stations and use of up-to-date equipment did not score as highly—nor did they link as directly to satisfaction as signage, staff availability, and first-time service performance—they nonetheless could have impacted customer satisfaction if poorly managed (see Figure 4.13)

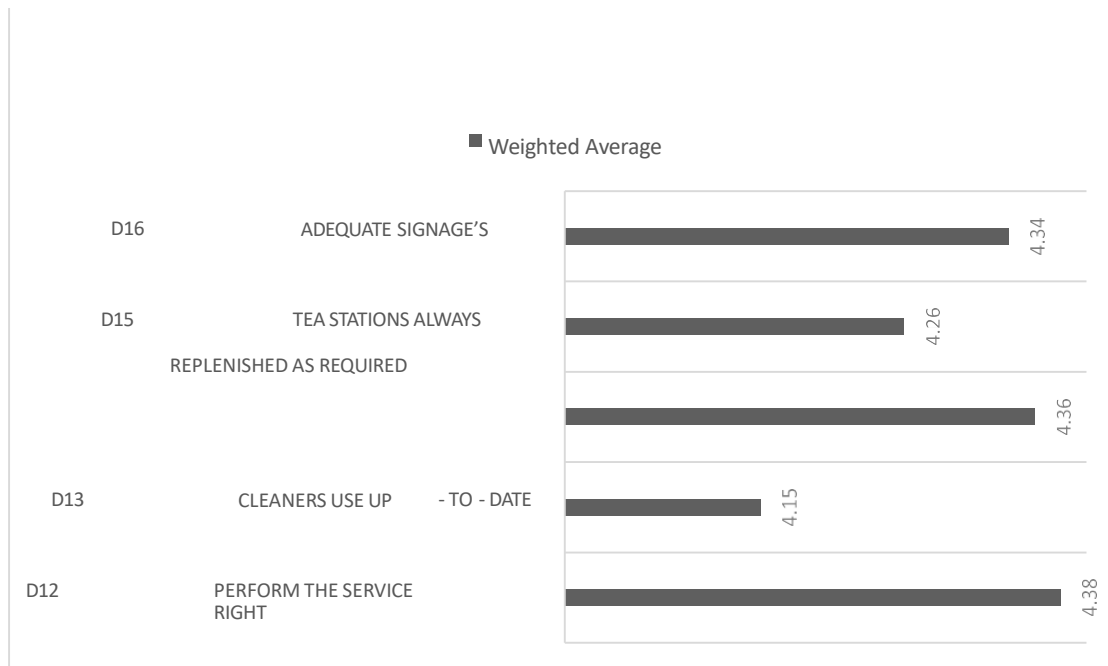


Figure 4.13 Q13 - Results on respondents' perception of the facility reliability attributes' effects on customer satisfaction

Source: Survey Data (2024)

Brady and Cronin (2001) posited that process flow in the physical environment is critical for determining customer satisfaction levels. The results presented in Figure 4.14 indicate that both the neatness of processes and the timing of service delivery are essential. This suggests that, within the scheduled service time, cleaners do not merely rush to complete tasks but ensure meticulous performance while providing convenient working hours for call centre employees by maintaining a smooth cleaning workflow and accurate work records. Moreover, to facilitate seamless service delivery, it is important to allocate staff appropriately, ensuring that cleaners are not overwhelmed by workloads beyond their capacity—an issue that could otherwise lead to errors and customer dissatisfaction.

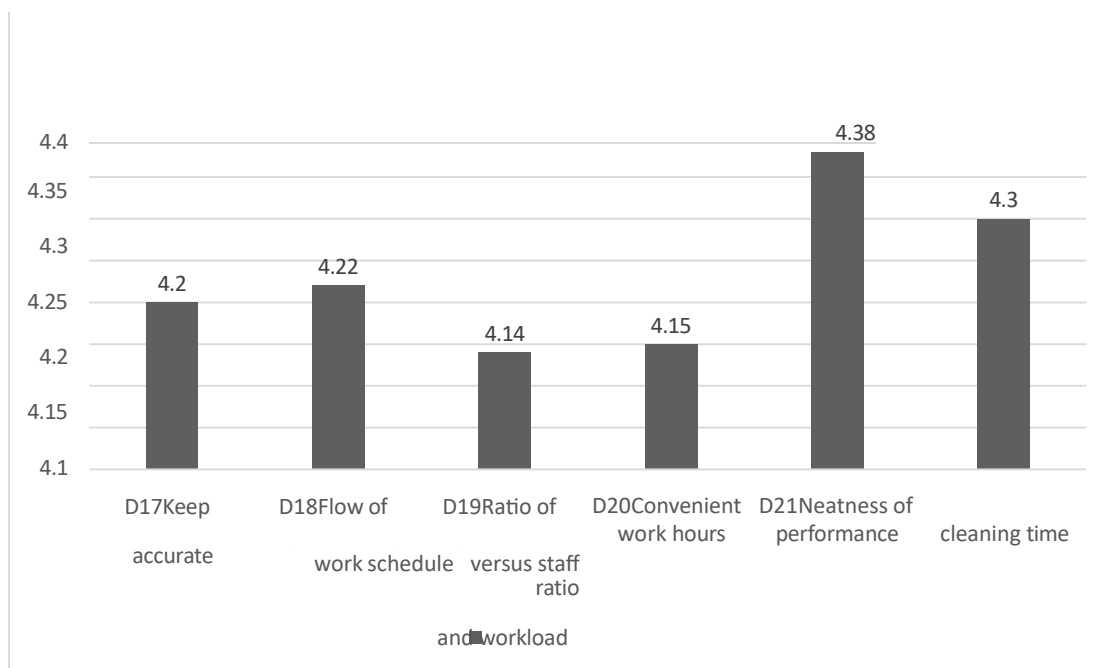


Figure 4.14 Q14 - Results on respondents' perception of the effects of environmental flow attributes on customer satisfaction

Source: Survey Data (2024)

4.5.3 Results on Process Flow and Customer Satisfaction

In a workstation where cleaners were outsourced, Manoj and Sanoj (2015) highlighted the possibility that service providers might attempt to cut costs by reducing the quality or frequency of services offered. This study sought to understand call centre staff's perceptions of the availability and range of services. As illustrated in Figure 4.15, the cleanliness of cutlery and crockery, variety of services, and replenishment of towels and soap-dispensing machines were key considerations.

To achieve this, there needed to be a clear flow of activities and consistent follow-ups by supervisors, who assigned tasks and provided monitoring tools, such as checklists, to ensure proper oversight. The study confirmed the importance of not only having the physical activities in place but also maintaining a comprehensive range of services with

a clear process flow. This arrangement reduced errors and enhanced coordination of service delivery, contributing to improved customer satisfaction.

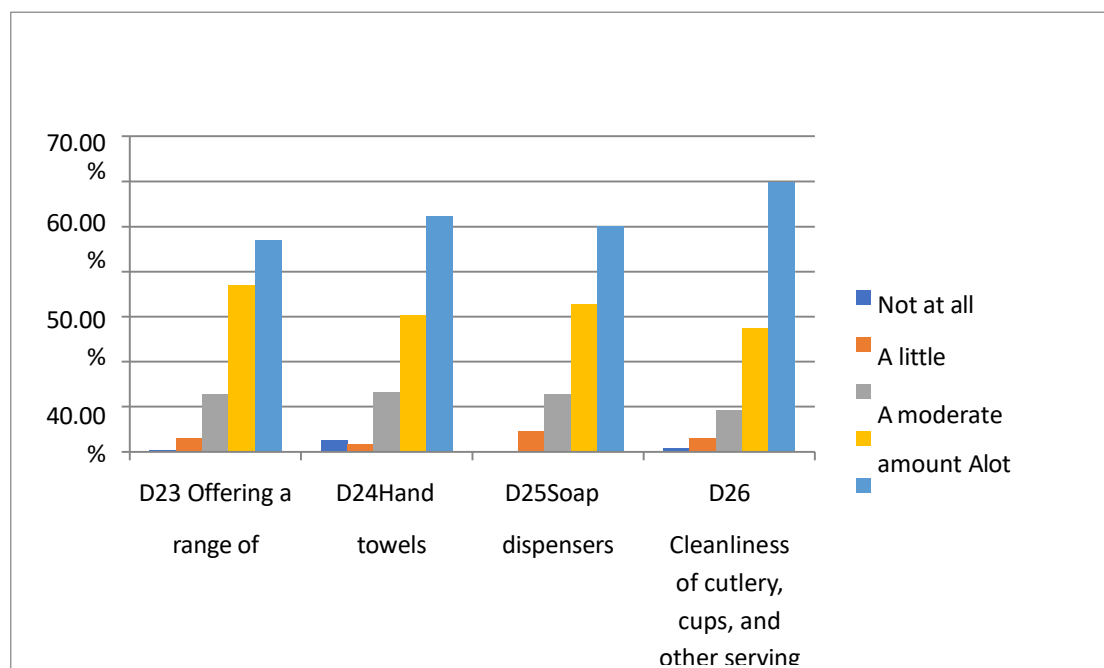


Figure 4.15 Q15 - Results on respondents' perception of the effects of the provision of a range of support services on customer satisfaction

Source: Survey Data (2024)

The following section discussed the perception of call Centre employees on the factors that affected customer satisfaction.

4.6 Customer Satisfaction

4.6.1 Results on the respondent's likelihood to recommend retention of the vendor in providing the cleaning services.

To understand Safaricom call centre employees' satisfaction with the outsourced firm providing cleaning services, the researcher enquired about the staff's likelihood of recommending the vendor for future reappointment. The results presented in Figure 4.16 indicate that a majority— over 50%—were very likely to recommend the services. This suggests that employees were satisfied with the services offered, despite the concerns highlighted in the preceding sections of this chapter.

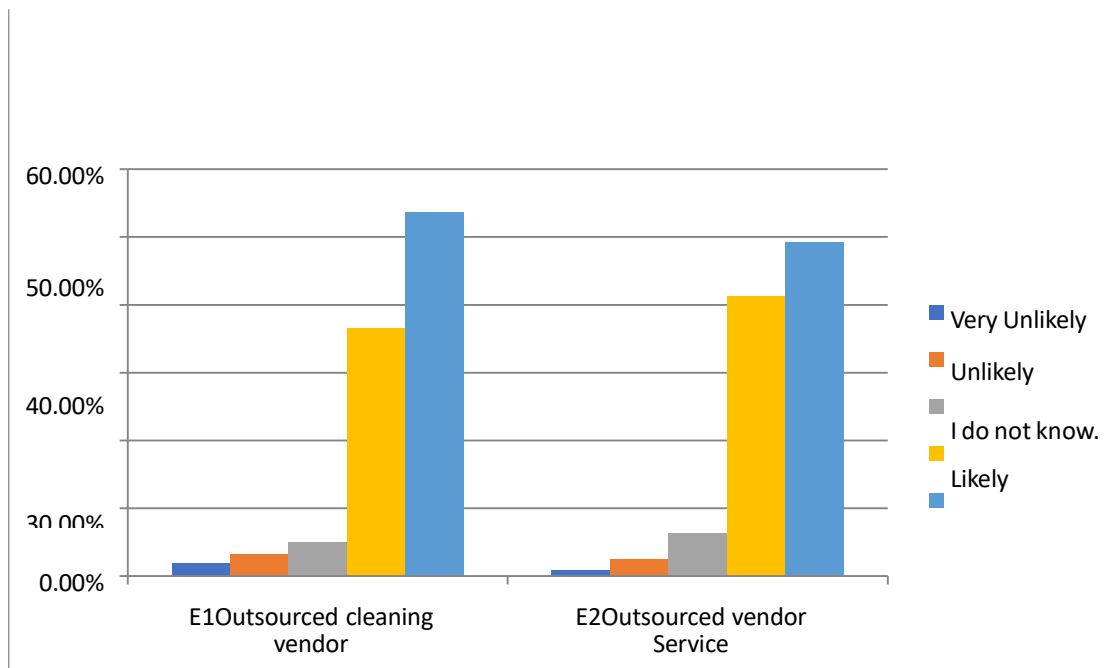


Figure 4.16 Q16 - Results on respondents' perception of the effects of provision of a range of support services on customer satisfaction

Source: Survey Data (2024)

Besides customer retention, the study sought to determine the influence of employee attributes, service professionalism, and physical facilities on customer satisfaction. The results presented in Figure 4.17 indicate that service professionalism was rated highest, with a mean of 4.45, followed by physical facilities and environment at 4.38, and employee attributes at 4.34.

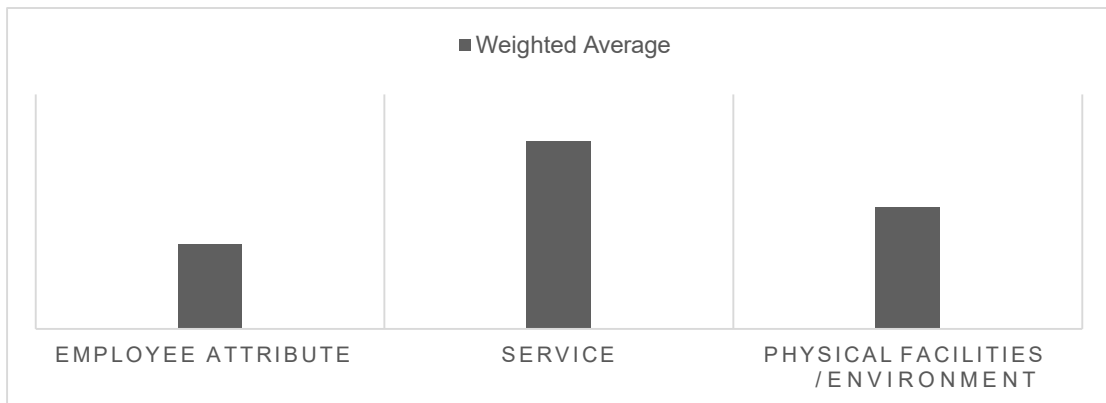


Figure 4.17 Results on respondents' perception of the effects provision of a range of support services on customer satisfaction

Source: Survey Data (2024)

Figure 4.17 Mean ratings of employee attributes, service professionalism, and physical facilities on customer satisfaction. Source: Survey data, 2025.

Figure 4.18 Comparison of study variables' influence on customer satisfaction. Source: Survey data, 2025.

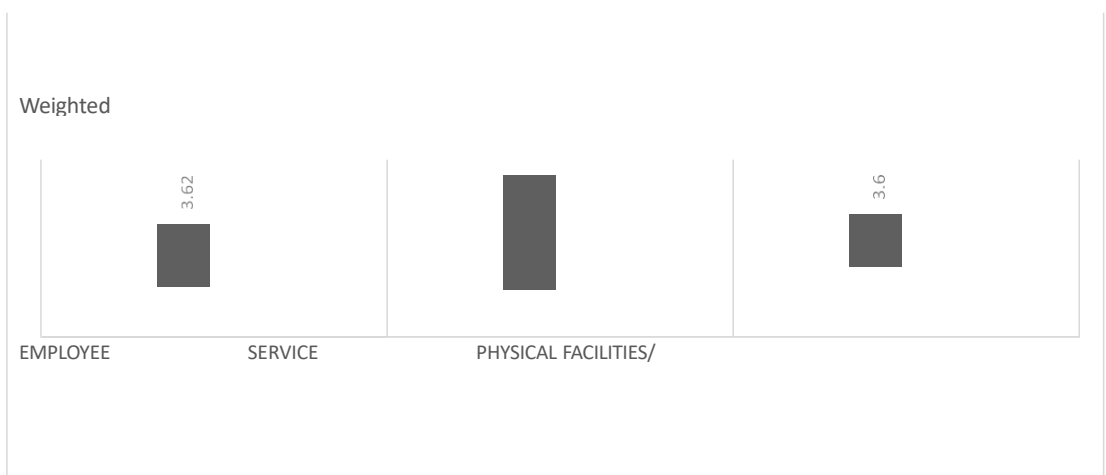


Figure 4.18 Results on respondents' opinions on the value of the following factors impacting satisfaction with cleaning services

Source: Survey Data (2024)

4.6.2 Multiple Linear Regression Tests

The aim of the study was to assess the perceived effects of the quality of outsourced cleaning services on customer satisfaction at selected Safaricom Public Limited Company call centres in Nairobi, Kenya. Multiple Linear Regression (MLR) allowed the prediction of a dependent variable (Y) from several independent variables (Xs). It aimed to establish a linear prediction equation that predicted Y better than would have been possible by any single independent variable. Additionally, it aimed to reveal the relative magnitudes of the contributions of the independent variables to the variation in Y.

This study focused on three call centres—two in Nairobi and one in Thika counties. In order to allow for the generalizability of the study findings, inferential statistics were necessary. Multiple linear regression was therefore applied to build a model capable of predicting customer satisfaction based on the attributes of outsourced cleaning services. The research was guided by the null hypothesis that employee attributes, physical attributes, and service professionalism of outsourced service firms had no significant effects on customer satisfaction. The regression equation presented on pages 36–37 of the research project was applied to develop the predictive model.

A multiple linear regression model was applied to examine the relationship between the independent variables and customer satisfaction. Koutsoyiannis' (1993) regression equation was employed as the basis for model development:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \quad (\text{Equation 1})$$

Where:

- \hat{Y} – Predicted value of the dependent variable (Customer Satisfaction)
- α – Y-intercept (constant term).

- $\beta_1, \beta_2, \beta_3$ – Slope parameters indicating the effect of each independent variable on customer satisfaction
- X_1 – Employee Attributes
- X_2 – Service Professionalism
- X_3 – Physical Facilities / Environment
- Z – Number of independent variables
- ϵ – Residual (error term) representing unexplained variation in customer satisfaction. The results of the regression analysis are presented in Table 4.1.

Table 4.1 Model Summary for Regression Analysis of Survey Data

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.895 ^a	.802	.799	3.995	.802	335.641	3	249	.000	1.726

a. Predictors: (Constant), Employee Attributes, Physical facilities/Environment, Service Professionalism

b. Dependent Variable: Customer Satisfaction

Source: Survey Data (2024)

The value of R (0.895) indicated a strong positive correlation between the independent variables and the dependent variable, showing that employee attributes, service professionalism, and physical environment collectively varied strongly with customer satisfaction.

The R^2 value of 0.802 demonstrated that 80.2% of the variance in customer satisfaction was explained by the model. The remaining 19.8% was attributed to factors not included in the model and the residual error term (ϵ). The Adjusted R^2 value of 0.799 indicated that the model would retain nearly the same explanatory power if applied to the population rather than the sample.

The standard error of the estimate (3.995) measured the typical distance between the observed values and the predicted values on the regression line. A small standard error

indicates that the observed values closely clustered around the predicted values, suggesting a good fit of the model.

The Durbin-Watson statistic (1.726) assessed the independence of residuals. Since the value lies between 1 and 3, the assumption of independent errors is satisfied, confirming the reliability of the regression results.

Table 4.2 Regression Coefficients and Hypothesis Testing

Predictor Variable	B (Unstandardized)	Beta (Standardized)	t - value	p-value	Hypothesis Decision
Constant (α)	5.124	-	3.512	0.001	-
Employee attributes (x_1)	0.482	0.411	6.214	0.000	Reject H_0 (Significant)
Service Professionalism (x_2)	0.371	0.328	4.873	0.000	Reject H_0 (Significant)
Physical Environment (x_3)	0.295	0.263	3.921	0.000	Reject H_0 (Significant)

Source: Survey Data (2024)

The table shows that all three independent variables significantly affect internal customer satisfaction ($p < 0.05$). Employee Attributes had the strongest effect, followed by Service Professionalism and Physical Environment. Thus, the null hypotheses for all three variables are rejected, confirming that each dimension of outsourced cleaning services contributes meaningfully to internal customer satisfaction.

Contributions of Individual Variables

The regression coefficients (β -values) from the model allowed an assessment of the relative influence of each independent variable:

- Employee Attributes (X_1): This variable had a positive and significant effect on customer satisfaction. Higher ratings in employee courtesy, responsiveness, competence, and appearance contributed strongly to internal customers'

satisfaction. This indicates that employee behavior and interaction directly affect how internal customers perceive the outsourced cleaning service.

- Service Professionalism (X_2): This dimension also showed a positive and significant contribution. Adherence to service standards, timeliness, effective communication, and problem resolution enhanced internal customer trust and satisfaction. Improvements in this variable could yield meaningful increases in overall satisfaction levels.
- Physical Facilities / Environment (X_3): The physical environment, including cleanliness, hygiene, availability of supplies, and visual appeal, positively influenced customer satisfaction, although its relative contribution was slightly lower than employee attributes. Nevertheless, a well-maintained workspace contributes to comfort, motivation, and workplace pride, reinforcing the overall satisfaction of internal customers.

Together, these results show that all three independent variables significantly influence customer satisfaction, with employee attributes having the strongest effect, followed by service professionalism and physical environment. The findings support the theoretical premise that the characteristics of outsourced cleaning services directly affect the internal customer experience.

Summary

The multiple linear regression analysis revealed that employee attributes, service professionalism, and physical environment collectively accounted for the majority of variation in internal customer satisfaction at the selected Safaricom call centres. These results provide both statistical and practical insights, validating the hypothesis that the performance of outsourced cleaning service dimensions significantly influences

internal customer satisfaction. The model can therefore be used to guide management decisions on improving service delivery and employee well-being.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, AND RECOMMENDATIONS

5.0 Overview

This chapter highlighted in depth the discussions, conclusions, and recommendations for the study. Discussions were presented in Section 5.1; conclusions were drawn in Section 5.2, and recommendations were provided in Section 5.3. Areas for further research were highlighted in Section 5.4.

5.1 Summary of Findings and Discussions

First, the study sought to determine the perceived effects of outsourced cleaning services on employees' attributes, physical facilities, and customer satisfaction at selected Safaricom Public Limited Company call centres in Nairobi, Kenya. The findings indicate that the importance of cleaning services provided by outsourced vendors cannot be underestimated. As noted in Chapter One, the outsourcing of cleaning services by the company was based on the recognition that this is a non-core function, allowing the organization to focus on its key business objectives, which, in this case, is telecommunications. By acknowledging outsourcing as a viable option for managing this service, the firm enabled bidding and contractual agreements with vendors that met the prescribed service criteria.

The findings in Chapter Four reveal that call centre employees are aware of their rights, needs, and expectations regarding the nature and quality of cleaning services. Moreover, employees clearly understood the indicators influencing satisfaction with cleaning services, whether positively or negatively. These results align with Kim and Kim's (2022) findings, which suggest that the cleaning component in accommodation and facility management is not only crucial but also significantly determines customer satisfaction.

When Figures 4.17 and 4.18 are compared, it is evident that the study variables are critical and should be emphasized by vendors to achieve customer satisfaction in the workplace.

5.1.1 Summary of findings on effects of Employee attributes and Customer satisfaction

Interestingly, the study findings on employee attributes revealed a negative relationship with customer satisfaction. This may be attributed to the high number of responses indicating poor service experiences among call centre employees. The results, which mainly contained negative reviews of employees' attributes, indicated a lack of attentiveness in ensuring prompt service delivery; cleaners were not timely, did not display the requisite non-verbal skills, and had difficulty handling challenging situations, thereby compromising service quality. These negative reviews, therefore, not only reflected compromised quality but also heightened dissatisfaction among employees.

According to Minjal (2019), it is important for organisations seeking to outsource cleaning services to maintain a level of control to ensure that cleaners provide quality services and to integrate the cleaning firms into the organisation's goals and objectives. The challenges depicted in this study could have been largely minimized if the conduct of cleaners and vendors had been guided by the firm's standards. For instance, sharing the firm's core values and quality expectations with the vendor could reduce the likelihood of quality control issues and supervision challenges, thereby maintaining favourable and successful business relationships.

5.1.2 Summary of findings on effects of Service Professionalism and Customer satisfaction

Despite the presence of many attributes that collectively demonstrated professionalism among cleaners, it is evident that the heterogeneity of service provision must be addressed to ensure uniformity and achieve customer satisfaction. Moreover, there is a need to train staff and raise awareness regarding the nature of work environments and the requirements for effective service delivery in call centres.

According to Zhu et al. (2019), customer satisfaction is highly dependent on service quality. The findings indicate the need to optimize work hours relative to employee ratios. Employees also require training on the use of equipment that facilitates cleaning tasks, ensuring they consistently embed a culture of delivering services correctly the first time.

5.1.3 Summary of findings on effects of Physical facilities and Customer satisfaction

The results indicate that the physical environment is critical to service delivery and that the company has invested significantly in its facilities, particularly staff workspaces. However, Ali et al. (2021) emphasize the importance of continuous improvement to the workplace setup and the provision of any additional facilities required. It is also necessary to understand the process flow to ensure that workstations are organized in a manner that facilitates usage by both staff and cleaners, who periodically visit the workstations for cleaning and inspection.

From a strategic perspective, outsourcing cleaning services offers substantial operational and strategic benefits for large-scale service operations, such as the call centres included in this study. By engaging a specialized external cleaning provider, the

organization can focus on its core mission—serving customers—while benefiting from professional cleaning expertise, predictable cost structures, and compliance with health and safety standards. However, these advantages do not accrue automatically. To realize the full benefits, the organization must establish robust service-level agreements (SLAs), define measurable cleaning performance indicators, schedule periodic audits of the cleaning environment, and maintain strategic engagement with the supplier beyond mere contractual oversight.

In the context of this study's findings on the relationship between cleaning-service quality and customer satisfaction, management should regard the cleaning-service provider as a strategic partner whose performance directly impacts customer perceptions, workforce wellbeing, and overall service excellence.

5.2 Conclusions

According to Manoj and Sanot (2015), Qu, Pinsonneault, and Oh (2011), Kagure et al. (2015), and Tumwasi (2019), as cited in Chapter One of this study, many factors influence satisfaction with services provided by outsourced companies. Although firms seeking to outsource spend significant resources to obtain the desired service, it is important to note that only the end user can accurately evaluate service quality. Therefore, it is paramount for the firm to carefully vet and onboard vendors capable of performing the required tasks. Attention must also be given to the needs of the cleaners and the support provided to them, as neglecting these aspects can create operational gaps or emerging issues, whereas addressing them fosters a seamless work environment.

Moreover, measures should be in place to ensure that staff are adequately trained and not exposed to low pay, which poses a risk of poor working conditions and job

invisibility, thereby hindering effective service delivery (Segal, 2017). When dignity is attached to the job, employees recognize the importance of quality service (Hughes, 1958). Based on the alignment between the study findings and previous research supporting the importance of the independent variables, several inferences were drawn regarding the study hypotheses.

The study findings concluded with the following

H₀₁: There were no significant effects of Employee Attributes of outsourced cleaning services on customer satisfaction in selected Safaricom PLC call centres, Nairobi, Kenya.	Rejected
H₀₂: There were no significant effects of Service Professionalism of outsourced cleaning services on customer satisfaction in selected Safaricom PLC call centres, Nairobi, Kenya.	Rejected
H₀₃: There were no significant effects of Physical Facilities of outsourced cleaning services on customer satisfaction in selected Safaricom PLC call centres, Nairobi, Kenya.	Rejected

5.3 Recommendations

Vendors are obliged to train and equip cleaners with the knowledge necessary to help service providers understand not only the work environment but also the nature of the work schedule and set-up of their customers. The call centre set-up is unique, with staff working under strict timelines and scheduled breaks. If cleaners are aware of the work environment, they can make informed decisions or consult on areas where they are uncertain about task procedures. It is important for vendors to instill confidence in cleaners, allowing them to seek clarifications in cases of miscommunication or to make corrections when services are not delivered as requested. Although service professionalism is assumed to be achieved, it remains essential for cleaners and employees to maintain open communication and receive clear directions on areas requiring caution, thereby enhancing employees' sense of safety within their

workspaces. Vendors are also required to assess workloads during shifts and allocate duty rotas accordingly. Given that employees work in different shifts, the specific needs of each shift must be considered, and smooth handover processes must be in place to reduce operational gaps. Additionally, vendors must provide the necessary equipment for different types of cleaning, while the organization receiving the service should clearly stipulate cleaning requirements through the relevant offices. Effective coordination and communication among team leaders and cleaners is critical for seamless service delivery, as it reduces waiting times between reporting concerns and their resolution. Furthermore, as noted by Shelgren (2004) and Csiao (2010), organizations seeking to outsource cleaning services must exercise caution, ensuring that cost is not the sole reason for outsourcing. Staff should be empowered through continuous support, regular refresher training, and fair remuneration, as stipulated in onboarding contracts. Scheduled evaluations, rather than only end-of-contract assessments, are necessary to mitigate challenges, maintain consistent quality, and reduce complaints or dissatisfaction among service recipients.

5.4 Recommendation on Quality Outsourcing:

To ensure quality outsourcing, organizations should prioritize not only cost but also service standards and continuous performance monitoring. Vendors must be selected based on their ability to consistently deliver services that meet the specific needs of the workplace, including adherence to cleaning procedures, timely responses to issues, and proper use of equipment. Organizations are required to establish clear service-level agreements (SLAs) that define expectations, schedule periodic audits, and implement feedback mechanisms to evaluate service quality. Additionally, continuous training, supervision, and motivation of outsourced staff are essential to maintain high standards, minimize service gaps, and enhance customer satisfaction. This approach ensures that

outsourcing contributes positively to workplace hygiene, employee morale, and overall operational efficiency.

5.5 Suggestions for Further Research

Future research could explore strategies to ensure the recruitment of qualified and competent cleaners by vendors, as this is critical for maintaining high standards in outsourced cleaning services. Studies could examine the effectiveness of training programs, supervision practices, and performance evaluation systems in enhancing service quality. Additionally, research could investigate the impact of staff motivation, remuneration, and workload management on service delivery and internal customer satisfaction. Expanding the scope to include different types of organizations and service settings could provide a more comprehensive understanding of how to optimize outsourced cleaning services and improve workplace hygiene, employee morale, and overall organizational performance.

To ensure quality outsourcing, organizations should prioritize not only cost but also service standards and continuous performance monitoring. Vendors must be selected based on their ability to consistently deliver services that meet the specific needs of the workplace, including adherence to cleaning procedures, timely responses to issues, and proper use of equipment. Organizations are required to establish clear service-level agreements (SLAs) that define expectations, schedule periodic audits, and implement feedback mechanisms to evaluate service quality. Additionally, continuous training, supervision, and motivation of outsourced staff are essential to maintain high standards, minimize service gaps, and enhance customer satisfaction. This approach ensures that outsourcing contributes positively to workplace hygiene, employee morale, and overall operational efficiency.

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APPENDICES

Appendix I: Letter of Introduction



MOI UNIVERSITY
SCHOOL OF TOURISM, HOSPITALITY AND EVENTS MANAGEMENT
DEPARTMENT OF HOTEL & HOSPITALITY MANAGEMENT

Dear Sir/Madam,

I am a student currently pursuing an **Executive master's degree in hospitality management** at the School of Tourism, Hospitality and Events Management of Moi University, Kenya. I am undertaking a research study entitled: *“Quality of Outsourced Cleaning Services and Customer Satisfaction in Selected Safaricom Call Centres, Nairobi City and Kiambu Counties, Kenya”* in partial fulfillment of the study programme.

You have therefore been identified as one of the valued respondents to provide information for the study. Please be so kind as to help in completing the questionnaire attached by answering the questions below. It will take you not more than 10 minutes to complete. The information you provide will solely be used for the academic purpose of this study and will be treated in the strictest confidence. You will notice that you are not asked to include your name or address anywhere on the questionnaire.

Thank you for your cooperation.

Yours sincerely,

LEWIS MUGO WARUI

Appendix II: Questionnaire For Customers

SECTION A: DEMOGRAPHICS/GENERAL INFORMATION

Please tick or circle the appropriate choice applicable to you.

Ques #	Demographic/General Item	Code	Responses	Tick/Shade
A1.	Gender	[01]	Male	
		[02]	Female	
A2.	Highest Level of Education	[01]	Primary	
		[02]	Secondary/High School	
		[03]	College/Vocational School	
		[04]	Graduate degree	
		[05]	Postgraduate	
A3.	Which call centre are you currently stationed?	[01]	Jambo Call Centre	
		[02]	Safaricom Call Centre	
		[03]	Thika Call Centre	
A4.	How long have you served the call centre?	[01]	1-5 years	
		[02]	5-10 years	
		[03]	10-15 years	
		[04]	15-20 years	
		[05]	over 20 years	

SECTION B: - EMPLOYEE ATTRIBUTES

What is your perception of the employee's cleaning services? (Please **tick** or **Circle** using the scale below).

Key: 1 – Strongly Disagree (**SD**); 2 – Disagree (**D**); 3 – Neutral (**N**); 4 – Agree (**A**); 5 – Strongly Agree (**SA**)

Code	ITEM	SD	D	N	A	SA
	Timeliness	1	2	3	4	5
B1	When they promise to do something by a certain time, they do it	1	2	3	4	5
B2	Cleaners reliably provide their services as they promise	1	2	3	4	5
B3	Service requests are addressed promptly	1	2	3	4	5
B4	They are never too busy to respond to requests	1	2	3	4	5
B5	Complete work as scheduled	1	2	3	4	5
	Communication	1	2	3	4	5
B6	The tone used in communication by the cleaners is appropriate	1	2	3	4	5
B7	Verbal communication skills is effectively utilized by the cleaners	1	2	3	4	5
B8	Cleaners utilize non-verbal communication skills effectively	1	2	3	4	5
B9	Friendliness in communication	1	2	3	4	5
	Attitude	1	2	3	4	5
B10	Cleaners are willing to respond to requests	1	2	3	4	5
B11	Cleaners consistently interact with courtesy	1	2	3	4	5
B12	Cleaners are polite towards customers	1	2	3	4	5
B13	Employees are always willing to help customers.	1	2	3	4	5
B14	They exhibit patience	1	2	3	4	5
B15	Accept corrections	1	2	3	4	5
	Expertise	1	2	3	4	5
B16	Cleaners show interest in solving raised problems	1	2	3	4	5
B17	They exhibit know how	1	2	3	4	5
B18	Cleaners have needed skills to handle specific customer needs	1	2	3	4	5
B19	They can solve complex cleaning challenges	1	2	3	4	5

SECTION C: - SERVICE PROFESSIONALISM

What is your perception of the following aspects of service professionalism exhibited by outsourced cleaning vendors? (Please **tick** ✓ or **Circle** ○).

Key: 1 – Very low (VL); 2 – Low (L); 3 – Neutral (N); 4 – High (H); 5 – Very high (VH)

Code	ITEM	VL	L	N	H	VH
	Interaction Quality	1	2	3	4	5
C1	The behaviour of employees instil confidence in customers	1	2	3	4	5
C2	Customers feel safe in their transactions with the employees	1	2	3	4	5
C3	Have the knowledge to answer questions	1	2	3	4	5
C4	Cleaners understand employees' specific needs	1	2	3	4	5
C5	Convenient operating hours to the employees	1	2	3	4	5
	Service Outcome	1	2	3	4	5
C6	Error free service	1	2	3	4	5
C7	Accuracy of service	1	2	3	4	5
C8	Consistency of service delivery	1	2	3	4	5
C9	Keeps promises	1	2	3	4	5
	Confidentiality	1	2	3	4	5
C10	Staff feel safe with cleaners working on their spaces	1	2	3	4	5
C11	Ability to be relied on	1	2	3	4	5
C12	Employees feel safe in their conversation with the cleaners	1	2	3	4	5
C13	Important information is safe with cleaners	1	2	3	4	5
	Flexibility	1	2	3	4	5
C14	Operating hours are convenient for employees	1	2	3	4	5
C15	Cleaners are independent in performing their tasks	1	2	3	4	5
C16	Cleaners are adaptable to changes	1	2	3	4	5
C17	Flexibility of shifts	1	2	3	4	5

SECTION D: - PHYSICAL FACILITIES/ENVIRONMENT

14. What is your perception of the following aspects of the physical facilities/environment managed by outsourced vendor? (Please tick or Circle)

Key: 1 – Very low (VL); 2 – Low (L); 3 – Neutral (N); 4 – High (H); 5 – Very high (VH)

Code	ITEM	VL	L	N	H	VH
	Location layout	1	2	3	4	5
D1	Workstation cleaned and arranged as expected	1	2	3	4	5
D2	Clean breakaway rooms	1	2	3	4	5
D3	Arranged desks	1	2	3	4	5
D4	Dust free carpets	1	2	3	4	5
D5	Dust free desks	1	2	3	4	5
D6	No visible cobwebs	1	2	3	4	5
D7	Clean dry floors	1	2	3	4	5
D8	Clean dry hand wash basins	1	2	3	4	5
D9	Physical facilities are left visually appealing after cleaning	1	2	3	4	5
D10	Cleanliness of tea stations	1	2	3	4	5
D11	Cleanliness of table layouts	1	2	3	4	5
	Facilities Reliability	1	2	3	4	5
D12	Perform the service right the first time.	1	2	3	4	5
D13	Cleaners use up-to-date equipment that eases cleaning	1	2	3	4	5
D14	Workers available when needed to perform duties	1	2	3	4	5
D15	Tea stations always replenished as required	1	2	3	4	5
D16	Adequate Signage's provided for safety	1	2	3	4	5
D17	Process Flow	1	2	3	4	5
D18	Keep accurate cleaning record	1	2	3	4	5
D19	Flow of cleaning and work schedule	1	2	3	4	5
D20	Ratio of cleaners per shift versus staff ratio and workload	1	2	3	4	5
D21	Convenient work hours	1	2	3	4	5
D22	Neatness of performance	1	2	3	4	5
D23	Appropriate cleaning time	1	2	3	4	5
D24	Ranges of Services	1	2	3	4	5
D25	Range of services offered	1	2	3	4	5
D26	Hand towels replacing	1	2	3	4	5
D27	Soap dispensers refilling	1	2	3	4	5
D28	Cleanliness of cutlery, cups, and other serving equipment	1	2	3	4	5

SECTION E: - CUSTOMER RETENTION

Indicate by circling or ticking the extent to which you are willing to retain the services provided by outsourced vendor:

Key: 1 – Not Very willing (*NVW*); 2 – Not Willing (*NW*); 3 – Neutral (*N*); 4 – Willing (*W*); 5 – Very Willing (*VW*)

Srl#	ITEM	NVW	NW	N	W	VW
E1	Outsourced cleaning vendor Recommendation	1	2	3	4	5
E2	Outsourced vendor Service Retention	1	2	3	4	5

END OF QUESTIONNAIRE

Thank you for taking your time to fill in the Questionnaire and participating in this Study.

Appendix III: Actual Data Collection Questionnaire

Questionnaire on Quality of Outsourced Cleaning Services and Customer Satisfaction at Selected Safaricom Call Centres, Nairobi, Kenya

1. What is your highest level of education?

- [01] Primary
- [02] Secondary/High School
- [03] College/Vocational School
- [04] Graduate degree
- [05] Postgraduate

2. How many years have you served at the call centre?

- 1-5 years
- 5-10 years
- 10-15 years
- 15-20 years
- over 20 years

3. What is your perception of the employee's timeliness?

Strongly Disagree Disagree Neutral Agree Strongly Agree

B1 When they promise to do something by a certain time, they do it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B2 Cleaners reliably provide their services as they promise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B3 Service requests are addressed promptly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B4 They are never too busy to respond to requests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B5 Complete work as scheduled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What is your perception of cleaners communication?

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
B6 The tone used in communication by the cleaners is appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B7 Verbal communication skills is effectively utilized by the cleaners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B8 Cleaners utilize non-verbal communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SKILLS
effectively
B9 Friendliness
in
communication

5. How would you rate employees expertise?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
B16 Cleaners show interest in solving raised problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B17 They exhibit know how	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B18 Cleaners have needed skills to handle specific customer needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B19 They can solve complex cleaning challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. How would you rate service professionalism amongst the cleaners?

- Extremely professional
- Very professional
- Somewhat professional

- Not so professional
- Not at all professional

7. Rate the extent you feel the following interaction quality attributes are exhibited by the vendor

	Never	Rarely	Sometimes	Usually	Always
C1 The behaviour of employees instil confidence in customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C2 Customers feel safe in their transactions with the employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C3 Have the knowledge to answer questions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C4 Cleaners understand employees' specific needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C5 Convenient operating hours to the employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Rate the extent to which the following service outcome attributes are exhibited by the vendor

Never Rarely Sometimes Usually Always

C6 Error free service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C7 Accuracy of service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C8 Consistency of service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C9 Keeps promises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Rate the extent to which the following confidentiality attributes are exhibited by the vendor

	Never	Rarely	Sometimes	Usually	Always
C10 Staff feel safe with cleaners working on their spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C11 Ability to be relied on	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C12 Employees feel safe in their conversation with the cleaners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C13 Important information is safe with cleaners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Rate the extent to which the following flexibility attributes are exhibited by the vendor

Never Rarely Sometimes Usually Always

C14 Operating hours are convenient for employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C15 Cleaners are independent in performing their tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C16 Cleaners are adaptable to changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C17 Flexibility of shifts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Physical facilities and the environment influence an employees level of satisfaction

- A great deal
- A lot
- A moderate amount
- A little
- Not at all

12. Rate the extent to which the following location layout attributes exhibited by the vendor influence employee satisfaction

	Not at all	A little	A moderate amount	A lot	A great deal
D1 Workstation					

cleaned and arranged as expected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D2 Clean breakout rooms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D3 Arranged desks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D4 Dust free carpets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D5 Dust free desks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D6 No visible cobwebs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D7 Clean dry floors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D8 Clean dry hand wash basins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D9 Physical facilities are left visually appealing after cleaning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D10 Cleanliness of tea stations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D11 Cleanliness of table layouts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Rate the extent to which the following facility reliability attributes by the vendor influences customer satisfaction

	Not at all	A little	A moderate amount	A lot	A great deal
D12 Perform the service right the first time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D13 Cleaners use up-to-date equipment that eases cleaning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D14 Workers available when needed to perform duties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D15 Tea stations always replenished as required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D16 Adequate Signage's provided for safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Rate the extent to which the environments process flow managed by the vendor influences customer satisfaction

	Not at all	A little	A moderate amount	A lot	A great deal
D17 Keep accurate cleaning record	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D18 Flow of cleaning and work schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D19 Ratio of cleaners per shift versus staff ratio and workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D20 Convenient work hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D21 Neatness of performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D22 Appropriate cleaning time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Do the following range of services offered by the vendor influence customer satisfaction?

	Not at all	A little	A moderate amount	A lot	A great deal
D23 Offering a range of services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D24 Hand towels replacing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D25 Soap dispensers refilling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D26 Cleanliness of cutlery, cups, and other serving equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Based on your interaction with the vendor, how likely would you recommend retention of the vendor in providing the cleaning services?

	Very Unlikely	Unlikely	I don't know	Likely	Very likely
E1 Outsourced cleaning vendor Recommendation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E2 Outsourced vendor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Based on your responses in the survey, rate value of the following factors on impacting your satisfaction of cleaning services

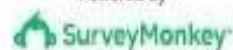
	Not at all valuable	Not so valuable	Somewhat valuable	Very Valuable	Extremely valuable
Employee attributes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical facilities/ environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. In your opinion, how important are the following factors in determining customer satisfaction of cleaning services by a vendor

	Not important at all	Not very important	A top priority, but not most important	The most important
Employee attributes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical facilities/ environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Done

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Appendix IV Online Questionnaire

The questionnaire for this study was administered using SurveyMonkey. The electronic version of the questionnaire can be accessed via the following link:

Moi University. (2024). *Online questionnaire for the study on quality of outsourced cleaning services and customer satisfaction in selected Safaricom call centres, Nairobi, Kenya* [Survey]. SurveyMonkey. <https://www.surveymonkey.com/r/BZNFBFK>

Appendix V: NACOSTI Approval For Data Collection

National Commission for Science, Technology and Innovation
REPUBLIC OF KENYA
Ref No: 871305
Date of Issue: 09/August/2024

RESEARCH LICENSE



This is to Certify that **Mr. Lewis Wanjai Mugo of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kilimbs, Nairobi on the topic: QUALITY OF OUTSOURCED CLEANING SERVICES AND CUSTOMER SATISFACTION AT SELECTED SAPARICOM CALL CENTRES, NAIROBI, KENYA for the period ending 09/August/2025.**

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871305
Applicant Identification Number

Walter Mugo
Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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See overleaf for conditions

Appendix Vi: Ethics Committee Approval From Safaricom Head Office

Subject: RE: RE:Research requirements

Mwihaki Doreen <DMWIHAKI@safaricom.co.ke>
to Lewis Warui Mugo, HR HelpDesk, Shelmith H. Maina, Joyce Cherop Kimaru ▾
Questionnaire is okay now.

From: Lewis Warui Mugo <LMugo@safaricom.co.ke>
Sent: Thursday, 22 August 2024 15:54
To: HR HelpDesk <Helpdesk2@safaricom.co.ke>; Shelmith H. Maina <smaina2@safaricom.co.ke>; Mwihaki Doreen <DMWIHAKI@safaricom.co.ke>
Cc: Joyce Cherop Kimaru <jkimaru@safaricom.co.ke>
Subject: RE: RE:Research requirements

I have removed question 2 and 5 .Please review my link.
<https://www.surveymonkey.com/r/BZNFBFK>

From: HR HelpDesk <Helpdesk2@safaricom.co.ke>
Sent: Thursday, August 22, 2024 9:29 AM
To: Shelmith H. Maina <smaina2@safaricom.co.ke>; Mwihaki Doreen <DMWIHAKI@safaricom.co.ke>
Cc: Lewis Warui Mugo <LMugo@safaricom.co.ke>; Joyce Cherop Kimaru <jkimaru@safaricom.co.ke>
Subject: RE: RE:Research requirements

Morning team,

Appendix VII: Plagiarism Awareness Certificate

SR1120



ISO 9001:2019 Certified Institution

THESIS WRITING COURSE*PLAGIARISM AWARENESS CERTIFICATE*

This certificate is awarded to

LEWIS MUGO WARUI

STHEM/EMTH/001/16

In recognition for passing the University's plagiarism

Awareness test for Thesis entitled: **QUALITY OF OUTSOURCED CLEANING SERVICES AND CUSTOMER SATISFACTION IN SELECTED SAFARICOM CALL CENTRES IN NAIROBI CITY AND KIAMBU COUNTIES, KENYA** with similarity index of 20% and striving to maintain academic integrity.

Word count:20372

Awarded by