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**THE EFFECT OF OUTSOURCING CLEANING SERVICE ON THE AESTHETIC
VALUE OF FACILITIES: THE CASE OF ADDIS ABABA UNIVERSITY**

BY

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SCHOOL OF COMMERCE DEPARTMENT OF LOGISTICS AND SUPPLY CHAIN
MANAGEMENT**

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ADDIS ABABA UNIVERSITY CLLEGE OF BUSINESS AND
ECONOMICS SCHOOL OF COMMERCE

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facilities: The case of Addis Ababa University**

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DECLARATION

I, the undersigned, hereby declare that the work which is being presented in this thesis entitled “the effect of outsourcing cleaning service on the aesthetic value of facilities: the case of Addis Ababa University” is original work of my own, has not been presented in any of other university and that all sources of material used for the thesis have been duly acknowledged by:

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Abbreviations

USAID = United States Agency for International Development

BPO =Business process outsourcing

AAU = Addis Ababa University

UCAA = University College of Addis Ababa

PhD = Education Doctor of Philosophy

SLA = Service Level Agreement

TCE = Transaction Cost Economy Theory

KPIS = Key performance Indicators

FM = Army Field Manual

PC = Personal Computer

ABSTRACT

The main objective of this study was to assess the effect of cleaning service outsourcing on the aesthetic value of facility of Addis Ababa University; with the aim of identifying the contractual agreement management challenges that impede application of business process outsourcing and major shortcoming of cleaning service outsourcing in the Addis Ababa University and to suggest possible solutions that contribute to the betterment of cleaning service; through appropriate control and management system. To achieve at this objective descriptive type of research was applied and as well as quantitative and qualitative research methods were used. To get relevant information about this study; both primary and in some extent secondary data were collected. The collected data were analyzed by descriptive statistics method (frequencies, mean, minimum, maximum and standard deviation) using SPSS 20 version. The populations of this study were defined as selected departments and sections of permanent employees of AAU and undergraduate regular full serviced (those who obtain dormitory, cafeteria and other services in the University) students of the University. About 316 questionnaires were administered to selected departments and sections of the University such as department of facility director and team leaders, procurement and property administration directors and team leaders, educational departments, laboratories and student service team employees. In addition about 373 questionnaires were administered to the selected students of the University to get primary data and 2007/8 contractual agreement of outsourced cleaning service document was referred to collect some secondary data. Besides these; interviews were held with two central directors, one college managing director and one team leader. The findings revealed that employees of the University and students of the University perceived that; outsourcing has negatively affected all the three organizational improvement indicators: cost reduction , improvement aesthetic value of facility and increased customer satisfaction and the results has indicated that the employees have perceived that AAU hasn't benefited as expected from outsourcing of cleaning service. The results of the study lead the recommendation that Addis Ababa University should design measurement model that used to manage, control and evaluate business process outsourcing to assist in transaction negotiation with outsourcing vendors to boost the improvement of the University and avoid unnecessary cost that happened because of lack of management and controlling system of outsourced business process.

Key Words: Aesthetic value, Cost and customer satisfaction

CHAPTER ONE: INTRODUCTION

As an introduction of the study, this chapter presents: background of the study, Statement of the problem, research questions, objective of the study, limitation/scope of the study, delimitation of the study, significance of the study and organization of the whole paper respectively.

1.1 Background of the Study

Many organizations are now giving concentration deeply into their core areas of operations while outsourcing other functions that are considered as non-core to third parties who have skills, capabilities and competencies to manage in order to achieve cost saving advantage, improve services and satisfy customers. Outsourcing has been defined as “the strategic use of external specialized service providers to execute and manage activities or functions that are normally seen as non-core to the business”. Rushton and Walker, (2007), Lysons and Gillingham, (2003), states that “outsourcing is the strategic use of external resources to perform activities traditionally handled by internal staff and its resources.” It is a management strategy by which an organization outsources major non-core functions to specialized and efficient service providers to help the organizations perform best where it is best capable as cited in the work of (Namusonge, 2014).

Outsourcing was not officially identified as a business strategy until 1989 (Mullin, 1996). During the 1990s businesses, by then under cost pressures, reviewed their core competencies and as a result outsourced more and more activities, such as accounting, human resources, data processing, security services, transportation services, sanitary and maintenance services. As indicated in the work of Hill (1994, pp. 28-30), the main goals of outsourcing of non-core functions to external parties are the need to develop competitive advantage through a growing emphasis on providing good customer service effectively and efficiently and the strategic value of focusing on core businesses re-engineering and gaining competitive advantage.

In service logistics, the major non-core activity is mostly confined to outsourcing and dedicated to other activities, but gradually other services are outsourced, including stock control, order processing and returns operations. As stated in the work of Mullin (1996), countries like India, China and Malaysia have been the top destinations for business process outsourcing. For example, Malaysia’s economy enjoys a boom in its foreign direct investment over the last decade due to her enabling environment for western company investors to outsource their back office operation to Malaysia. Through government support and private investment, there are 379 multinational companies operating as an outsourced business process in Malaysia (Oluyinka, 2017, p-2).

There was a long-standing debate in the United Kingdom about the impact of outsourcing of hospital cleaning services to private sector contractors. Beginning in 1983, cleaning services was one of the first business functions to be contracted out to private providers under “Competitive tendering in the provision of domestic catering and laundry services”. The then Department of Health and Social Security of the United Kingdom had wanted hospitals to save money and argued that they would “make the maximum possible savings by putting services like laundry, catering and hospital cleaning out to competitive tender (Reeves,2011 p-1). Cooperative Agreement No: AID-OAA-A-12-00080, USAID, based on a cost-benefit analysis of cleaning services at Mahalapye General Hospital, and observations from outsourcing in six hospitals in Botswana, the report of analyses that the costs and benefits of outsourcing nonclinical services, and provided Batswana health authorities and managers with best practices and recommendations for determining whether they should outsource and at what price.

In spite of the numerous benefits derived by organizations in business process outsourcing, there are also challenges facing them as they gave out part of their operations to outside vendors; and usually, an outsourcing business operation often ignited considerable controversy and debates. These controversies are mostly linked with the quality of service performed by the outsourced business process (Aguzzoul,2014). Sometimes there are challenges to manage and evaluate outsourcing performances. It is unarguable that outsourcing business operations have a very complex structure which necessitated series of operational and managerial procedure. To help business process outsourcing of companies, numbers of theories have been used to explain the phenomenon of outsourcing business operation. Some of them are cost performance function, the success of an agreement between the supplier and the outsourcer and a balance strategic application of available resources and capabilities. Hence, the researchers explored these theories as they relate to the development of their observed variables.

Therefore, there has a need to apply research of outsourcing that enabled Addis Ababa University to achieve planned objectives and described with relation to the background of the study, the statement of the problem and the literature review, whether there is effect of outsourcing cleaning service on the aesthetic value of facilities that enabled the Addis Ababa University to achieve its objectives as well.

1.2 Back ground of the Addis Ababa University

Addis Ababa University (AAU), which was established in 1950 as the University College of Addis Ababa (UCAA), is the oldest and the largest higher learning and research institution in Ethiopia. Since its inception, the University has been the leading center in teaching-learning, research and community services. Beginning with enrollment capacity of 33 students in 1950, AAU now has 48,673 students (33,940 undergraduate, 13,000 Master's and 1733 PhD students) and 6043 staff (2,408 academics and 3,635 support staff). In its 14 campuses, the University runs 70 undergraduate and 293 graduate programs (72 PhD and 221 Masters), and various specializations in Health Sciences.

Over 222,000 students have graduated from AAU since its establishment. The University is led by a President who is assisted by four Vice Presidents and one Executive Director: Academic Vice President, Vice President for Research and Technology Transfer, Vice President for Administration and Student Services, Vice President for Institutional Development and the Executive Director of the College of Health Sciences (with the rank of Vice President).

In recent years, the University has been undertaking various reform schemes in order to cope with and respond to the fast-changing national and international educational dynamics. At present the University has 10 colleges, 4 institutes that run both teaching and research, and 6 research institutes that predominantly conduct research. Within these academic units, there are 55 departments, 12 centres, 12 schools, and 2 teaching hospitals.

The researcher was motivated to work research on the mentioned topic because he is working in Addis Ababa University in procurement and property administration team and observed that AAU has currently outsourced cleaning service, but faced various problems while delivering cleaning services to increase aesthetic value of the facilities, minimize cost and satisfy customers. It has outsourced cleaning service to external organization but it has difficulties in evaluating the outsourced cleaning services to ensure the improvement of the beauty of the facilities and the adherence to service promise. In addition there is a problem to evaluate the results in terms of outsourcing costs against its previous costs and to plan, organize, direct and control cleaning service provider. And also there has no mechanism to follow up the inputs and materials that the contractor used for cleaning purpose to keep the aesthetic values of the facilities to satisfy the stakeholders or the customers.

In general, AAU spent Birr 20,705,952.00 (Twenty million seven hundred five thousand nine hundred fifty two Birr) annually for outsourced cleaning service, only for main campus and college of health science Black Lion Hospital (Contract agreement No.AAU/NCB/52/2007 and AAU/CHS/BLH/NCB 14/2008). But there has no way or system of contract management to recognize weather there are outsourcing surplus and/or an improvement of cleaning service of the facilities or not, comparing against its strategic plan of outsourcing cleaning service to improve aesthetic values of its facilities and used the advantage of the basic concept of business process outsourcing which has to minimize cost, increased benefits of the University and increased the customers satisfactions.

1.3 Statement of the problem

Even though it is a new practice in Ethiopia; outsourcing is one of the most prevalent trends in today's world business environment. Organizations have different reasons for outsourcing the parts of their business functions in their operation. In many cases, the main reason to outsource non-core activities is; in order to gain competitive advantages by transferring such functions to specialist companies with the required capabilities and the necessary experience thereby allowing time and space for the organizations to plan and act in the long term to reach at their goals.

Although, outsourcing results in several benefits for an organization it has also problems or risks, if the process is not managed in the proper way. Approving the results obtained from outsourcing of business processes using performance management in outsourcing is; to get feedback to the questions why should we outsource, which functions should outsource, how should we conduct the outsourcing engagement and what are the main success factors of the outsourcing business processes (Weimer,2009). However; the phenomenon of business process outsourcing has grown in the past decade, many organizations have different results and experience with outsourcing and have failed to recognize the performance improvements they are seeking for. Some have claimed that firms do not understand exactly the outsourcing implications and performance management (Aron& Singh, 2005).

Organizations are also under pressure to improve customer service and reduce costs. They do however have problems in their logistics outsourcing with service levels not being met and costs are increasing, once they have contracted with a service provider. With regard to the outsourcing agreement and relationship, although many organizations do follow the identified important steps, but, it is recommended that all organizations have to focus more on analyzing long term cost effects and performance, negotiating terms of the contract, exploring the strategic implications, determining

security arrangements, checking references of the provider, developing guidelines to resolve issues or disputes, visiting the provider sites, developing exit provisions, managing the new relationship and transitioning resources, and managing change are some of the factors that need attentions to make outsourcing efficient and effective . Even if the University has engaged in the cleaning service business process outsourcing; at the present situation it does not have designed system of contractual agreement management to evaluate and control the effect of the cleaning service provider performance while delivering cleaning services to increase aesthetic value of the facilities, minimize cost and satisfy customers.

The outsourced cleaning service to the external organization should have to have the mechanism of systematically designed contractual agreement management system to evaluate and control the effect of the cleaning service provider activities that can improve the performance of aesthetic values of the facilities, minimize cost and satisfy customers.

Outsourcing represents a commercial relationship between two separate entities which may have different norms in terms of speed, style, decision making and organizational structure. In relation to this; Addis Ababa University faces with different challenges. The first challenge is a problem of quality service. Even though AAU change its cleaning service provision from in source to outsource , still the University faces a challenge of quality service in connection with the outsourced cleaning services. The second problem is that outsourcing intangible product like cleaning service is not as such transparent, and it is difficult to measure the service like that of tangible products. As the result the University can't able to properly measure the real cost of the outsourced service delivered by the service provider and a difficulty of controlling service quality as per the prior service level. Thirdly, due to lack of experience in the outsourcer as well as in the supplier side, working materials and the services to be delivered have not been clearly defined and specified in the formal agreement. In connection with this, among the necessary materials the service provider ; Tesnat general cleaning service PLC, only supplied limited cleaning materials which do not have control mechanism. This leads to frustration on both sides, since the outsourcer feels that the supplier is not providing a sufficient service level, while the supplier feels that the outsourcer demanding more than the formal agreement. So, organizations should give a great attention to maximize the benefit of outsourcing and overtake such problems arise with related to it through proper bidding, legal base contracting, regular follow up, periodic performance evaluation and creating good relation with service provider.

In spite of the fact that outsourcing became very popular topic in today business environment, Addis Ababa University is one of the organizations that outsourced the cleaning service since 2007 E.C. By considering the above issues the researcher tried to examine the challenges and prospects of outsourcing by raising research questions as stated below and providing answer to these questions.

1.4 Research Questions

This study intended to answer the following research questions to solve the research problem.

1. What is the current status of outsourced cleaning service in AAU?
2. What are the basic reasons of outsourcing of cleaning service?
3. What are the benefits and challenges of outsourcing of cleaning service?
4. What is the effect of the outsourcing of cleaning services on the Aesthetic value of facility?

1.5 Objectives of the study

1.5.1 General objectives of the study

The aim of this study was to analyze the perception of customers concerning the current status of outsourcing of cleaning services on the aesthetic value of facilities, cost and customers satisfaction.

1.5.2 Specific objectives of the study

The specific objectives that drive this study are to:

1. Identify the current status of outsourced cleaning service in AAU.
2. Identify the basic reasons of outsourcing of cleaning service.
3. Assess the benefits and challenges of outsourcing of cleaning service.
4. Determine the effect of the outsourcing of cleaning services on the Aesthetic value of facility.

1.6 Limitation of the Study

The research method used for collecting data will be questionnaire and interview so that respondents for the questionnaires might have been forgetful or not thinking within the full context of the situation. People read differently into each question and therefore reply based on their own interpretation of the question, therefore there is a level of subjectivity that is not acknowledged.

1.7 Delimitation/scope of the Study

The study is delimited to the effect of outsourcing of cleaning service on the aesthetic value of facilities; the current status of outsourcing of cleaning services on the aesthetic value of facilities, cost and customers satisfaction in Addis Ababa University. It does not include other functions in the AAU. It addresses cleaning services in main campus and college of health science Black Lion Hospital where cleaning service outsourcing is practiced earlier than other colleges in the University.

1.8 Significance of the Study

The study will be beneficial to various stakeholders; it will be a source of information to AAU as it will help to manage and evaluate not only the cleaning service outsourcing practices but also the other business function outsourcing in relation to cost, aesthetic value of its facilities and satisfactions of different customers. As the problems which are encountered in cleaning services are directly related to health and livelihoods of the employees and students in AAU; it will show direction to improve the mechanism of facility handling and tackle of these problems to enable the teaching and learning activities that are performed by AAU to be efficient and effective and to improve customers satisfaction. It is also important to other researchers who wish to do further research in the same sector or replicate the study in other sectors.

1.9 Organization of the Study

The research paper is organized in five chapters. Chapter one is composed of back ground of the study, background of the target organization, statement of the problem, research questions, objectives of the study, significance of the study, scope/delimitation of the study and organization of the study. The second Chapter deals with review of the related literatures. The third Chapter deals with research methodology. Chapter four dealt with Data presentation, Analysis and interpretation and lastly Chapter five deals with conclusion and recommendations of the overall finding.

CHAPTER TWO: REVIEW OF THE RELATED LITERATURE

2.1 Introduction

The main idea of this chapter is to review the previous related works of different scholars and researchers on the different types of outsourcing of business process in general and outsourcing cleaning service in particular by categorizing in to theoretical framework and empirical studies taken as review of the related literature. A literature review discusses published information in a particular subject area, and sometimes information in a particular subject area within a certain time period.

A literature review can be just a simple summary of the sources, but it usually has an organizational pattern and combines both summary and synthesis. A summary is a recap of the important information of the source, but a synthesis is a re-organization, or a reshuffling, of that information into organized pattern. It might give a new interpretation of old material or combine new with old interpretations. Or it might trace the intellectual progression of the field, including major debates. And depending on the situation, the literature review may evaluate the sources and advise the reader on the most pertinent or relevant information.

2.2 Theoretical literature review

The theoretical or conceptual framework is a guiding line of research. The point is not to summarize what has already been done in the field, instead, it is to ground your proposed study in the relevant previous work, and to give the reader a clear sense of your theoretical approach to the phenomena that you propose to study (Maxwell , 2005, p .123).

2.2.1 Definition of Outsourcing

The term of outsourcing is defined in different ways by different scholars based on the kind of the business processes and type of function outsourced.

As mentioned in the work of Pesonen (2015, p. 26) “Outsourcing is the transferring of business functions or processes to other companies”. Larson & Gray (2011, p.419); it can also be defined as the transfer of responsibility for performance of services that have been or could be performed by the organization’s employees to an external service provider (Ninemeier,2009,p.422).

Outsourcing is defined as the strategic use of external specialized service providers to execute and manage activities or functions that are normally seen as non-core to the business (Walker,2007). As mentioned outsourcing of non-work services is an arrangement where a Government department contracts with an external service provider for the provision of services specified over an agreed timeframe and paid for by the department. Outsourcing is one of the key forms of PSI in Hong Kong. It supports Government's policy of minimum intervention, maximum support. Waters (2007) expressed it as outsourcing describes the deliberate movement of a series of connected business processes to a third party, which manages them on behalf of the company.

A company needs to understand why it is making the decision to outsource. At the least, this provides some clear objectives that can be used as a selection measure when various alternative proposals are put forward by prospective contractors. These objectives should become clearly identifiable requirements that are used as decision criteria in the selection process. Also, a company needs to be sure that outsourcing is the right step for it to be taking. If the main reason is to cut costs, then a company must be certain that it understands the true cost of its existing operation, so that it can make meaningful comparisons with any proposals that are put forward. If the main reason is to improve customer service in a particular way, then the company must be sure that the chosen contractor can provide the competitive advantage that makes this service improvement feasible (Baker,2006).

As set in the work of Sherwat(2012), business process outsourcing has become an important ingredient of organizational restructuring and business enhancement initiatives. (Gewald,2010), Companies are searching beyond regular boundaries of the firm to obtain performance improvements. The trend towards outsourcing has been strongly marked in the area of business services. As a matter of fact the growing spread of outsourcing service providers is driving the trend towards outsourcing.

2.2.2The emergence of outsourcing

After the Second World War, businesses sought diversification in order to achieve scale and protect profits. In the 1970s and 1980s organizations found themselves struggling to compete in a more global environment because of their lack of agility, caused by over-complex and over staffed management structures. To resolve this, many large companies developed a strategy of focusing on

their core business. This means selling off some non-core activities, but also identifying those non critical processes that could be outsourced (Rushton.2007).

Outsourcing was not officially identified as a business strategy until 1989 (Mullin,1996). During the 1990s businesses, by then under cost pressures, reviewed their core competencies and as a result outsourced more and more activities, such as accounting, human resources, data processing, security and maintenance (Waters, 2007). From early beginnings in the mid to late 1970s, many companies have travelled the outsourcing road, and as technology and accessibility to share electronic data have increased so has the range of services offered by outsourcing companies.

2.2.3 Types of outsourcing

In the business world there are many different kinds of outsourcing. As referred by Pesonen, (2015, pp: 27-30) the following types of outsourcing are the most commonly used outsourcing methods. The University has used the strategic type of outsourcing of none-core business process outsourcing.

Tactical outsourcing: Tactical outsourcing is where the customer takes on the services provided for a project for a short period of time. This could be for short projects or larger cooperation agreements. According to (Wilson 2005, p.21); the focus of tactical outsourcing is the contract, specifically, constructing the right contract and, subsequently, holding the vendor to the contract. Tactical outsourcing can be used for projects not normally done in house and thereby relinquishing the task or project to a third party to get the job done.

Strategic outsourcing: Over time, as businesses sought greater value from outsourcing relationship, the goals of these relationships changed. Executives realized that, rather than losing control over the outsourced function, they gained broader control over all of the functions in their area of responsibility, hence, are freer to direct their attention to the core strategic aspects of their jobs (Brown, 2005, p.21). The aim of strategic outsourcing is to build long term relationships and forge business opportunities for the future.

Transformational outsourcing: according to Linder,(2004) is defined as partnering with another company to achieve a rapid, substantial and sustainable improvement in enterprise-level performance. But according to Wilson, (2005, p.25) outsourcing has emerged as the single most powerful tool available to executives seeking this level of business change. Those who take

advantage of transformational outsourcing recognize that the real power of this tool lies in the innovations that outside specialists bring to their customers' businesses. Working together and knowing your customers and cooperation partners is an important part of transformational outsourcing.

2.2.4 Outsourcing theories

It is unarguable that outsourcing business operations have a very complex structure which necessitates series of operational and managerial procedure. To help BPO companies, numbers of theories have been used to explain the phenomenon of outsourcing business operation. Hence, the researchers explored these theories as they relate to the development of our observed variables.

Transaction Cost Economics Theory: In this study, cost performance function is examined from the perspective of transaction cost economy theory (TCE). TCE is the most widely used outsourcing theory which provided the best way to measure the cost of decision, cost of organizational changes, the cost of location selection and cost of supplier selection. However, TCE as a measure of cost has often been criticized as to its non-practicability for long term planning (Gunasekaran,2014). The unsuitability for long-term planning to this type of cost approach arises from the cost of relocating services and the information technology to support such services overseas. Hence, on a long-term, multinational companies need to incorporate the cost function of outsourcing their business by measuring the return on investment after outsourcing, financial support from the government, and the value of goods/services sold and a comparative analysis of competitors.

Core Competency Theory: The main focus of this theory is to determine the success of an agreement between the outsourcer and the vendor. Noteworthy, a teeming number of scholars mention indirectly that the performance metrics of a BPO service company are embedded in a contractual text known as the service-level agreement (SLA) which are although voluminous; but of extremely important for business continuity (Tucker,2015). Deokar (2014) defines service level agreement "as a document that cross check the interplay of various process elements e.g., activities, resources, events with key performance indicators (KPIs)". However, measuring key performance indicator could be challenging with the advent in other cases with the dispersed geographical location of business process outsource,(Aron, 2015).

This difficulty gives rise to an important question on waste management in the global business sector. Core competency perspective help companies to leverage their employees' responsibilities with the clients' requirements as documented. However, as often the case in the business environment, caution has to be taken because an unguided implementation of terms in the SLA will result to mechanical approach without much modularity thereby affecting processing time (Sen, 2014).

Resource Base Theory: Barney(1996) showed that resources and capabilities can differ significantly among organizations and that these differences remain stable. In another word, a balance and strategic application of available resources and capabilities will create a competitive advantage for the enterprise. Over the years, it has been observed that “the resource-based perspective has proven useful for analyzing cost impacts on firms' innovative capabilities” (Kaiser,2010). Rodríguez,(2011); however, the diversity of opinion on the proper use of resource base theory as a basis for outsourcing is a serious concern for researchers. Schubert(2015) reviewed different facet of the effect of innovative capabilities on organization structure and sum it up this way: “One strand of literature emphasizes the importance of off shoring for tapping into new knowledge sources (Jaffee,2005), and benefiting from complementarities between different knowledge sources (Veugelers,2002). However, it has also been argued that outsourcing knowledge activities weaken internal resources and reduce their productivity due to a loss in absorptive capacities (Kaiser,2010; Raubitschek (2000) which leads to a downgrading of onshore capabilities”.Therefore, when considering outsourcing of business operation, organizations should create a flexible working environment in order to improve employee participation and innovativeness.

Knowledge Base Theory: At the outset of globalization era, companies outsourcing their business operation did so in order to tap the offshore resources while little attention is given to knowledge management. Grant (1996) admittedly pointed that the resource-based perspective does not go far enough. Specifically, knowledge base theory emphasizes that knowledge should be treated as a generic resource, rather than having special characteristics. This shortcoming led to the development of the knowledge base theory. The knowledge base theory distinguishes between different types of knowledge-based capabilities and provides an understanding of how individuals cooperate to produce goods or to provide services. Nasiopoulos (2014) categorize this in to two namely: knowledge generation and knowledge application. The application of knowledge-based

view to outsourcing is to demonstrate that knowledge sharing is positively related to performance in volume and services. To buttress or support this Sun (2013) examines the effect of effective knowledge transfer and knowledge building on overall performance of an outsource company with a result similar to (Seo,2008). Ngai,(2008) research which shows that employees are better equipped to perform their daily duties when processes are well communicated to them, when they are part of the process planning and when their contributions are included.

Complexity Theory: Complexity theory found its root in the uncertainty and non-linearity of the market. Changing customer's attitude toward a brand, mounting pressure to keep up with technology advancement and new customer specification or wants is pushing business to constantly evolve. The feedbacks from the business environment are an important feature to determine the performance of effectiveness. Baier et al.(2015) observed that “moving beyond the view that costs and benefits of off shoring primarily emerge through impacts on internal (knowledge-related) resources, it is a challenge for organizational features such as changes in managerial complexity and an organization's ability to effectively adapt to changes in the environment“ (Han et al.2008). Ngai, (2008), hence, market sensitivity effect on cost and service level should be of concern to the global business organization when measuring performance effectiveness.

Contingency Theory: According to the advocates of contingency theory, “firm’s performance is affected by three variables: environment, strategy, and organizational design (Ketchen,2011). To achieve good performance, organizations need to react appropriately to these variables. More than ever, it has become evident that the BPO sector as part of the service industry is characterized by intangibility and variability due to customer’s demanding nature. This implies that there must be a responsive strategy to improve performance. In the same direction, the development of lean production is brought about by the need for operational excellence. Lean manufacturing has been defined as a collection of operational techniques that focuses on productive use no waste of resources, to reduce internal and external variability which are produced along the supply chain (Čala,2010). Ward (2007) defined lean manufacturing as “an integrated socio-technical system whose main objective is to eliminate waste by concurrently reducing or minimizing supplier, customer, and internal variability”. Extending this definition, Lakhe (2008), had identified four variables which is evident in the BPO service. These are variability caused by the (i) operator; (ii) variability caused by machine; (iii) variability caused by machine set-up and (iv) variability that

caused by the management. Agile, on the other hand, is an overall strategy that focuses on thriving in an unpredictable market environment (responsiveness). Based on these views, the researcher infers that both lean and agile are closely related and could be useful in examining the performance of a BPO service organization.

2.2.5 Reasons of outsourcing

Universities were asked to list the reasons that informed their decision to outsource the functions in order of importance. November,(2010,Vol.1p.2);the reasons given are cost cutting/control, to enhance administrative efficiency, focusing on core functions and safety concerns and the achievements listed were financial and time savings; improved security; improved cleanliness and garbage collection and less involvement in personnel matters. Financial savings accruing from outsourcing initiatives ranked highest among the achievements of outsourcing. Most people when asked about what the word outsourcing means the first reaction is about saving costs. These days the word outsourcing has become more common as more and more companies use outsourcing as a way to save costs. This combined with the term laid off or being made redundant has become one of the most used terms in present times; as referred by Pesonen (2015) in the work of Wilson (2005, p.37) the most common reasons for outsourcing are:

To acquire new skills - It may be that in some departments the skills of the employees are not enough and a certain amount of professionalism is needed to carry out the tasks involved. The services of a professional cleaning company may take over those tasks and bring a better result.

To acquire better management – Of course it is not only the skills of the employees that may come into question, the manager of the housekeeping department may not be able to handle such responsibilities. The coordination of large amounts of employees and tight schedules are impossible to manage if you do not have the necessary training.

To focus on strategy – The Company In Question may want to focus more of their energy on different ventures and hence by outsourcing it frees up more time for other projects.

To focus on core functions – Companies usually have key core functions such as the restaurants or other money bringing departments. The company may want to focus their efforts towards them. Of course if the key core functions could be operated more effectively it was outsourced, then the company will more than likely outsource it to achieve maximum output.

To avoid major investments – with any department in a company expenses and investments can be high. The housekeeping department has much expense especially with cleaning products, cleaning equipment that needs to be replaced regularly and larger cleaning appliances such as floor cleaning machines, mops and carriages.

To handle overflow situations – in companies there are peak season and off-peak seasons. This in reality is tough for companies to staff their housekeeping departments. In peak season the amount of employees needed by the housekeeping department can double compared to normal off-peak season. By outsourcing the pressure is off the company to recruit and lay off employees.

To improve flexibility – This is a good choice and is the same as the overflow situation. By changing the employee costs and outsourcing to a service provider the fixed costs change to variable costs and the bills paid will be according to the occupancy in the company.

To reduce costs – companies housekeeping departments have the highest costs in a company. This is due to the large amount of staff working in them and by outsourcing this department the costs are transferred to the service provider.

2.2.6 Outsourcing Selection Criteria

This section is mainly aimed at identifying the criteria that need to be considered in business process outsourcing and try to review various literatures that will help to determine the main selection criteria's. Deciding to use a third party is a decision that depends on a variety of factors that differ from company to company. Baynal,(2014) articulate on their research article the decision to outsource certain business functions will depend on the company's plans, future objectives, product lines, expansion, acquisitions, and so forth.

The authors also mentioned the measures indicating the success of cleaning service management summarized as cost reduction, maximized aesthetic value of facilities, increased customers satisfaction, higher flexibility, increased number of solution alternatives, improved information reliability, faster communication, transformation of fixed costs into variable costs, increased efficiency and productivity in cleaning service activities, reduction of cleaning service management expenses, focus on core competencies, improved customer relations, customer focus, and creating win-win in the service provision.

Therefore, the selection of outsourcing partner become a strategic decision making problem and must be considered really seriously. It might also influence, cost, customer's response and firm's competitiveness in the global market. There are lots of factors affecting the decision to outsource service provider. Kremic,(2006) determined that among the factors to be considered when an organization contemplates on outsourcing decision are the relative costs of performing of the function, how core is the function to the organization, long term strategy and the environmental factors. Al-Hammad(2011) further classified that factors which influencing the decision to outsource and can be classified under six main Influential factors. They are performance of outsourcing categories: strategic, economic, management, technological, function characteristics and quality (Suhaiza et al.,2015.). The practices, processes and issues involved in logistics outsourcing should thus be identified, defined well and dealt with in order to avoid unnecessary mistakes and outsourcing failure and to ensure high levels of satisfaction (Waugh , 2011).

2.2.7 Benefits of Outsourcing

There are many benefits of outsourcing in general and specifically, cleaning services in an organization such as cost saving, access to expertise and increase customers satisfactions. We determined that the direct benefits from outsourcing cleaning services include cost savings for the company in personnel, supplies, equipment, training, and management (because the company no longer directly bears these costs), and overall better quality of cleaning services. Jonathan (2015) and the following are additional general outsourcing benefits: Measuring cost avoidance would entail estimating the monetary value of each of the intangible benefits of outsourcing. For example, one could estimate the reduction of accidents and infections resulting from the improved adherence to guidelines and safer storage practices. The monetary values of accidents and infections avoided could then be modelled and included as benefits of outsourcing. The benefits of outsourcing are determined by the company that use the services provided by the provider company. The most important benefit is that the personnel costs are removed totally from the company and are added to the costs for the provider company. According to Duhamel (2003) in Pizam (2005, p.191) increasingly, outsourcing has been employed as the top corporate level strategy in many large companies in order to maximize their operation efficiency, and hence minimize costs. That way you not only save money through greater efficiency but also gain effectiveness by focusing more clearly on those things you can do better in house (Quayle, 2006).

Level of expertise: The second benefit of having an outsourced housekeeping department is the higher level of expertise brought in by the service provider. Outsourcing presents opportunities for companies to fully leverage the expertise, innovation and investments of the suppliers in the market Pizam (2005, p.192). The company that takes over the housekeeping department has to be highly qualified and highly trained in housekeeping aspects. This means that the employees will get expert training in the industry. The possibility for employees to gain experience and move up the ladder for promotion is high.

2.2.8 Motivations for outsourcing

There are three major categories of motivations for outsourcing: cost, strategy, and politics. The first two commonly drive outsourcing by private industry. Political agendas often drive outsourcing by public organizations as shown in the work of (Pesonen,2015) ,(Kakabadse,2000a). While there may be three categories, outsourcing activities are likely to be initiated for more than one reason and in fact, may be driven by elements from all three categories. For example, the outsourcing of taxing and health services for the British government was driven by elements from both the cost and political categories (Willcocks, 1997).

The political climate favoured privatization because of the belief that private firms are more efficient and provide better service than the public counterparts. Cutting the cost of providing services also drove the British government's outsourcing efforts. Cost driven outsourcing much of the literature identifies the desire to save costs as an explanation for why outsourcing occurs Arnold, (2000) ; Aubert et al.(1996; Bienstock and Mentzer (1999); Bergsman, (1994); Brandes et al.(1997); Fan(2000); (Kriss,1996). In theory, outsourcing for cost reasons can occur when suppliers' costs are low enough that even with added overhead, profit, and transaction costs suppliers can still deliver a service for a lower price (Bers,1992). Harler (2000); one may wonder how an organization can achieve enough savings to cover an additional layer of overhead and still meet profit requirements yet perform a function for less than another organization already doing the function. Specialization and economies of scale are mechanisms used to achieve this level of efficiency (Klainguti,2000); (Ashe,1996); (Kakabadse,2000a); (Quinn et al.1990a). Roberts (2001); in fact, cost savings due to outsourcing can be quite significant. In a survey of 7500 public organizations in Australia, the outsourcing of cleaning services saved an average of 46 percent over in-house performance of the service (Fernandez,1999). A desire to save indirect costs may

also drive outsourcing. Having fewer employees requires less infrastructure and support systems which may result in a more nimble and efficient organization (Hubbard, 1993).

2.2.9 Challenges of outsourcing

There are so many challenges in business process outsourcing. Most of these challenges are emanated from different directions internally and externally. The factors cited among the universities as being challenging to their outsourcing initiatives were listed by K. Sang, N (2010, Vo 1 No 2) in his study: Sensitive nature of some services: This is especially so in areas considered to be sensitive to students who are the main clients of universities. For example, one stated that the challenge in outsourcing catering is that private companies which offer such service increase the cost of food in pursuit of profits. This is in contradiction of universities intentions of reducing the cost of living for students through the use of subsidies. The sensitivity of the issue of catering is tied to past strikes in universities as a result of rising costs of foodstuffs.

Negative attitudes by staff: some staff correctly view outsourcing as a threat to their jobs since some universities either redeploy affected staff to other areas or retrench those considered surplus or redundant. Monitoring and evaluation: lack of sufficient human resources to monitor and evaluate contractors' performance especially in outlying campuses. Students' non-cooperation: students being the main clients of university services require, in the words of one respondent, sensitivity and caution in dealing with them. Some of the contractors did not take cognizance of this issue.

Community interference: this is especially true of rural universities. They reported that they faced challenges in disengaging casual employee who are mostly locals who feel that they should benefit from the university because it is based in their areas. Indeed respondents explicitly stated that the university recognizes the social benefit of the community as an important contribution to the integration of the university into the local fabric. This is viewed as being counterproductive to outsourcing efforts since the universities are tied down by community concerns.

The pitfalls in outsourcing: Given that outsourcing arrangements are about two companies joining together to provide a service or a range of products, then the pitfalls become fairly easy to list when viewed dispassionately by a third party. They are, in the main, caused by differences in strategy,

objectives, culture and at a basic level how the two sets of management work together on a daily basis, trust and respect each other, (Waters, 2007).

Strategy and the changes needed: Outsourcing is about dovetailing other companies' expertise and focus into your company to improve competitiveness and customer service. You must keep control of the strategy you cannot outsource that. However, your outsourcing partner will also have a strategy, and the marrying of the two strategies is an important part of the early meetings between the companies and should form part of the selection process. Partners with diverging strategies cannot work together for long and outsourcing can never be a two minute wonder. The time period for an outsourcing contract should reflect the life of the underlying assets supporting the contract and the time and effort required to tender, renegotiate and implement a new contract. The outputs from the strategy that your stakeholders can see need to be defined for example, customer service levels, and return on investment. These should be discussed with your outsourcing partner only if its input to your business processes has an effect on these outputs.

How will success and failure be judged? Many outsourcing arrangements start without clarity to this question the key performance indicators (KPIs) have not been agreed, the measurement methodology is not clear and reporting arrangements have not been agreed. This does not allow the two partners to have the same vision of the operation, and the lack of clarity will inhibit either side learning how to improve the service, etc. In many ways, if the first question on strategy has not been answered, then it is likely that this one will remain cloudy. The indicators of success and failure and the rewards and redress required need to be fully laid out in the contract before the operation starts, (Waters ,2007).

Communication: The challenges for outsourcing are many as there are now two different companies working together. The risk of something going wrong is based on whether the communication between the two is good. Communication is the most important part of the cooperation between the two companies and they have to be on the same wavelength when embarking on such a significant change in the company. The key is to focus on the interests behind your positions, what you are trying to achieve, and separate these goals from your ego as best you can. Not only should you be driven by your interest, but you should try to identify the interests of the other party, (Gray,2011, p.433).

Conflict: Conflict is a main issue between two companies that come together. Different people have different ways to work and when they are put together into the same situations and projects, and then it is common that some conflicts arise. Conflict itself is not necessarily a bad thing as sometimes it clears

the air and everybody knows what they can and cannot do or say but in a close relationship the rules need to be set in order for the communication to work between the two companies. Conflict comes in many forms as the personalities of people working together can clash dramatically. Projects are prone to interpersonal conflict since the different participants do not share the same values, priorities and culture. Trust, which is essential to project success, can be difficult to forge when interactions are limited and people come from different organizations.

Larson (2011, p: 422.) People are different and some of them thrive on working under pressure and others buckle under the strain. It is important for workers of both companies not to take the conflict personally and understand that high stress situations can bring out the best and worst in a person. Of course any personal conflicts should be dealt with in a swift manner so the behavior does not affect the relationship between the customer and client; in this case between the company and the service provider.

Cultural misunderstanding: Cultural misunderstanding can be from both sides as the language and understanding in some aspects can be quite unclear. Complex cultural environments require fluency not only in words, but more importantly in understanding what is not said and this takes time, patience and dedication Mullins (2010, p.24). Language barriers between employees working in the same company can be a major challenge for everyone.

Loss of control: Relinquishing control of your housekeeping department to an outside service provider can also be felt as a loss of control from the company's point of view. There is a potential loss of control over the project. The core team depends on other organizations that they have no direct authority over, (Larson, 2011 p. 422).

The company wants to make sure that their voice is heard on certain projects being taken care of. An issue to remember is that even though the department has been outsourced, the company is still the customer to the service provider and making sure the customer is satisfied with the service provided has top priority over anything else. When relinquishing control the other aspects of safety and security issues come into the equation. Depending on the nature of the project, trade and business secrets may be revealed. Larson (2011, p: 422).

Complaints: The overall cost of outsourcing is one of the main reasons to outsource. This is important in case of complaints from the company customers. We must remember that for example in the hotel

business we are dealing with third party customers. They buy the service from the hotel and then the hotel buys the housekeeping service from the service provider. This sometimes causes delays in any complaints that come from the customers. The customer checks into their room and finds a fault that they are not happy about. The first port of call is to inform the person working in the reception, who then informs the housekeeping supervisor, who then in turn informs the cleaner who is responsible for that floor, only then is the problem rectified. Service providers too often either blame customers for the mistakes they complain about or make them prove their positions. In many cases, they take so long to respond that customers forget what they complained about when they finally hear back from organizations.

2.2.10 Management of outsourcing business functions.

The issues, concerns, challenges, and key performance indicators are different and strategic level, middle level, and at an operational level in an organization. This is primarily due to different levels of engagements by the respective employees with the vendor's organization (Patil,2014:2). Benton (2009) recommended that future empirical efforts could investigate whether a more complete contract when used in conjunction with other "enforcement" practices (e.g. monitoring, inspections, audits) would significantly influence performance outcomes.

It is also mentioned by Bharadwaj (2009) that performance monitoring and control is considered one of the main outsourcing management competencies from the client side. Performance Monitoring and management refers to which extent the outsourcing firm has developed clear processes and appointed required resources to monitor and control performance of every individual process. Firms that outsource their business usually follow a process portfolio approach and continuously monitoring the performance of all their processes (Saxena,2009). Therefore firms need to allocate specific resources for monitoring the outsourcer performance (Ellram, 2009). Ronan Mcivor, (Vol 4, Issue 3), A major part of outsourcing evaluation involves determining whether an organization can achieve superior performance levels internally in critical processes on an ongoing basis. This analysis is concerned with identifying the disparity between the sourcing organization and potential external sources. Organizations considering outsourcing must evaluate their capabilities internally and in relation to both their suppliers and competitors.

Cost analysis: Part of this analysis involves comparing the costs of sourcing the process internally and from an external supplier. An assessment of the relative cost position of the sourcing organization in relation to suppliers in the processes should also be made.

Benchmarking: Can assist in determining performance levels in the processes under scrutiny. It involves considering the cost position and a number of other dimensions such as quality, flexibility and service relative to competitors and suppliers.

2.2.11 Outsourcing and quality

Service quality is a measure of the extent to which the customer is experiencing the level of service that he or she is expecting. Thus, a very simple, yet effective, view of service quality is that it is the match between what the customer expects and what the customer experiences. Any mismatch from this can be called the 'service quality gap'. Note that the customer viewpoint is what the customer perceives or believes to be happening, not necessarily what is actually happening in terms of what the supplier is providing or thinks he or she is providing. Perceived quality is always a judgment that the customer makes, whatever the customer thinks is reality is reality, no matter what the supplier may believe to the contrary! This is another reason why careful measurement of customer service is necessary: to be able to demonstrate that certain agreed standards are being achieved (Baker,2006)

2.2.12 The Outsourcing practice of cleaning service

There is a long standing debate in the United Kingdom about the impact of outsourcing of hospital cleaning services to private sector contractors. In the beginning 1983, cleaning services were one of the first parts of the NHS to be contracted to private providers under HC (8318) as “Competitive tendering in the provision of domestic catering and laundry services”. The then Department of Health and Social Security wanted hospitals to save money and argued that they would “make the maximum possible savings by putting services like laundry, catering and hospital cleaning out to competitive tender. We are tightening up, too, on management costs, and getting much firmer control of staff numbers Blakstad, (2015, p.5).Cleaning is part of FM, and appropriate knowledge of cleaning services, both in-house and outsourced, is valuable for the FM organization.

The current European definition of FM states that FM is “an integration of processes within an organization to maintain and develop the agreed services which support and improve the effectiveness of its primary activities. Toffolutti (2017, p.1),the cleaning service offers daily cleaning up to hand held

height and periodical cleaning. Periodical cleaning includes deep cleaning during school holidays, window cleaning, barrier matting cleaning, jet washing and graffiti removal services. Additional services such as litter removal and specialist cleaning of PC screens and keyboards is also offered.

Government spending cuts and private sector belt tightening has left many organizations feeling the pinch of trying to get vital services covered while reducing costs. Looking for ways to keep budgets on track, many organizations have turned to outsourcing cleaning services as the solution. Beyond an immediate reduction and stabilization of costs, outsourcing cleaning services is better than handling your facilities maintenance for a number of other factors. There are five reasons for outsourcing Cleaning Services (Stathakis,2012)

Cost effective: Outsourcing cleaning services can have a significant impact on your bottom line in a variety of areas. First, there is generally an immediate cost savings in part because an expert cleaning staff can get more done in less time and a professional maintenance company procures optimal pricing on equipment, supplies and refillable goods like toilet paper, towels and hand soap. Beyond immediate cost cutting measures there is the elimination of the sizable costs of recruiting, screening and hiring employees,(Pesonen,2015).

Responsive: In a competitive business environment, cleaning service contractors understand you have many options when considering outsourcing cleaning services. A trusted, professional janitorial company will work hard to get and keep your business. Likewise, a sizable company can adjust to accommodate your changing needs quite easily. Whether adding more people for peak times or scheduling yearly maintenance, a professional building maintenance contractor will work to meet your needs. Blakstad, (2015, p.5) outsourcing cleaning services to a professional cleaning company means you get better work done in less time. A professional cleaning company will employ the most advanced and efficacious methods to get the job done right. Whether you need industry specific cleaning like the healthcare services industry or you are considering green cleaning options, a professional maintenance company can help you explore your choices. Likewise, most highly skilled, professional contractors have a menu of other services that you can utilize as needed. Transfer of Management Intensive Duties to Service Contractor: Every issue regarding the management of your cleaning operations becomes your contractor's responsibility. This can include staffing issues, cleaning standards, the procurement of supplies, equipment and products and other resource draining operations. With someone else handling these responsibilities you can lighten your load and you and your staff can focus on other duties, (Jonathan ,2015)

Transfer of Liability Insurance Costs to Cleaning Service Contractor: Due to the nature of the work, there are specific liabilities associated with a cleaning staff. Insuring you are properly covered costs money and time as you must adjust coverage as the scope of the services and people change. Outsourcing cleaning services to a professional company can save you time and money as they will insure their own employees and can even add you or the facility owner to their contractor's policy shielding you from third party litigation Blakstad, (2015, p.5).

2.2.12.1 Effects of outsourced cleaning service on the aesthetic value of facilities

When moving to an outsourced cleaning service company, many sources claim that the quality of the cleaning drops as the timing to clean the rooms is too tight, (Pesonen,2015).This is sometimes reflected in the complaints received by the company from the customer. Many companies when outsourcing cleaning services believe that it provides the companies with a high class service from the service provider. This is not always the case as the employees that were once working for the companies have still been transferred to the new company. What if the problem is not with the outsourced company but with the employees themselves? Only by expert training and monitoring can the outsourced service provider produce the best quality.

2.2.12.2 Costs of outsourced cleaning service

The cost of any business process is one of the challenges for every company that is thinking of outsourcing is basically the same. The concept of outsourcing business process is to obtain outsourcing surplus, which is related with the scarcity of resources. Pesonen(2015) indicated that the balance between costs and benefits is widely disputed as the main reason for outsourcing. Sometimes you can see that the possible costs of in sourcing may be too high not to be able to compete with many outsourcing firms.

In some business the occupancy fluctuates somewhat during peak season and off peak season. This makes it difficult for the internal cleaning service department to reduce working hours without having to go through employee temporary layoff procedures (Jonathan,2015). During 2014, outsourcing cleaning services in Mahalapye Hospital was more costly than in sourcing, with an annual cost of US\$ 23.49 and US\$ 18.63 per square meter, respectively. The annual cost breakdowns of outsourcing and in sourcing show that, with outsourcing, the contract covers the direct costs that the hospital incurred when it is in sourcing. However, hospitals need to consider the other costs of outsourcing included in

this analysis; for example, costs of facilitating infection control trainings for the vendor, utility costs, and the costs of the salary of a hospital manager who oversees and monitors the vendor's work.

2.2.12.3 Effects of outsourced cleaning service on customers satisfaction

One of the pre-season to outsource non-core activities of an organization business process is to increase customer's satisfaction and in turn reach high productivity or get high profit. Advocates of outsourcing are attracted to the apparent upfront cost savings resulting from shifting work to lower cost, lower wage private suppliers (Stanford,2012).These anticipated savings, however, must be weighed against the potential hidden costs, inefficiencies, and risks associated with private contractors. These inefficiencies and risks include very high staff turnover in private sector cleaning, increased occupational health and safety risks facing both employees and the broader public, and a decrease in the quality of the service provided.

2.3 Empirical literature review

Cleaning services have long been recognised as one of the most cost-intensive operational services. Estimations of cleaning costs have shown that cleaning can represent up to 30 per cent of the total cost of a building over its life (Marshall,1987). Other studies of cleaning services have estimated cleaning to represent from 19 to 49 per cent of the total operational costs of buildings (Horjen,1995); and Madritsch et.al.(2008) in general, the cost of services consists of various factors, such as labor, time and materials costs. Cleaners' use of time typically depends on work organization, service management, specification of cleaning methods and frequencies, cleaning machines, work rate, cleaning tools, chemicals, training of cleaning staff and a building's design (*Facilities*1984b).

The high dependence on labor is distinctive to cleaning services; thus, how cleaners use their time is critical to the total cost of cleaning. Several sources estimate that cleaning labor accounts for approximately 80-95 per cent of the total cost of cleaning (*Facilities*,1984a). Campbell (1990) This makes cleaning particularly vulnerable to inefficient organization and practice. Cleaning and Janitorial Services are Greatly Increase Employee Productivity. Did you know office desks contain more than 400 times the amount of germs as a bathroom toilet? Germs that contribute to U.S. workers are taking an average of seven sick days per year. That number can be decreased by implementing an office cleaning service program that prevents germs from spreading, as referred by (Pesonen,2015).

Some say that Internal housekeeping is the best way to go as the housekeepers feel more pride and belonging to the company. This was expressed by two of the managers during their interviews. Having an internal housekeeping department gives the employees a feeling of belonging. They are part of a team and feel like they are so. The team feeling brings pride and contentment in their job along with motivation. According to corporate house keeper, (Sisodia,2006) "Ideally, the guest rooms and floors should be handled by the individual company staff, executives, reason being consistent quality service, dedication, sincerity, honesty can only be achieved if the above staff have a sense of belonging towards the organization. Otherwise, outsourcing will not be very effective. For providing excellent detailed quality service, lot of effort has to be made towards training the room attendants continuously. Additionally, the trained staff must be retained ensuring the consistency and dedication remains focused through various methods of training and motivation".(Batra,2006.)

According to executive housekeeper (Jayshree,2006) in (Jaycee,2006) "Experience has shown that in-house staff is always quality driven, while on contract the systems of checks and balances is a difficult proposition". The aspect of accountability and sense of responsibility amongst the contract staff is comparatively lower. Contract housekeeping is going through a definite re-thinking process in the coming times. They are also not in sync with the concept and culture of the organization and hence have a feeling of detachment towards the property". (Jayshree,2006.). Of course all this depends on the outsourced company contracted to take care of the housekeeping department.

There are many, these days and finding the correct one to work together with the company can be a challenge itself. If the right one is found then I believe that there can be a long lasting relationship between the two (Cali,2015), indicated that the direct benefits from outsourcing cleaning services include cost savings for the company in personnel, supplies, equipment, training, and management because the company no longer directly bears these costs, and over all better quality of cleaning services. Other benefits identified include reduced time and effort managing cleaning staff, improved adherence to the company's cleaning guidelines, improved availability of supplies and equipment, safer storage practices for dangerous chemicals, increased likelihood of properly mixing cleaning supplies, increased numbers of cleaning staff, and improved collection and transport of domestic waste.

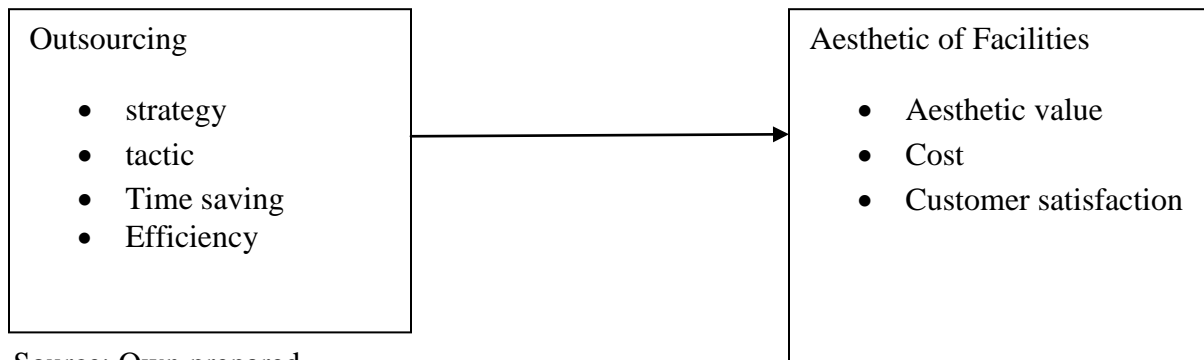
Outsourced also had problems with the quality of their work, this is caused by the lack of pride from the workers as they no longer are a part of the company. Some see this affecting the motivation of the

staff as they feel like second class workers in regards to the rest of the company staff. To be able to make this negative situation better there needs to be more cooperation between the two companies and they need to engage in motivation building activities so that the entire staff working in the company feel like they are one team. This would boost morale and motivation and ultimately in the end have a reverse effect on the quality of the rooms (Pesonen,2015. P-41)

2.4 Conceptual frame work of outsourcing cleaning services business processes.

A theoretical framework consists of concepts and, together with their definitions and reference to relevant scholarly literature, existing theory that is used for your particular study. The theoretical framework must demonstrate an understanding of theories and concepts that are relevant to the topic of your research paper and that relate to the broader areas of knowledge being considered.

Figure 2:1 below illustrates the conceptual framework of the study for comprehensive understanding.



Source: Own prepared

Organizations' activity generally separated into two: Core activities which are necessary connected with the organization existence and non-core activities or support activities which support the core activities. Common benefits of cleaning service outsourcing includes improve service quality and accessing experienced skilled facilities aesthetic values handling.

This benefits leads to organizations to improve their performance which leads to end users satisfaction. But this benefits are not without challenges the main challenges of cleaning service outsourcing includes Loss of control over input materials for cleaning service, if not properly controlled it may Increase risks of contamination that may causes of the rise of epidemic diseases, difficult to bring in source after conflicts with cleaning service providers ,difficulty of managing

risk of an unsatisfactory outcome and the quality of work life or previous personnel motivational level are affected by outsourcing practices.

2.5 Variables

A variable is defined as anything that has a quantity or quality that varies.

2.5.1 Dependent variables

The dependent variable is the variable a researcher is interested in. The changes to the dependent variable are what the researcher is trying to measure with all their fancy techniques.

In this research dependent variables are

- Aesthetic value
- Cost
- Customers' satisfaction

2.5.2 An independent Variables

An independent variable is a variable believed to affect the dependent variable. This is the variable that you, the researcher, will manipulate to see if it makes the dependent variable change. In this research independent variables are

- Outsourcing
- Strategy
- Tactic
- Time saving
- Efficiency

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY OF THE STUDY

3.1 Introduction

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

3.2 Description of the study area

The study area has focused on the effect of outsourcing cleaning service on the aesthetic value of facilities of Addis Ababa University; the first and oldest higher educational institution in Ethiopia. This chapter set out the methodology that would be used for the study. It has involved a blue print for the collection, measurement and analysis of data that concerns with the effect of outsourcing of cleaning service on the aesthetic value of facilities of Addis Ababa University. Specifically, the following sections were included; research design, data sources, target population and sample design, sampling techniques, data collection, data analysis and presentation.

3.3 Research approach and design

In order to describe and examine the current practices of cleaning service outsourcing in Addis Ababa University, the researcher had followed descriptive type of research design. According to R.Cooper Donald et al (2008) descriptive investigations have a broad appeal to the administrator and policy analyst for planning, monitoring and evaluating. Moreover descriptive study is popular in not-for-profit corporations and other organizations. In this case descriptive research was allowed to assess and describe the nature, condition and degree of the present situation of cleaning service /outsourcing in Addis Ababa University. In addition, qualitative and quantitative research methods were employed in this research in order to develop the study.

The purpose of mixed approach, quantitative and qualitative design in this research was to build upon the synergy and strength that existed between quantitative and qualitative methods in order to more fully understand a given phenomenon than was possible using either quantitative or qualitative methods alone. Because; for this research mixed method was useful to capture the best of both qualitative and quantitative approaches and in this study the researcher was intended to use this type

of design to assess detail features of the effect of outsourced cleaning service on the aesthetic value of facility in the University. The advantage of using mixed methods was that it enabled to triangulate and support the data and result by both interview and questionnaire, Greener (2008) and Saunders *et.al* (2007). Thus, every research requires a research design that can address the specific needs of the problem under investigation (Creswell,2014). Accordingly, for this study a mixed-methods design, namely a combination of procedures for collecting, analyzing and mixing both qualitative data by interview and quantitative data by questioner were used.

3.4 Population and Sample Design

Descriptive type of research had applied to assess the effect of cleaning service outsourcing on the aesthetic value of facility of Addis Ababa University. Descriptive research design was used to describe independent and dependent variables and it is a scientific method of carrying out a systematic or formal inquiry in which data is collected and analyzed in order to describe the current conditions and terms concerning in a certain specific field Problem, (Mugenda,2003). The population for this research were the permanent employees and regular full serviced undergraduate students of Addis Ababa University main campus and college of health science Black Lion Hospital.

Table 3.1 Total Population & focus population and sample size of the study

S. No	Name of campus/college	Total number of employees	Target Population of employees	Sample size per college	Total number of undergraduate students	Target population of students	Sample size per college
1	Main campus	2300	800	169	8700	3230	214
2	College of health science Black Lion Hospital	1800	700	147	6522	2390	159
Total		4100	1500	316	15222	5620	376

Source: Employees' record

The reason of the choice of these campus and college was that the cleaning service outsourcing has practiced in these campus and college earlier than the rest of the colleges and expected to have better information about the effect of the outsourced cleaning service on the aesthetic value of facilities of the University.

As the outsourcing of cleaning service was not uniformly practiced in all departments, sections and units in this campus and college, the researcher had focused on those who have practiced fully and expected to have viable information with regard to the status of before and after cleaning service outsourcing on the aesthetic value of facilities of the University. These were the University's department members, office secretaries, students' residence proctors, facility team members, procurement and property administration team members, budget and finance team members, and laboratory technicians, members of library services, registrar and human resource management department employees and regular full serviced undergraduate students of the University.

3.4.1 Sample size

For this particular research the researcher was apply probability sampling design for quantitative data of the population and for the qualitative data purposive or judgmental sampling method of the two managing directors from main campus and one managing director and one facility team leader health science Black Lion Hospital. These were procurement and property administration director and facility management director of the main campus and managing director and facility team leader of college of health science Black Lion Hospital. The researcher was used one of the formulas of sampling method to decide sample size. From the population frame the required number of respondents was selected in order to make a sample. The sampling frame for any probability sample was a complete list of all the cases in the population from which a sample was drawn Saunders et al.(2007). This formula was concerned with applying a normal approximation with a confidence level of 95% and a limit of tolerance level (error level) of 5%.

The sample size will be determined by using the **Slovin's formula (Serakan, 1992)**.

3.4.1.1 Sample size design for Employees

Therefore $n = \frac{N}{1 + Ne^2}$

Where:

N= the population size

n=the sample size

e = the margin of error

$n = \frac{1500}{1 + 1500(0.05)^2}$

n= 316respondents

Therefore, the study's sample size of 316 was fair enough to represent the target population of the study area for employees. A sample size of three hundred sixteen (316) employees out of the one thousand five hundred (1500) employees were population of the randomly selected of main campus (800), college of health science Black Lion Hospital (700) as calculated above. All members of the population have had equal chances to be chosen as part of the sample because three hundred sixteen (316) questionnaires were administered randomly to the selected target employee population of the main campus and the college.

From the calculated sample size (316) the researcher was again be allocated it to each of the two selected branches using Bourley's 1994 population allocation formula in NzelibeanIllogu(1999, p.201) as stated below:

$$nS=n(NS)/N$$

Where nS = sample size per college

n = total sample size

NS = Population size of study target area of each college

N = Total population size

Main campus nS = 169

Health science BLH nS = 147

From the total sample size the questioner administered for each were 169 respondents to main campus and 147 respondents for college of health science Black Lion Hospital.

3.4.1.2 Sample size design for Students

The population of the students; as indicated in the background of the University was mostly homogenous and the researcher was determined the size of the sample by the same method for employees. The total number of students in Addis Ababa University is 48673 which mean including the three levels; under graduate (bachelor) 33940 and post graduate (MA and PhD) 14733 students. From this population the researcher focused on the under graduate students and then again to get more viable information the researcher has chosen target study population of the regular undergraduate students who spent most of their stay time in the University and have obtained full services' from the University such as dormitory service, cafeteria services and facility services as a whole. Depending on the information of the record of the student and homogeneity of

the population of the students; the researcher has taken 5620 total population of students who fulfilled the above mentioned points.

The sample size was determined by using the **Slovin's formula (Serakan, 1992).as shown below.**

Therefore $n = \frac{N}{1 + Ne^2}$

Where:

N = the population size

n = the sample size

e = the margin of error

$n = \frac{5620}{1 + 5620(0.05)^2}$

$n = 373$ respondents

From the calculated sample size (373) the researcher was again allocated it to each of the two selected branches using Bourley's 1994 population allocation formula in NzelibeanIllogu(1999, p.201) as stated below:

$$nS = \frac{n(NS)}{N}$$

Where nS = sample size per college

n = total sample size

NS = Population size of study target area of each college

N = Total population size

Main campus $nS = 214$

Health science BLH $nS = 169$

3.5 Data source and type

The researcher was used both qualitative and quantitative data collection techniques. In order to present a wide range of information, the primary data were collected. Primary data were collected using quantitative data collection methods, questionnaires, and qualitative data were collected using interviews. Both techniques were used to enable the researcher to present numerical as well as qualitative information. The secondary data were also be used in this research. The secondary data were mostly employees and students' records and the contractual agreement of the outsourced cleaning service and its contents between Addis Ababa University and the service provider.

3.6 Data collection Procedure

The modified questionnaires from the validity test were personally delivered to the respondents, in order to avoid possible problems with the distribution and collection, the questionnaire were distributed and collected by the researcher himself. Questionnaire distribution and collection were done in the waiting area and as well as in the office of respondents. The interview was taken place in the respondents offices depending on the program held with the interviewee. In both cases, on average, data collection was completed within 10 to 20 minutes. According to Patton (1990) Interviews were used to find out the perspectives inside someone's head. Interview dates was set up beforehand with the managers and was held face to face to help not to forget and to be able to recall all that were said in the interviews responses were recorded and summarized timely and promptly.

3.7 Method of data analysis

According to Creswell (2003), data analysis in a blended approach of methodologies would relate to the type of research strategy. A descriptive numeric analysis of the quantitative data was conducted. The quantitative data were entered into the statistical package for the social sciences (SPSS) and verifying whether there were incorrect entries and missing data. Descriptive statistics was used for presenting the basic information used as evidence in all the indicators involved. The initial analyses were checked whether the essential facts such as means, standard deviations, and percentages etc. were acceptable for further analyses. Regression analysis will be used to see the effects of out sourcing of cleaning service on aesthetic value on facilities of the University. Questionnaires were measured against perceived service level on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The qualitative data were analyzed as descriptive characteristics which referred to qualitative phenomenon that cannot be measured quantitatively; only their presence or absence in an individual item can be noticed. Data obtained this way on the basis of certain attributes were known as statistics of attributes and their classification was said to be classification according to attributes. Whenever data were classified according to attributes, the researcher must saw that the attributes were defined in such a manner that there was least possibility of any doubt/ambiguity concerning the said attributes. Depending on the above information, for this research the researcher was applied Narrative Analysis method to analyze qualitative dada. This look at the

way in which stories were told within an organisation or society to try to understand more about the way in which people think and were organised within groups.

3.8 Reliability of the Instruments

Validity indicates the degree to which instruments measure what they are supposed to measure (Kothari, 2004). Content validity was most relevant for my present study. This was because it was concerned with how well the content of the instrument samples, the kinds of things about which conclusions were drawn. Joppe (2000) further argues that content validity refers to the extent to which a measure represents all facets of a given social construct.

The question of whether the instrument was reliable; was judged by the ability of an instrument to produce consistent measurements. There were several types of test for determining reliability, the usual method used in many studies being internal consistency reliability (Litwin, 1995).

In this study, the Cronbach's alpha coefficient test was used, as it is the most widely-used measure for assessing the consistency of the entire scale (Black, 2008). Using the SPSS reliability program, an internal consistency analysis was performed. The random selection of the sample from the target population, using a good representative sample of the target population and the right sample size ensured a high measure of reliability of the study. The average reliability of the variables were shown in the following table

3.8.1 Reliability Test of Cronbach's alpha scores for variables

Table 3.2 Cronbach's alpha scores for variables

No	Variables	No of items	Cronbach's alpha
1	Reasons for outsourcing	5	0.682
2	The current status of outsourced cleaning service in AAU	5	0.783
3	Benefits of outsourcing	6	0.734
4	Challenges of outsourcing	5	0.812
5	Employees satisfaction	6	0.765
6	Students satisfaction	7	0.824

Source: SPSS output of sample pre test questionnaire

The alpha coefficient for effects of outsourcing of the basic reasons of outsourcing cleaning service, current status of cleaning service, benefits of cleaning service outsourcing, challenges of

outsourcing cleaning service, effects of outsourcing cleaning service on employees satisfaction and effects of outsourcing cleaning service on students satisfaction was made before full scale data collection and are 0.682, 0.783, 0.734,0.812,0.765 and 0.824 respectively suggesting that the variables have relatively high internal consistency on challenges of outsourcing and Students satisfaction,medium internal consistency on the current status of outsourced cleaning service, Benefits of outsourcingand employees satisfaction items and relatively low on reasons for outsourcing items. The internal consistency can also be considered to be satisfactory for all factors (Cronbach Alpha; $\alpha > .7$) (Sekaran, 2003). Note that a reliability coefficient of .70 or higher is considered as “acceptable” in most social science research situations. The Cronbach's (α) values were used to measure the reliability of the instrument was made before full data collection and pilot tested which approximately exceeded the recommended critical point of 0.70 (Hair, 2008), indicating good internal- consistency reliability.

3.9 Ethical Consideration

In the context of research, ethics refers to the appropriateness of your behaviour in relation to the rights of those who become the subject of your work, or are affected by it. As mentioned in the work of Mark Saunders, Philip Lewis and Adrian Thornhill (2007), Blumberg *et al.* (2005, p-92) define ethics as the ‘moral principles, norms or standards of behaviour that guide moral choices about our behaviour and our relationships with others’. Research ethics therefore relates to questions about how we formulate and clarify our research topic, design our research and gain access, collect data, process and store our data, analyze data and write up our research findings in a moral and responsible way. This means that I have to ensured that the way I have designed my research was both methodologically sound and morally defensible to all those who were involved. Knowing what constitutes ethical research was important for all people who conduct research projects or use and apply the results from research findings. All researchers should be familiar with the basic ethical principles and have up-to-date knowledge about policies and procedures designed to ensure the safety of research subjects and to prevent sloppy or irresponsible research, because ignorance of policies designed to protect research subjects is not considered a viable excuse for ethically questionable projects. Therefore, the duty lies with the researcher to seek out and fully understand the policies and theories designed to guarantee upstanding research practices.

CHAPTER 4: DATA ANALYSIS, RESULTS AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis, results and discussions on the overall current status of the effect of cleaning service outsourcing on the aesthetic value of facility of Addis Ababa University. It has two main parts: the first part is the back ground information of the respondents; the second part consists of data collected from employees, students and managers through questionnaires and interview respectively.

In order to address the research questions, 316 questionnaires for employees and 373 questionnaires for students were prepared and distributed to employees and students of Addis Ababa University. Out of these questionnaires from employees 288 and from students 346 were filled and returned, the rest 18 from employees and 27 from student's questionnaires were unreturned and no questionnaires were discarded due to missing data. The interviews were conducted with procurement and property administration director and facility management director of the main campus and managing director and facility team leader of college of health science Black Lion Hospital.

$$\text{Response Rate} = \frac{\text{Number of complete servay}}{\text{Number of participants contacted}} = \frac{288+346}{316+346} = \frac{634}{689} = 0.92 = 92\%$$

Thus, out of the 100% questionnaires distributed, 92% were filled and returned. Therefore, the rest of this Chapter presents the results of the analysis of the data obtained from the questionnaires and the interview. The results of the questionnaires were split into two groups, namely (1) Profiles/Characteristics of the respondents; (2) Descriptive Analysis of Variables. The completed questionnaires were coded and the responses captured into SPSS 20 version (a statistical software program) by the researcher. The results of the data were provided below.

4.2 Background of the Respondents/ Profile of the Respondents

The respondents have been selected to ensure that they were from different departments in Addis Ababa University. The researcher was selected employees and students from different departments of the University that could provide more comprehensive information.

The results pertaining to the general information on respondents as obtained from Annex-A and Annex-C of the questionnaire were outlined below.

Table 4.1: Characteristics of the employee respondents

S.N	Variables	Type	Count	%
1	Gender	Male	146	51.0
		Female	142	49.0
		Total	288	100
2	Age (in years)	18-25ys	54	18.4
		26-35ys	103	35.3
		36-45ys	106	36.6
		Above 45ys	25	9.7
		Total	288	100
3	Education qualification	High school	31	10.2
		Technical school	14	4.5
		College diploma	78	26.0
		BA degree	132	45.1
		Above BA	33	14.2
		Total	288	100
4	Service year	Less than 2 Years	35	12.2
		2-6 years	74	25.7
		7-12 Years	93	32.3
		Above 12 years	86	29.8
		Total	288	100
5	Experience in the current position	Less than 2 Years	54	18.8
		2-6 years	148	51.1
		7-12 Years	51	17.7
		Above12 years	35	12.4
		Total	288	100

Source: SPSS output of questionnaire annex-A 2018

Table 4.2: Characteristics of the student respondents

S.N	Variables	Type	Count	%
1	Gender	Male	179	51.8
		Female	167	48.2
		Total	346	100
2	Age (in years)	18-25	316	91.3
		above 25	30	8.7
		Total	346	100
3	Study area of respondent students	Social	104	30.1
		Natural	108	31.2
		Health	138	38.7
		Total	346	100
4	Years of stay of students in the University	1 year	44	12.7
		2 years	114	32.9
		3 years	114	32.9
		Above 3 years	74	21.5
		Total	346	100

Source: SPSS output of questionnaire annex-C 2018

I Gender of employees

As shown above in table 4.1, among the respondents 146(51.0%) were male and the remaining 142(49.0%) were female. This shows that both of the respondents male and female were almost equal. This was basically done to incorporate the views of both genders in the study is good in proportion to their number in the selected departments and sections.

II. Age of employee respondents

According to age category 54(18.4%) were between 18 and 25, 103(35.3%) were between 26 and 35 years, 106(36.6%) were between 36-45 and 25(9.7%) of them were above 45 years old. The age factor was considered in the study due to the fact that it has mostly has direct relation with service year in the AAU with which the understanding of the University's culture and work ethics accumulated.

III. Educational levels of employee respondents

As shown above in table 4.1, among the respondents 31(11.2%) were high school graduate, 14(4.5%) were technical school graduate 78(26.0%) were diploma holder, 132 (45.1%) were BA holders and 33(14.2%) were above BA. This factor is considered as with analytical power increases with education level and hence to gain advantage of it.

IV. Years of experience of employee in the Addis Ababa University

As we can see from the above table 4.1, 35(12.2%) of respondents had below 2 years of experience, 74(25.7%) had between 2 to 6 years of experience, 93(32.3%) had between 7 to 12 years of experience and the rest 86(29.8%) of the respondents had above 12 years of experience. This factor was directly associated with the age factor and has similar justification

V. Years of experience of employee in their current position in the Addis Ababa University

As shown in table 4.1 54(18.8%) of the respondents worked less than 2 Years in their current position, 148(51.1%) of the respondents indicated that they had worked 2-6 years in their current position, 51(17.7%) of the respondents indicated that they had worked 7-12 years in their current position and 35(12.4%) worked above 12 years in their current position. The result indicates that majority of the respondents had worked in the current position form 2- 6 years. Since, the respondents have the experience it is believed that they understand the effect of outsourcing cleaning service on the University's competitiveness in the local and global level.

4.2.2. Students' background Annex-C

I. Gender of student respondents

As shown above in table 4.2, among the respondents 179(51.8%) were male and the remaining 167(48.2%) were female. This shows that both of the respondents male and female were almost equal. This is basically done to incorporate the views of both genders in the study in proportion to their number of students.

II. Age of respondents of students

According to age category 316(91.3%) were between 18 and 25 and 30 (8.7%) of them were above 25 years old. The age factor was considered in the study due to the fact that it has mostly has direct relation with the maturity to think and respond properly and judged.

III. The study area of respondent students

As shown above in table 4.2, among the respondents 104(30.1%) were from social science study 108(31.2%) were from natural science and the remaining 138(38.7%) were from health science study. This shows that respondents' contributions from fields of studies were almost equal. This is basically done to incorporate the views of students from different study areas in the University.

IV. Years of stay of students in the University

As shown above in table 4.2, among the respondents 44(12.7%) were stayed in the University for one years,114(32.9%) were stayed in the University for two years,114(32.9%) were stayed in the University for three years and 74(21.5%)stayed more than three years. This shows that 87.3% of the respondents stayed in the University for more than two years. This is basically indicated that most of the respondents have viable information about the effect of the cleaning outsourcing on the aesthetic value of facility of the University.

4.2.3. Level of awareness about the concept of BPO

I. Awareness of employees and students about the concept of BPO

Table 4.3 Awareness of respondent employees and students on BPO

S.N	Variables	Type	Count	%
1	Awareness of employees about the concept of BPO	Very high	48	16.6
		High	68	23.6
		Medium	88	30.6
		Low	49	17.0
		Very low	25	8.7
		Never heard	10	3.5
Total			288	100
2	Awareness of students about the concept of BPO	Yes	144	41.6
		No	202	58.4
Total			346	100

Source: SPSS output of questionnaire annex- A & C 2018

I Awareness of respondent employees on BPO

To assess the awareness level of the Addis Ababa University staffs about the concept of business process out sourcing (BPO) respondents were asked to show their level of awareness ranging from very high to never hear of it. According to Table 4.2, 29.2% of respondents have lower than medium level of awareness and 70.8% of the respondents have more than low level of awareness about the concept of BPO so the result shows that most of the staffs have a good level of awareness about the concept of BPO; thus they can forward ideas and comments.

II. Awareness of students about the concept of BPO

To assess the awareness of the Addis Ababa University students about the concept of business process out sourcing (BPO) students were asked to show their awareness by answering by “yes” or “no”. According to Table 4.3, 41.6% of respondents have awareness about BPO and 58.4% of the respondents do not have awareness about BPO so the result shows that students have a less of awareness about BPO.

4.2.4. Business functions currently outsourced by AAU

To assess the awareness of staffs about the current outsourcing practices of AAU staffs were asked to answer whether AAU has outsourced any business function or not. And the result indicated 189(65.6%) staffs have replied “yes and 99(34.4%)/ of the staffs have replied “no” and the result is shown in Table 4.12 below that shows majority of staffs are aware of current and past BPO practice of AAU.

Table 4.4 Current and past BPO practices of AAU

S.N	Variables	Type	Count	%
1	Current and past BPO practices of AAU	Yes	189	65.6
		No	99	34.4
		Total	288	100

Source: SPSS output of questionnaire annex-A 2018

As indicated in the above table 4.4 AAU staffs were asked to answer whether AAU has outsourced any business function or not. And the result indicated 189(65.6%) staffs have replied “yes and 99(34.4%)/ of the staffs have replied “no” and the result shows that the majority of the staffs were

aware of current and past BPO practice and can give comments and suggestions that have values on this study.

4.3. Descriptive Analysis

4.3.2 Descriptive Statistics of Variables

The researcher has used the following notations of Linkert scale for level of agreements; 1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree and 5. Strongly Agree.

I. Basic reasons for outsourcing cleaning service in AAU

Table 4.5 Results about basic reasons for outsourcing cleaning service

No	Reasons for outsourcing cleaning service in AAU is		Level of Agreement			Total
			Agree	NAD	Disagree	
1	Reduce clearing cost	Count	81	76	131	288
		%	27.9	26.4	45.7	100
2	Improve service quality	Count	97	53	138	288
		%	33.7	18.4	47.9	100
3	Give more focus to core function	Count	82	64	142	288
		%	28.5	22.2	49.3	100
4	Increase customer satisfaction	Count	100	61	127	288
		%	34.7	21.2	44.1	100
5	Accesses skills not available in the University	Count	78	61	148	288
		%	27.1	23.2	51.6	100

Source: SPSS output of questionnaire annex-A 2018

As it is shown in the above table, it is evidently clear that majority of the respondents; 45.5% were disagreed that outsourcing enables the University to reach at the decreased cleaning cost. 27.9% of the respondents were agreed and 26.4% of the respondents were neutral. This implies that outsourcing cleaning service hasn't enabled AAU to achieve the objective of cleaning service cost reduction.

43.9% of the respondents opposed to the statement that the outsourcing of cleaning service was enabled to obtain improved of service quality as compared to those who concurred 33.7% of the respondents while 18.4% of the respondents were neutral. This implies that in most cases, outsourcing of cleaning service hasn't enabled AAU to reach improved service quality.

48.3% respondents opposed the statement that outsourcing enabled the leaders to give more focus to their core function in AAU as compared to the agreed of the respondents of who were 28.5% while only 22.2% of the respondents were neutral. This implies that in most cases, outsourcing hasn't enabled in AAU leaders to give more focus to their core function.

The respondents were asked that the reason for outsourcing cleaning service was to increase customer satisfaction. On this, 44.1% of the respondents were disagreed, 35.4% of the respondents were agreed and only 21.2% of the respondents were neutral. This implies that outsourcing cleaning service hasn't enabled AAU to increase customer satisfaction.

The respondents were asked that the reason for outsourcing cleaning service in AAU was to accesses skills not available in the University. On this, 51.6% of the respondents were disagreed, 27.1% of the respondents were agreed and only 21.2% of the respondents were neutral. This implies that outsourcing of cleaning service hasn't help AAU to accesses skills not were available in the University.

II. Current status of outsourced cleaning service in AAU

Table 4.6 Results about Current status of outsourced cleaning service

No	Current status of outsourced cleaning service is		Level of Agreement			Total
			Agree	NAD	Disagree	
1	Excellent	Count	21	93	174	288
		%	7.3	32.3	60.4	100
2	Very good	Count	22	90	176	288
		%	7.5	31.4	61.1	100
3	Good	Count	35	105	148	288
		%	12.2	36.4	51.4	100
4	Poor	Count	116	73	124	288
		%	40.3	25.3	34.4	100
5	Very Poor	Count	52	124	112	288
		%	18.1	43.1	38.8	100

Source: SPSS output of questionnaire annex-A 2018

As it is indicated in the above table, it is clear that majority; 60.4% of the respondents were disagreed that the current status of outsourced cleaning service is excellent. Very few 7.3% of the respondents were agreed and 32.3% of the respondents were neutral. This implies that the effect of cleaning service outsourcing is very far away from the view of 'excellent' level in the AAU.

61.1% of the respondents were opposed to the statement that the current status of outsourced cleaning service is very good as compared to those who concurred 7.5% of the respondents were

while 31.4% of the respondents were neutral. This implies that outsourcing cleaning service effect is far away from the expected status of ‘very good’ in the AAU.

51.4% of the respondents were opposed the statement that current status of outsourced cleaning service attained ‘good’ status in AAU as compared to those who concurred 12.2% of the respondents while only 36.4% of the respondents were neutral. This implies that in most cases, the current status of outsourced cleaning service didn’t arrive at ‘good’ level in AAU.

The respondents were asked that the current status of outsourced cleaning service is poor. On this, 34.4% of the respondents were disagreed, 40.3% of the respondents were agreed and only 25.3% of the respondents were neutral. This implies that outsourcing cleaning service wasn’t improved in the current status of facilities in theAAU.

The respondents were asked that the current status of outsourced cleaning service in AAU is very poor. On this, 38.5% disagreed, 18.1% agreed and 43.1% or majorities of the respondents were neutral. This implies that the current status of outsourced cleaning service in the AAU is not very poor. This was indicated that there was insignificant improvement but majorities of the respondents preferred neutral which means neither improved nor not improved.

III. Bbenefits of outsourcing cleaning service in Addis Ababa University

Table 4.7 Results about benefits of outsourcing cleaning service

No	Benefits of outsourcing cleaning service are		Level of Agreement			Total
			Agree	NAD	Disagree	
1	Enables to focus on core activities or competencies	Count	58	54	176	288
		%	20.1	18.8	61.1	100
2	Lead to organizational effectiveness	Count	75	82	131	288
		%	26.1	28.4	45.5	100
3	The University cleaning cost reduction	Count	74	80	134	288
		%	25.7	27.8	46.5	100
4	Help to obtain a number of value added service from cleaning service providers	Count	86	90	112	288
		%	29.8	31.3	38.9	100
5	The current fast growth and expansion of AAU	Count	81	92	115	288
		%	28.1	31.9	40.0	100
6	Evaluate that the service provider manages cleaning service	Count	95	66	127	288
		%	32.9	22.9	44.2	346

Source: SPSS output of questionnaire annex-A 2018

As it is shown in the above table 4.7 the respondents were asked that outsourcing enables leaders to focus on core activities or competencies. On this 61.1% of the respondents were disagreed that outsourcing didn't enable leaders to focus on core activities or competencies, 20.1% of the respondents were agreed and 18.8% of the respondents were neutral. This implies that outsourcing was not enabled the AAU business process leaders to focus on their core activities or competencies.

45.5% of the respondents were opposed to the statement that outsourcing cleaning service was lead to organizational effectiveness as compared to those who concurred 26.1% while 28.4% of the respondents were neutral. This indicated that, outsourcing of cleaning service didn't enable the AAU to lead to organizational effectiveness.

46.5% of the respondents were opposed the statement that outsourcing enabled the University cleaning cost reduction as compared to those who concurred 25.7% while only 27.8% of the respondents were neutral. This implies that in these cases, outsourcing didn't enable in AAU; that theUniversity cleaning cost reduction was attained.

The respondents were asked that the outsourcing helps to obtain a number of value added service from cleaning service providers. On this, 38 % of the respondents were disagreed, 29.8% of the respondents were agreed and only 31.3% of the respondents were neutral. This implies that outsourcing didn't help the AAU to obtain a number of value added service from cleaning service providers.

The respondents were asked that the outsourcing of cleaning service in AAU is used to support the current fast growth and expansion of the University. On this, 40.0% of the respondents were disagreed, 28.1% of the respondents were agreed and only 31.9% of the respondents were neutral. This implies that in most cases outsourcing of cleaning service didn't used to support the current fast growth and expansion of the University.

44.2% of the respondents were opposed the statement that outsourcing cleaning service provider managed cleaning service better than before outsourcing as compared to those who concurred 32.9% while only 22.9% of the respondents were neutral. This implies that in most cases, outsourcing didn't support that provider managed cleaning service better than before outsourcing.

IV. Challenges of outsourcing cleaning service in Addis Ababa University

Table 4.8 Results about Challenges of outsourcing cleaning service

No	Challenges of outsourcing cleaning service are		Level of Agreement			Total
			Agree	NAD	Disagree	
1	Loss of control over day to day activities	Count	110	86	92	288
		%	38.1	29.9	32.0	100
2	The motivational level of cleaning service personnel are	Count	128	86	74	288
		%	44.7	29.9	25.4	100
3	Difficulty to measure service quality	Count	132	66	90	288
		%	46.1	22.9	31.0	100
4	Unethical behaviors of cleaners	Count	126	91	71	288
		%	43.7	31.6	24.7	100
5	Cost increments due to outsourcing	Count	116	91	81	288
		%	40.2	31.6	28.2	100

Source: SPSS output of questionnaire annex-A 2018

As it is shown in the above table 4.8 it is evidently clear that; 32.0% of the respondents were disagreed; 38.1% of the respondents were agreed that one of the challenges of outsourcing cleaning service was loss of control over day to day activities of the cleaning service provider. and 29.9% of the respondents were neutral. This implies that in most cases the challenges of outsourcing cleaning service are the loss of control over day to day activities of the cleaning service provider 25.4% of the respondents were disagreed the statement that the motivational level of cleaning service personnel were affected by outsourcing decision; 44.7% or majority of the respondents were supported the statement that the the motivational level of cleaning service personnel were affected by outsourcing decision; while 29.9% of the respondents were neutral. This implies that in most cases, the motivational level of cleaning service personnel are affected by outsourcing decision was the big challenge.

31.0% of the respondents were disagreed that the statement that the challenges of outsourcing cleaning service were the difficulty to measure service quality; 46.1% of the respondents were supported the statement that the challenges of outsourcing cleaning service were the difficulty to measure service quality, while only 31.6% of the respondents were neutral. This implies that in most cases, the challenges of outsourcing cleaning service were the difficulty to measure service quality.

The respondents were asked that the challenges of outsourcing cleaning service were the cost increments due to outsourcing. On this 28.2% % of the respondents were disagreed, 40.2% of the respondents were agreed and only 31.6% of the respondents were neutral. This implies that in most cases the challenges of outsourcing cleaning service was that the cost of cleaning service was increased due to outsourcing.

The respondents were asked that the challenges of outsourcing cleaning service were the Unethical behaviour of cleaners. On this 24.7%, of the respondents were disagreed, 43.7%, of the respondents were agreed and only 31.7% of the respondents were neutral. This implies that in most cases that the challenges of outsourcing cleaning service were the Unethical behaviour of cleaners.

V. The effect of cleaning service outsourcing activity in AAU on the employees' satisfaction

Table 4.9 Results about the outsourcing cleaning service on the employees' satisfaction

No	Employees satisfaction is that		Level of Agreement			Total
			Agree	NAD	Disagree	
1	The cleaning service outsourcing practice has enabled the University to achieve improved employees satisfaction	Count	68	68	152	288
		%	23.6	23.6	52.8	100
2	The cleaning service outsourcing practice has enabled faster response to teaching-learning facility demands	Count	82	82	124	288
		%	28.5	28.5	43.0	100
3	The cleaning service problems which affect customer satisfaction have reduced	Count	95	80	113	288
		%	33.0	27.8	39.2	100
4	Overall Variation in actual and expected customer service level has decreased.	Count	89	84	115	288
		%	30.9	29.2	39.9	100
5	The aesthetic value or beauty of the facilities is improved after outsourcing	Count	83	86	119	288
		%	28.8	29.8	41.4	100
6	After outsourcing cleaning service ,the work environment of the University become conducive to the employees	Count	80	99	109	288
		%	27.8	34.4	37.8	100

Source: SPSS output of questionnaire annex-A 2018

As it is shown in the above table, it is evidently clear that; 52.8% of the respondents were disagreed that the cleaning service outsourcing practice has enabled the University to achieve improved employees satisfaction. 23.6% of the respondents were agreed and 23.6% of the respondents were neutral. This implies that in most cases the cleaning service outsourcing practice hadn't enabled the University to achieve improved employees satisfaction.

43.0% of the respondents were opposed to the statement that the cleaning service outsourcing practice has enabled faster response to teaching-learning facility demands as compared to those who concurred 28.5% while 28.5% of the respondents were neutral. This implies that in most cases, the cleaning service outsourcing practice hadn't enabled faster response to teaching-learning facility demands.

39.2% of the respondents were opposed the statement that the cleaning service problems which affect customer satisfaction have reduced as compared to those who concurred 33.0% while only 27.8% of the respondents were neutral. This implies that in most cases that the cleaning service problems which affect customer satisfaction hadn't reduced by outsourcing cleaning service

The respondents were asked that the overall variation in actual and expected customer service level has decreased. On this, 39.9% of the respondents were disagreed, 30.9% of the respondents were agreed and only 29.2% of the respondents were neutral. This implies that the overall variation in actual and expected customer service level hadn't decreased.

The respondents were asked that the aesthetic value or beauty of the facilities is improved after outsourcing. On this, 41.4% of the respondents were disagreed, 28.8% of the respondents were agreed and only 29.8% of the respondents were neutral. This implies that in most cases the aesthetic value or beauty of the facilities was not improved after outsourcing.

The respondents were asked that after outsourcing cleaning service, the work environment of the University become conducive to the employees. On this, 36.8% of the respondents were disagreed, 27.8% of the respondents were agreed and only 34.4% of the respondents were neutral. This implies that in most cases after outsourcing cleaning service, the work environment of the University didn't become conducive to the employees.

VI. The effect of cleaning service outsourcing activity in AAU on the student's satisfaction

Table 4.10 Results about the outsourcing cleaning service on the student's satisfaction

No	Students satisfaction is that		Level of Agreement			Total
			Agree	NAD	Disagree	
1	The cleaning service outsourcing practice has improved students' satisfaction	Count	127	54	165	346
		%	36.7	15.6	47.7	100
2	The cleaning service outsourcing practice has enabled faster response to the students' demands	Count	103	75	168	346
		%	29.8	21.7	48.5	100
3	The cleaning service problems which leads to reduce students' satisfaction has reduced	Count	116	88	142	346
		%	33.6	25.5	40.9	100
4	Overall Variation in actual and expected student service level has decreased	Count	107	110	129	346
		%	30.9	31.8	37.3	100
5	Outsourced cleaning function has carried out in full compliance so a minimum level of student expectation has met.	Count	100	68	172	346
		%	30.4	19.9	49.7	100
6	The aesthetic value or beauty of the facilities is improved after outsourcing	Count	84	102	160	346
		%	24.5	29.4	46.1	100
7	The teaching-learning environment concerning cleaning service of the University become conducive to the students	Count	98	79	169	346
		%	28.4	22.8	48.9	100

Source: SPSS output of questionnaire annex-C 2018

As it is shown in the above table, it is evidently clear that; 47.7% of the respondents were disagreed that the cleaning service outsourcing practice has enabled the students' life standard in the dorm and class room to concentrate on their learning activity and therefore achieved improved students' satisfaction. 36.7% of the respondents were agreed and 15.6% of the respondents were neutral. This implies that in most cases the cleaning service outsourcing practice hadn't enabled the student's life standard in the dorm and class room to concentrate on their learning activity and therefore didn't achieve improved students' satisfaction.

48.5% of the respondents were opposed to the statement that the cleaning service outsourcing practice has enabled faster response to the students' demands; 29.8% of the respondents were agreed while 21.7% of the respondents were neutral. This implies that in most cases, the cleaning service outsourcing practice hadn't enabled faster response to the students' demands.

40.9% of the respondents were opposed to the statement that the cleaning service problems which leads to reduce students' satisfaction has reduced; 33.6% of the respondents were agreed while only 25.5% were neutral. This implies that in most cases, the cleaning service problem which leads to reduce students' satisfaction hadn't reduced.

The respondents were asked that the overall Variation in actual and expected student service level has decreased. On this, 37.3% of the respondents were disagreed, 30.9% of the respondents were agreed and only 31.8% of the respondents were neutral. This implies that in most cases the overall Variation in actual and expected student service level hadn't decreased.

The respondents were asked that the outsourced cleaning function has carried out in full compliance with internal and regulatory requirements so a minimum level that student expectation has met. On this, 49.7% of the respondents were disagreed, 30.4% of the respondents were agreed and only 19.9.2% of the respondents were neutral. This implies that in most cases the outsourced cleaning function hadn't carried out in full compliance with internal and regulatory requirements so a minimum level that student expectation hadn't met.

The respondents were asked that the aesthetic value or beauty of the facilities is improved after outsourcing. On this, 46.1% of the respondents were disagreed, 24.5% of the respondents were agreed and only 29.4% of the respondents were neutral. This implies that in most cases the aesthetic value or beauty of the facilities was not improved after outsourcing

The respondents were asked that the teaching-learning environment concerning cleaning service of the University become conducive to the students. On this, 48.9% of the respondents were disagreed, 28.4% of the respondents were agreed and only 22.8% of the respondents were neutral. This implies that in most cases the teaching-learning environment concerning cleaning service of the University was not become conducive to the students.

4.3.3 Findings of qualitative research

The researcher has applied the synergic properties of both quantitative and qualitative research methodologies to reach at strong and reliable findings and forward useful recommendation. As a result in addition to the quantitative findings obtained above the findings of qualitative data that were collected by interview were explained in the following narrative form of qualitative research interpretations to support the quantitative findings.

Based on the result of interview questions held by the researcher with two central directors, one managing director and one team leader health science Black Lion Hospital, it was found that all the above observed challenges of controlling and managing cleaning service provider's daily activities were faced a problem by Addis Ababa University due to shortage of outsourcing of cleaning service management guiding manpower and facilities. In addition, poor infrastructure and absence of follow up methodology were among the obstacles that hinder service provider's evaluation and reporting system. This result lowered aesthetic values of the facilities and decreased customer satisfaction. The major problem they faced with relation to outsourced cleaning services was the service provider hires non skilled employees. They also mentioned that according to the service level agreement that they made at the time of contract, the service provider should provide skilled full employees as the job required and should give the necessary training that helps for cleaners, but didn't do so to perform their duties and responsibilities in the University.

CHAPTER .5 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The primary purposes of this study is to asses and describe the effect of non-core business process outsourcing; specifically, the effect of cleaning service outsourcing on the aesthetic value of facility of Addis Ababa University and its effect on the University competitiveness. The study tried to examine the ideas and tendencies or perceptions of employees and students on the current status of the cleaning service effects on the aesthetic value of facilities in AAU. In this section the summary of major findings were discussed, conclusions and recommendation have provided on the outsourcing non-core business function practice, challenges and competitiveness of the Addis Ababa University and also the study summarized and concluded the main findings obtained from the collected data and provide some recommendations to be implemented by concerned bodies in order to make sound outsourcing decisions. The summary of the findings, conclusion and recommendations of this research were explained below

5.1.1 Summary of findings

Based on the analysis and interpretation of the data obtained from primary and secondary data sources, the researcher has come up with the following findings.

- ❖ The findings were that outsourcing of cleaning service at Addis Ababa University; in most cases is not positively contributed to the aesthetic value of facility.
- ❖ The outsourcing hasn't enabled the University to obtain value added progresses in terms of achieving a conducive environment of teaching learning for employees as well as students to motivate the University to outsource the rest none core business functions.
- ❖ The other important finding of the study is that outsourcing of cleaning service has not help the University to minimize cost of cleaning service and gain advantage of cheap labor cost. Findings of this study concurred with academicians who emphasized that outsourcing is viewed as a means to provide enhanced service improvement. The findings Evans and Lindsay (2001) who asserted that the decision to outsource can lead to increased improvement for businesses.

- ❖ In general outsourcing hasn't helped the University to increase employees and students satisfactions, hasn't helped the University to decrease cleaning service cost, hasn't increase aesthetic value or beauty of facilities, outsourcing hasn't helped AAU to become more competitive in the higher education and also has helped to increase on its volume and quality of graduates is less likely happened.

5.1.2 Conclusions

The conclusion of this study was that; effects of cleaning service outsourcing on the aesthetic value of facility on employees' and student' perceptions of Addis Ababa University outsourcing cleaning service concerning the research questions were identified as unimproved needs. Based on the literature review it can be stated that cost reduction, improvement of aesthetic value and better customer's satisfaction were taken as the performance indicators of the University. The results indicated that: outsourcing has not significantly increases customers satisfaction; it is not significantly decrease cost and does not improve the aesthetic value of the facility. Hence it is possible to say outsourcing hadn't improved the overall aesthetic value of facilities of the University.

Despite outsourcing has many potential advantages, it will lead to several problems and risks at the same time, such as loss of control on the providers, increasing dependence with vendors, difficult to bring in source after conflicts with providers and difficulty of managing risk of an unsatisfactory Outcome. The same is true in Addis Ababa University.

5.1.3 Recommendations

Based on the conclusions drawn above, some recommendations are proposed as a means of alleviating the problems founded. Based on the objective that outsourcing cleaning service increased cleaning cost should employ strategic and well thought of outsourcing which is important to further reduce cost of cleaning service. Based on the second objective to improve aesthetic value of facility of AAU should employ skilled and trained manpower and apply cleaning technology at low rates of outsourcing which ultimately leads to increased beauty of the facility. Based on the third objective to increases customer satisfaction; AAU should outsource only necessary aspects of business to avoid reduction in customers satisfaction levels. So it is important that smooth operations of outsourcing should be taken care of application of the outsourcing procedures.

Based on the general objective; the Addis Ababa University should develop outsourcing measurement and evaluation model to collect outsourcing performance progresses to analyze

advantages and disadvantages of outsourcing non-core business process; which can help make strong and reasonable decision to outsource non-core business process.

5.2. Suggestions for Future Researches

The study provided some initial information on employees and students perception on organizational facility aesthetic value improvement after outsourcing cleaning service. The findings highlight significant concepts of the University customer satisfaction improvement after outsourcing. In future effect of outsourcing of non-core business on employee attitudes needs and cost to be explored. And a longitudinal study needs to be conducted.

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Annex-A Questionnaire for employees
ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
Department of Logistics and Supply Chain Management

Dear respondents,

Dear respondents,

First of all, I want to put my gratitude for your time in responding to the research questions provided below. I am a postgraduate student at Addis Ababa University School of commerce from the department of logistics and supply chain management, currently working on thesis project.

The survey you have received has been designed to study entitled “The effect of outsourcing cleaning service on the aesthetic value of facilities: Case of Addis Ababa University.” You were selected to participate in this survey because you have the experience of the services. You will not be eligible to complete the survey if you are unwilling.

The information provided herein will be treated as strictly confidential. I thank you in advance for your time and cooperation in completing this questionnaire.

For any queries, please feel free to contact the researcher agndg8899@gmail.com

Your participation in this survey is highly appreciated.

Sincerely,

AregaNemera

PART I: DEMOGRAPHIC INFORMATION

Please fill in the section on the demographic information put “√” mark whenever needed.

1. ID number

2. Gender: Male Female

3. Age: 18-25 26-35 36-45 above 45 years

4. Educational background

High school Technical school College diploma Bachelor’s Degree

Above Bachelor’s Degree

5. How long have you been working in the University?

Less than 2 years 2-6 years 7-12 years More than 12 years

6. Years of experience in the current position?

Less than 2 years 2-6 years 7-12 years More than 12 years

PART II: STATEMENTS REGARDING THE EFFECT OF OUTSOURCING CLEANING SERVICE ON THE AESTHETIC VALUE OF FACILITIES

7. What is your level of awareness about the concept of outsourcing cleaning service? Please indicate by √ mark in the box.

Very high Low
 High Very low
 Medium Never heard of it

8. Has Addis Ababa University been outsourced any business function?

Yes No

9. What are the basic reasons for outsourcing cleaning service in AAU?

Please indicate your level of agreement on the basic reasons for outsourcing cleaning service in Addis Ababa University by using the following rating scales; 1= Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree, Please put √ Mark in the appropriate column:

No.	Reasons for outsourcing cleaning service in AAU is to	1	2	3	4	5
1	Reduce clearing cost					
2	Improve service quality					
3	Give more focus to core function in AAU					
4	Increase customer satisfaction					
5	Accesses skills not available in the University					

10. What is the current status of outsourced cleaning service in AAU?

Please indicate your level of agreement on the Criteria's that are used by AAU that use to select cleaning Service Providers by using the following rating scales; Please put √ Mark in the appropriate column. 1=strongly disagree 2=Disagree 3=Neutral 4= Agree 5 =Strongly Agree

No.	Current status of outsourced cleaning service in AAU is	1	2	3	4	5
1	Excellent					
2	Very good					
3	Good					
4	Poor					
5	Very Poor					

11. What are the benefits of outsourcing cleaning service in Addis Ababa University?

Please indicate your level of agreement on **benefits of outsourcing cleaning Service** by using the following rating scales; **1=strongly disagree 2=Disagree 3=Neutral 4=Agree 5=strongly Agree**

Please put √ Mark in the appropriate column

No.	Benefits of outsourcing cleaning Service in AAU	1	2	3	4	5
1	Enables to focus on core activities or competencies					
2	Outsourcing cleaning service leads to organizational effectiveness					
3	As a result of cleaning service outsourcing the University cost has decreased					
4	Help to obtain a number of value added service from cleaning service providers					
5	Outsourcing of the cleaning service assisted the current fast growth and expansion of AAU					
6	The service provider manages cleaning service better than before outsourcing					

12. What are the challenges of outsourcing cleaning service in Addis Ababa University?

Please indicate your level of agreement on **benefits of outsourcing cleaning Service** by using the following rating scales; **1=strongly disagree 2=Disagree 3=Neutral 4=Agree 5=strongly Agree**

Please put √ Mark in the appropriate column

No.	Challenges of outsourcing cleaning Service in AAU causes	1	2	3	4	5
1	Loss of control over day to day activities and contractual agreement performance management of cleaning service provider					
2	The motivational level of cleaning service personnel are affected by outsourcing decision					
3	Difficulty to measure service quality					
4	Unethical behaviors of cleaners					
5	Cost increments due to outsourcing					

13. What effect does a cleaning service outsourcing activity resulted in Addis Ababa University have on the following employees satisfaction aspects?

Please indicate your level of agreement on customer satisfaction of **outsourcing cleaning Service** by using the following rating scales; **1=strongly disagree 2=Disagree 3=Neutral 4=Agree 5=strongly Agree**
Please put ✓ Mark in the appropriate column

No.	Employees' satisfaction of AAU	1	2	3	4	5
1	The cleaning service outsourcing practice has enabled the University to achieve improved employee satisfaction					
2	The cleaning service outsourcing practice has enabled faster response to teaching-learning facility demands					
3	The cleaning service problems which affect customer satisfaction have reduced					
4	Overall Variation in actual and expected customer service level has decreased.					
5	The aesthetic value or beauty of the facilities is improved after outsourcing					
6	After outsourcing cleaning service ,the work environment of the University become conducive to the employees					

ተቀጽላ-ሀ ለሠራተኞች የቀረበ መጠይቅ

በአዲስ አበባ የኒቫርሲ ቲዮን ግድሥ ራ ት/ቤት የሎጂስቲክስና አቅርቦት ሰንሰለት አስተዳደር ትምህርት ክፍል

በመጀመሪያ ደረጃ ጊዜያዊ ትምህርት ስር ያገኙትን ስልጠናዎች ለጥናታዊ ጽሑፍ ላይ ጋጂ ሆኖ ትምህርት መጠይቅ መልስ ስለሰጡት ሆኖ ከፍተኛ ስራ ላይ ለመሳተፍ ያስፈልጋል

ት/ቤት በሎጂስቲክስና አቅርቦት ሰንሰለት አስተዳደር ትምህርት ክፍል የሁለተኛ ደረጃ ግሪግ ስልጠና ለመመዘኛ ጥናታዊ ጽሑፍ በመስራት ላይ እንኖራለሁ።

ስለዚህ ለዚህ መጠይቅ የሚጠየቁት መልስ ሰጠው በአዲስ አበባ የኒቫርሲ ቲዮን ግድሥ ራ ትምህርት መስጠት በውበት ላይ ይመጣው መሆኑን ማረጋገጥ ያስፈልጋል።

ስለሆነም ለዚህ መጠይቅ ለሰጠው መልስ እንደሰጡት የተመረጡ ስልጠናዎች ለሚሰጡት መልስ አስቀድሞ ስራ ላይ ለመሳተፍ ያስፈልጋል።

ክፍል አንድ የመልስ ሰጪው መረጃ

ይህንን ምልክት (✓) መሙላት አቅጣጫ ባለው ሳጥን ውስጥ ያመልክቱ

1. መለያ ቁጥር.....

2. የታወቀው ትኩረት

3. ዕድሜ ከ18-25 ከ26-35 ከ36-45 ከ45 በላይ

4. የትምህርት ደረጃ

ሁለተኛ ደረጃ ያልተጠናቀቀ ስኬታማ ስኬታማ ስኬታማ

5. በየኒቫርሲ ቲዮን ግድሥ ስልጠናው

ከ2 ዓመት በታች ከ2-6 ዓመት ከ7-12 ዓመት ከ12 ዓመት በላይ

6. አሁን ባሉበት ስራ ላይ ያለው ስልጠና

ከ2 ዓመት በታች ከ2-6 ዓመት ከ7-12 ዓመት ከ12 ዓመት በላይ

ክፍል ሁለት

የሚከተሉት ጥያቄዎች የተዘጋጁት በአዲስ አበባ የኒቫርሲ ቲዮን ግድሥ ራ ትምህርት መስጠት ለመመዘኛ ጥናታዊ ጽሑፍ ላይ ለመሳተፍ ያስፈልጋል።

1. የጽዳት አገልግሎት ለውጭ ድርጅት መስጠት በሚለው ሃሳብ ላይ የሚኖር ትግንዛቤ ለመግለጫው?

በጣም ከፍተኛ ከፍተኛ ማካከል ጣም ከቅተኛ ላይ

2. አዲስ አበባ የኒቫርሲ ቲዮን ግድሥ ራ ትምህርት ስልጠናው ለውጭ አገልግሎት ሰጪ ድርጅቶች አስተላልፎ ዋል ወይ?

አዎን አይ

4. በዩኒቨርሲቲው የጽዳት አገልግሎት ለውጭ ድርጅት የተሰጠበት ምክንያት ምን ይሆናል ብሎ ያስባሉ?

እባክዎን ዩኒቨርሲቲው የጽዳት አገልግሎት ለውጭ ድርጅት ያስተላለፈበትን ምክንያቶች የሚከተሉትን የስምምነት ደረጃ በመጠቀም በመረጡት ቦታ ላይ ይህንን (✓) ምልክት ያድርጉ። የስምምነት ደረጃዎቹ ምን ይሆናቸዋል።

ቁጥር 1 = በጣም አልሰማም ቁጥር 2 = አልሰማምም ቁጥር 3 = ከሁሉም ነጻ ቁጥር 4 = እሰማለሁ

ቁጥር 5 = በጣም እሰማለሁ

ተ.ቁ	የጽዳት አገልግሎት ለውጭ አገልግሎት ሰጪ የተሰጠበት ምክንያቶች	1	2	3	4	5
1	የጽዳት ወጪ ለመቀነስ ነው					
2	የአገልግሎት ጥራት ለማሻሻል					
3	ለዋናው ሥራ ትኩረት ለመስጠት					
4	የደንበኛ እርካታ ለመጨመር					
5	በዩኒቨርሲቲው የማይገኘውን ክህሎት ለመጠቀም					

5. በዩኒቨርሲቲው ለውጭ አገልግሎት ሰጪ ድርጅት የተሰጠው የጽዳት አገልግሎት ምን ይሆናል ብሎ ያስባሉ?

እባክዎን ዩኒቨርሲቲው የጽዳት አገልግሎት ለውጭ ድርጅት ያስተላለፈበትን ምክንያቶች የሚከተሉትን የስምምነት ደረጃ በመጠቀም በመረጡት ቦታ ላይ ይህንን (✓) ምልክት ያድርጉ። የስምምነት ደረጃዎቹ ምን ይሆናቸዋል።

ቁጥር 1 = በጣም አልሰማም ቁጥር 2 = አልሰማምም ቁጥር 3 = ከሁሉም ነጻ ቁጥር 4 = እሰማለሁ

ቁጥር 5 = በጣም እሰማለሁ

ተ.ቁ	ለውጭ አገልግሎት ሰጪ ድርጅት የተሰጠው የጽዳት አገልግሎት ምን ይሆናል ብሎ ያስባሉ?	1	2	3	4	5
1	እጅግ በጣም ጥሩ ነው					
2	በጣም ጥሩ ነው					
3	ጥሩ ነው					
4	ደካማ ነው					
5	በጣም ደካማ ነው					

6. የጥዳት አገልግሎት ለውጭ አገልግሎት ሰጪ ድርጅት ማስተላለፍ ጥቅሞች ምን ይሆናቸዋል?

እባክዎን ዩኒቨርሲቲው የጽዳት አገልግሎት ለውጭ ድርጅት ያስተላለፈበትን ምክንያቶች የሚከተሉትን የስምምነት ደረጃ በመጠቀም በመረጡት ቦታ ላይ ይህንን (✓) ምልክት ያድርጉ። የስምምነት ደረጃዎቹ ምን ይሆናቸዋል።

ቁጥር 1 = በጣም አልሰማም ቁጥር 2 = አልሰማምም ቁጥር 3 = ከሁሉም ነጻ ቁጥር 4 = እሰማለሁ

ቁጥር 5 = በጣም እሰማለሁ

ተ.ቁ	የጽዳት ሥራ ለውጭ አገልግሎት ሰጪ ድርጅት የማስተላለፍ ጥቅሞች	1	2	3	4	5
1	በዋና ሥራ ላይ ትኩረት ለመስጠት ይረዳል					
2	ወደ ድርጅታዊው ጤታ ማነት ያመራል					
3	የጽዳት ወጪ ይቀንሳል					
4	እሴትን ለመጨመር ይረዳል					
5	ለዩኒቨርሲቲው ወቅታዊ መስፋፋት ድጋፍ ይሰጣል					
6	የጽዳት አገልግሎት ሰጪው ከዩኒቨርሲቲው በተሻለ መልኩ ሥራውን ይመራል					

7. የጥዳታ ሥራን ለውጭ አገልግሎት ሰጪ ድርጅት የማስተላለፍ ጉዳዮች ምን ድንገቶች ናቸው?

እባክዎን ዩኒቨርሲቲው የጥዳታ አገልግሎት ለውጭ ድርጅት ያስተላለፈ በትንሹ ክፍሎች የሚከተሉትን የስምምነት ደረጃ በመጠቀም

በመረጡት በታላይ ይህንን (✓) ምልክት ያድርጉ:: የስምምነት ደረጃዎቹም የሚከተሉት ናቸው:: ቁጥር 1 = በጣም አልስማማም ቁጥር 2 = አልስማማም ቁጥር 3 = ከሁሉም ነጻ ቁጥር 4 = እስማማለሁ

ቁጥር 5 = በጣም እስማማለሁ

ተ.ቁ	የጥዳታ ሥራ ለውጭ አገልግሎት ሰጪ ድርጅት የማስተላለፍ ጉዳዮች	1	2	3	4	5
1	ዩኒቨርሲቲው አገልግሎትን ማስተዳደርና መቆጣጠር ይሳነዋል					
2	የአገልግሎት ጤታ ማረጋገጫ ማረጋገጥ ይከብደዋል					
3	የካርድ ሥራ ተኞች ሞራል ይወድቃል					
4	የአገልግሎት ሰጪው ሰራተኞች ስነምግባር ጥሩ ይሆናል					
5	የጥዳታ ወጪ ይጨምራል					

8. አዲስ

አበባ ዩኒቨርሲቲ የጥዳታ ሥራ ለውጭ አገልግሎት ሰጪ ድርጅት ማስተላለፍ ከታች በሠንጠረዥ በተመለከቱት ደንቦች እርካታ አንጻር ሲመዘን ምን ጤንነት አለው?

እባክዎን ዩኒቨርሲቲው የጥዳታ አገልግሎት ለውጭ ድርጅት ያስተላለፈ በትንሹ ክፍሎች የሚከተሉትን የስምምነት ደረጃ በመጠቀም በመረጡት በታላይ ይህንን (✓) ምልክት ያድርጉ:: የስምምነት ደረጃዎቹም የሚከተሉት ናቸው::

ቁጥር 1 = በጣም አልስማማም ቁጥር 2 = አልስማማም ቁጥር 3 = ከሁሉም ነጻ ቁጥር 4 = እስማማለሁ ቁጥር 5 = በጣም እስማማለሁ

ተ.ቁ	የደንበኛ/ተገልጋይ/ እርካታ	1	2	3	4	5
1	የጥዳታ ሥራ ለውጭ አገልግሎት ሰጪ ድርጅት በመተላለፍ የደንበኛ እርካታ አጋልጦታል					
2	የጥዳታ ሥራ ለውጭ አገልግሎት ሰጪ ድርጅት በመተላለፍ ለመማር ማስተማር ሥራ ፍላጎት ፈጣን መልስ ለመስጠት ረድቶታል					
3	በጥዳታ ጥያቄ ምክንያት የሚከሰቱ የደንበኛ አለመርካት ቀን ሰዓት/እርካታ ጨምረዋል/					
4	ደንበኛ የሚጠብቀው የሚያገኘው የግልጋሎት መለያ የትቅሬታ ቀን ሰዓት					
5	የጥዳታ ሥራ ለውጭ አገልግሎት ሰጪ ድርጅት የግቢውን ወቅት አሻሽሏል					
6	የጥዳታ ሥራ ለውጭ አገልግሎት ሰጪ ድርጅት መተላለፍ ምቹ የሥራ አከባቢ ነፈጥረዋል					

Annex–B Interview for leaders

Interview Questions for Addis Ababa University main campus and college of health science Black Lion Hospital leaders.

1. What are the reasons/ drivers that encourage the University to outsource cleaning service?
2. Did you conduct cost benefit analysis before outsourcing cleaning services?
3. Do you think that outsourcing of the cleaning service is more or less expensive than using in house?
4. How Addis Ababa University does measure customer satisfaction with regarded to cleaning service?
5. What is your overall level of satisfaction with the outsourcing service?
6. What benefits the University has achieved after outsourcing cleaning service?
7. Do you think the cleaning service qualities of the University improved after outsourcing?
8. How the University monitors or controls the quality of the outsourced cleaning service and evaluates the contractual agreement performance of the service provider?
9. How do you rate the service quality of outsourced cleaning service as compared with the previous one?
10. Is the University planning to outsource any other activities in future?

Annex-C Questionnaire for students
ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
Department of Logistics and Supply Chain Management

Dear respondents,

Dear respondents,

First of all, I want to put my gratitude for your time in responding to the research questions provided below. I am a postgraduate student at Addis Ababa University School of commerce from the department of logistics and supply chain management, currently working on thesis project.

The survey you have received has been designed to study entitled “The effect of outsourcing cleaning service on the aesthetic value of facilities: Case of Addis Ababa University.” You were selected to participate in this survey because you have the experience of the services. You will not be eligible to complete the survey if you are unwilling.

The information provided herein will be treated as strictly confidential. I thank you in advance for your time and cooperation in completing this questionnaire.

For any queries, please feel free to contact the researcher agndg8899@gmail.com

Your participation in this survey is highly appreciated.

Sincerely,

AregaNemera

PART I: DEMOGRAPHIC INFORMATION

1. ID number

2. Gender: Male Female

3. Age:18-25 above 25 years

4. Your area of study

Social science Natural science Health

5. How long have you been in this University?

1 year 2 years 3 years More than 3 years

PART I: The following questions are designed to collect information on the overall effects of outsourcing cleaning service in Addis Ababa University’ competitiveness.

6. Have you ever heard the words “outsourcing of cleaning service?”

Please indicate by √ mark in the box.

Yes

7. What effect does a cleaning service outsourcing activity resulted in Addis Ababa University have on the students satisfaction aspects?

Please indicate your level of agreement on customer satisfaction of **outsourcing cleaning Service** by using the following rating scales; **1=strongly disagree 2=Disagree 3=Neutral 4=Agree 5=strongly Agree**

Please put √ Mark in the appropriate column

No.	Students’ satisfaction	1	2	3	4	5
1	The cleaning service outsourcing practice has enabled the students life standard in the dorm and class room to concentrate on their learning activity and therefore achieved improved students’ satisfaction					
2	The cleaning service outsourcing practice has enabled faster response to the students’ demands					
3	The cleaning service problems which leads to reduce students’ satisfaction has reduced					
4	Overall Variation in actual and expected student service level has decreased.					
5	Outsourced cleaning function has carried out in full compliance with internal and regulatory requirements so that student expectation has met.					
6	The aesthetic value or beauty of the facilities is improved after outsourcing					
7	The teaching-learning environment concerning cleaning service of the University become conducive to the students					