



The impact of total quality management (TQM) policy on customer satisfaction at Kenya power and lighting company (KPLC) in Uasin Gishu County, Kenya (2010-2012)

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Abstract

This study sought to investigate the impact of TQM policy on customer satisfaction in relation to customers' reception and customers' education services at KPLC. An exploratory study design was adopted in the study targeting employees of KPLC (internal customers, 489) and customers being served by KPLC (external customers, 32,750) in Uasin Gishu County. A sample of 30% of the employees was computed using Kerlinger (1983) and Kothari (2008) yielding 147 employees. The employees were then sampled using proportionate random sampling technique. To compute the sample of external customers, Reid and Boore (1991) formula (since the population is greater than 10,000) was used to get 395 respondents. Data were collected using questionnaire. After data collection, responses from questionnaire items were cross-checked to facilitate coding and processing for analysis using Statistical Package for Social Sciences (SPSS) computer program version 20.0. Open-ended questions were analysed through coding themes and quotas that emerged. The themes emerging from secondary data were identified to augment primary data. Qualitative data were transcribed and organized into themes in order to check on their frequencies based on the research objective. The study established that majority of customers were generally dissatisfied with reception services at KPLC. In addition, customer education services had been provided to a moderate extent; and, KPLCs response to critical incidences was generally low. The study recommends that emphasis should be put on the principles of TQM for successful impact of TQM policy on customer satisfaction and for the success of the company. The role of leadership, employee participation and empowerment, planning, training, communication, customer focus, supplier quality management, continual improvement, and organizational culture are apparently significant addition for the success of the company in terms of market share, productivity, profitability and overall business performance.

Keywords: total quality management (TQM), customers' satisfaction, quality of customers' reception, customers' education services, Kenya power and lighting company (KPLC)

Introduction

Total Quality Management (TQM) is defined in many ways; in fact there is no agreement on what TQM really means, though the concept has gained much attention in recent years. The confusion is attributed to the fact that many different terms are used when discussing TQM, such as "total quality improvement", "total quality control", "companywide quality control" and "strategic quality management." The difference, if any, is often unclear and generates confusion (Leonard & McAdam, 2012; Hellsten & Klefsjo, 2010) [25].

Gurus of the total quality management discipline like Deming, Juran, Ishikawa and Feigenbaum define the concept in different ways but still the essence and spirit remains the same. According to Deming quality is a continuous improvement process towards predictable degree of uniformity and dependability. Deming also identifies 14 principles of quality management to improve productivity and performance of the organization. Juran defines quality as "fitness for use." According to Juran, every person in the organization must be involved in the effort to make products or services that are fit for use. Juran also defines quality as conformance to requirements. Crosby focuses mainly on zero defects and doing it right the first time. Similarly, Ishikawa also emphasizes on the importance of total quality control to

improve organizational performance. Accordingly, quality does not only mean the quality of product, but also of after sales services, quality of management, the company itself and the human life (ibid.).

Feigenbaum defines total quality as a continuous work processes, starting with customer requirements and ending with customer satisfaction (Forza & Filippini, 1998) [12]. According to Rana, Imran, Ahmed (2005) [30], total quality management is a way of doing things in an organization which enables the organization to plan and consistently achieve continuous improvement in the quality, activities, process and have results of the purpose of satisfaction and even exceeding the need and expectations of both the internal and external customers. From this, one can deduce that the simple objective of TQM is to "Do the right thing the first time and every time".

Indeed, one of TQM's objectives is a never-ending push to improve, which is referred to as *continuous improvement* (Stevenson, 2007) [34]; the other is a goal of *customer satisfaction*, which involves meeting or exceeding customer expectations. Successful TQM programmes are built through the dedication and combined efforts of everyone in the organization (Brah, Tee & Rao, 2002) [5]. As noted in TQM literature, top management must be committed and involved;

if not, TQM will become just another fad that quickly dies and fades.

In the 'new economy' knowledge is a resource as well as increasingly a product with tangible goods becoming globally standardized (Arthur & Drucker, 2010)^[4], and best practices travelling fast, companies gain competitive advantage through constant innovation (Schneider, 2004), better targeting of customers and additional services (McCull & Schneider, 2000)^[26]. Those strategies cannot be applied to arm's length type of customer relations. The higher the innovation and service component, the more the customer becomes part of the performance equation (Ambroz, 2004)^[2]. Customer relations then constitute an important asset that should be mentioned just like physical assets.

To sustain the customer relations, service quality has become a cornerstone marketing strategy for companies. This highlights how important improving service quality is to organizations for their survival and growth, since it could help them tackle the challenges they face in the competitive markets. This means that service-based companies are compelled to provide excellent services to their customers in order to have a sustainable competitive advantage. There is, however, a need for these organizations to understand what service quality is in order to attain their objectives.

In service marketing literature, service quality is generally defined as the overall assessment of a service by the customers (Eshghi *et al.*, 2008, p.121)^[9] or the extent to which a service meets customer's needs or expectations (Asubonteng *et al.*, 1996)^[3]. Parasuraman *et al.* (1985)^[27] define service quality as "The discrepancy between consumers' satisfaction/perceptions of services offered by a particular firm and their expectations about firms offering such services". If what is perceived is below expectation, customer judges quality as low and if what is perceived meets or exceeds expectation then customer sees quality to be high.

Most emerging approaches to the measurement of intellectual capital agree on the importance of customer capital, as expressed in sales, satisfaction and reputation (Edvinson & Malone, 1997; Kaplan & Norton, 1996; McCull & Schneider, 2000; Schneider, 2004; Sveiby, 2004)^[8, 21, 26, 35]. Accordingly, those approaches distinguish between reference customers (reputation), new customer or first trial customers (new sales) and repeated customers (satisfaction sale). Independently of approaches of measurement of intellectual capital, marketing literature has suggested a wide array of industry-specific models to monitor customer satisfaction (Jha & Kumar, 2010; Bearden *et al.*, 1996; Hayes, 2012)^[6, 17] based on their perception of total quality of service delivery. According to Shahin (2005)^[32], it is very important to measure total quality of service because it allows for comparisons before and after changes have been executed, to identify quality related problems, and help in developing clear standards for service delivery.

According to Stevenson (2007)^[34], "the primary role of management is to lead an organization in its daily operations and to maintain it as a viable entity into the future" and quality has become one of the driving forces of these two objectives. Though customer satisfaction became a specific goal in late 1980s, providing high quality was recognized as a key element for success. Stevenson (2007)^[34] defines TQM as "a

philosophy that involves everyone in an organization in a continual effort to improve quality and achieve customer satisfaction." TQM can be defined as a systems approach to ensure quality in an organization. In other words, TQM means that the organization's culture is defined by and supports the constant attainment of customer satisfaction through an integrated system of tools, techniques, training among other components (Himanshu, 2009)^[18].

Himanshu (2009)^[18] stresses that TQM involves the continuous improvement of organizational processes, resulting in high quality products and services. TQM programmes are planned and managed into systems and are oriented towards the achievement of complete customer satisfaction. In simple terms, the author defines TQM as the system of activities directed at achieving delighted customer, empowered employees, higher revenue and low costs (*ibid.*).

According to Vouzas and Psychogios (2013)^[38], in almost all TQM definitions, a reference is made to its "soft" and "hard" side. They associated the "soft" side with management concepts and principles such as leadership, employee empowerment and customer focus, while the "hard" side refers to quality tool and techniques. The work of Fotopoulos and Psomas (2009)^[13] points out that achieving quality management is not only through leadership, employee management and involvement, customer focus, continuous improvement among other factors. However, quality management is achieved through the support of quality management tools and techniques like flow chart, relationship diagram, QFD, Pareto analysis and so on.

They emphasize that TQM is different from quality assurance models in terms of customer focus, employee satisfaction, the protection of natural and social environment and finally in the spheres of internal and external business results (*ibid.*). It is evident that many companies have successfully implemented TQM programs. Successful TQM programs are achieved through a number of elements coined as the features, principles or tenets of TQM. They are called core values which are also called in literature as dimensions, elements, or cornerstones (Hellsten & Klefsjo, 2010). It is believed that if these values are missing, TQM will become just another fad that quickly dies and fades away (Stevenson, 2007)^[34].

Customer Focus as a Feature of TQM

Logans for TQM programmes such as "the customer defines quality", "the customer is always right", "the customer always comes first", "the customer is king", "quality begins and ends with the customer", to mention a few, show the extent to which TQM schemes are customer focused. Customer focus is one of the eight quality management principles that form the basis of the latest version of ISO 9000 (Stevenson, 2007)^[34]. The TQM approach outline by Stevenson (2007)^[34] supports the fact that TQM is customer focused: find out what the customer wants; design a product or service that meets or exceeds customer wants; design processes that facilitates doing the job right the first time; keep track of results and extend these concepts to suppliers (*ibid.*).

Focusing on both internal and external customer needs or understanding the customers is the driving force behind TQM schemes (Stevenson, 2007; Himanshu, 2009)^[34, 18]. Both authors classify quality function deployment (QFD) as a

critical customer attributes' identification tool that links customer attributes and design parameters. This is described by Stevenson (2007) ^[34] as a philosophy of seeking improvement to all factors related to the process of transforming inputs into outputs on an ongoing basis.

TQM is the management process used to make continuous improvements to all functions. TQM represents an ongoing, continuous commitment to improvement. The foundation of total quality is a management philosophy that supports meeting customer requirements through continuous improvement. Stevenson (2007) ^[34] claims that TQM as a concept is not new, but it did not receive much popularity in the United States of America for a while despite having originated from there.

However, many Japanese companies utilized it for years and turned out to be the cornerstone of the Japanese companies approach to production. The Japanese use the term "Kaizen" to refer to continuous improvement and it is one of the quality management principles of ISO 9000. Leonard and McAdam (2012) ^[25] describe continuous improvement as one of the terminologies use by quality managers in referring to TQM results and further stress that with regard to the terms used, continuous improvement is most popular which implies an operational, rather than strategic focus for TQM.

Employee Empowerment and Customer Satisfaction

Employee empowerment is about giving employees the responsibility for improvement and the authority to make changes, which provide strong employee motivation (Stevenson, 2007; Lau & Tang, 2009) ^[34]. It is also about employee engagement which can take any of the following forms: employee surveys, focus groups discussions, staff training, staff empowerment, team work, suggestion system, participative management approach, reward and recognition schemes and genuine sincere involvement (Farmer *et al.*, 2011) ^[11].

Empowering employees and bringing them into the decision-making process provides the opportunity for continuous process and product improvement. Further, the untapped ideas, innovations and creative thoughts of employees can make the difference between success and failure. Competition is so fierce that it will be unwise not to use every available tool. Employee involvement improves quality and increases productivity and subsequently customer satisfaction (ibid.).

Training and Customer Satisfaction

Zakuan *et al.* (2012) ^[41] have considered training as an important factor that boosts employees' efforts towards improvement. To them, quality training includes educating and training of employees at all levels in the organization with an intention of broadening their knowledge on quality issues and programs and providing them with information about the organization's quality mission, vision and general desired direction. According to Jamali *et al.* (2010), employee training is one of the most important requirements in a successful TQM implementation. Management personnel, supervisors and other employees require skills and knowledge on quality dimensions and management as well as their roles in TQM implementation.

Owing to the fact that market quality needs are very dynamic,

organization must ensure continuous employee development and training on quality management.

Total Quality Management, Service Delivery and Customer Satisfaction

Delivery of TQM is not only limited to product quality improvement but also covers a wider aspect of quality. Previous empirical studies regarding the linkage between TQM and competitive advantage as well as quality have shown significant and positive results. The main focus of TQM as suggested is to improve overall quality including process quality and service quality (Litton, 2011). Successful TQM implementation has the benefits of improving quality and reducing wastage as well as reducing costs of poor quality such as scrap, late deliveries, warranty, replacement, etc. (Antony *et al.*, 2012).

Furthermore, Brah *et al.* (2012) support the proposition that TQM implementation correlates with quality conformance. Cook and Verma (2010) have found that, according to the perceptions of bank employees, quality systems affects service quality that in turn relates to organizational performance. Effective TQM processes can generate marked improvements in both product and service quality which then results in increased customer satisfaction and organization's profitability (Litton, 2011). By establishing a motivated, customer oriented management philosophy and practice, internal service quality levels will be more favourable. It was also found that employees possessing organizational knowledge and skills are important in delivering service quality in which high levels of employee morale and satisfaction were found dependent on the empowerment and involvement of employees (Gerais & Terziowski, 2013; Prajogo & Sohal, 2010) ^[15, 28].

The literature on customer satisfaction reveals three key themes: the main enabler-type activities that appear to be linked to customer satisfaction; the link between customer satisfaction and "bottom-line" business results, and customer satisfaction as the primary focus for successful organisations in the future (Alomain, Tunea & Zairi, 2013) ^[1]. In terms of importance of customer focus in organisations, Fotopoulos and Psomas (2010) citing Siddiqui and Rahman (2007), show that customer orientation and top management support constitute the key factors in yielding benefits like cost cutting, increase management control, improved quality products and services, greater customer satisfaction, enhance productivity, slashed time consumption among others. The authors have also, citing Yang (2006), found that TQM practices have positive effects on customer satisfaction, employee satisfaction and other benefits like competitive advantage, improved image (Fotopoulos & Psomas, 2010).

Statement of the Problem

The impact of TQM implementation on service delivery and business value is an important issue for researchers, resource managers and other stakeholders. TQM and service delivery include productivity enhancement, profitability improvement, improved work relations, competitive advantage and efficient use of resources at both intermediate level and organizational level (Parasuraman, 2005). While institutions invest heavily in Total Quality Management resources both in developing and

developed countries, much attention has not been given to the understanding of how TQM creates value in business especially in developing countries (Devaraj, 2003). Considering the enormous benefits that are experienced by multinational organizations on the adoption of TQM, the local business organizations have moved to adopt TQM.

Sessional Paper No.4 of 2004 and the Energy Act No.12 of 2006 show that the energy sector is a major contributor to the GDP in Kenya. The institutional arrangement in the electricity sub-sector in Kenya comprises the Ministry of Energy (MOE), Energy Regulatory Commission (ERC), Kenya Generating Company (KenGen), Kenyan Power and Lighting Company (KPLC), the Rural Electrification Authority (REA), Kenya Electricity Transmission Company (KETRACO), Geothermal Development Company (GDC) and Independent Power Producers (IPPs) (ROK, 2012).

The KPLC has been a monopoly in the distribution of electricity since its split from the East Africa Power and Lighting Limited in 1983. Nonetheless, it has been implementing turnaround strategies in its operations since 1996. Other improvements in areas such as pre-paid metering, feeders' maintenance on high voltage electrical power lines, introduction of National Call Centre (NCC), new cooperate logo and use of mobile money transfer (M-Pesa in payment of bills). KPLC has also undertaken a restructuring program that led to achieving ISO 9001:2000 certifications.

According to Half year 2013/2014 Customer Satisfaction Survey drafted by Consumer Option Limited (January, 2014), a myriad problems plague the Kenya Power and Lighting Company were identified. First, customers were found to have low customer knowledge on processes and systems concerning the KPLC's products and services. Second, customers had low trust and confidence with the brand of KPLC. Third, customers viewed KPLC as a rich, old and arrogant company and they looked forward to seeing a new rival company to the market to compete with it.

Fourth, it was noted that the response time for the planned power outages and interruptions took a long time to be attended to. With TQM in place, one would expect that such complaints become a thing of the past. Clearly, this scenario points to a disconnect between TQM implementation and service delivery. On the basis of this endeavour, the study focused on assessment of KPLC's TQM policy on customers' satisfaction of service quality delivery in order to generate data that could be used towards improving the quality of service delivery.

Materials and methods

The study adopted an exploratory research design. This design was considered appropriate for collecting data necessary to determine the influence of TQM on customer satisfaction. The study was conducted at the KPLC Regional offices in Uasin Gishu County. Uasin Gishu County is located in the west of the Rift Valley. The regional offices in Uasin Gishu County process and receive customers from a wide area: Eldoret Municipality and its environs; Kesses and its environs; Tarakwa and its environs, and Kamagut and its environs.

These areas were selected because they are the major centres with high population of customers in Uasin Gishu County as per KPLC's operation in transmitting electricity to customers.

The study targeted the line managers and customers being served by KPLC (both internal and external customers) in Uasin Gishu County. The KPLC office in Uasin Gishu had a labour force of 489 employees as at 2012 (KPLC Human Resource database, 2012). Of these employees, 19 were serving as line managers. A total of 32,750 customers were being served by KPLC offices in Uasin Gishu County by 2012. Census sampling technique was employed in sampling the line managers. This is because, the population of the line managers was considered too low to attract any further sampling. This yielded a sample of 395 customers. Convenient sampling technique was further employed in selecting participants. This meant that only those customers who were willing to participate in the study were given questionnaires to fill.

Data for the study was collected using questionnaire tool. After data collection, responses from questionnaire items were cross-checked to facilitate coding and processing for analysis using Statistical Package for Social Sciences (SPSS) computer program version 20.0. Open-ended questions were analysed through coding themes and quotas that emerged. The themes emerging from secondary data were identified to augment primary data. Qualitative data were transcribed and organized into themes in order to check on their frequencies based on the research objectives.

Qualitative data were analysed thematically basing on emerging quotas in form of cumulative frequencies, means and percentages. To establish the influence of TQM implementation on customer satisfaction, a multivariate regression analysis was computed. Variables of customer satisfaction which were investigated in this study were categorized into two (core and relational) in order to enable the computation of the regression analysis. Customer satisfaction was modelled using a multivariate regression analysis which linked customer satisfaction to the core and relational dimensions of service quality. Hence, stepwise multiple regression was performed with the core (products quality, assurance, responsiveness, reliability) and relational dimensions (employees courtesy, tangibles) as independent variables and customer satisfaction as dependent variable. Analysed data were presented in form of cumulative frequency tables, percentages and mean.

Results and discussion

Customer Satisfaction of Customer Reception at KPLC

The study sought to examine the quality of customers' satisfaction as far as reception services were concerned at KPLC offices. Responses were sought from external customers being served by KPLC in Uasin Gishu County. A five-point Likert scale was used to rate the responses. The scale ranged from 1-Very Dissatisfied (VD); 2-Dissatisfied (D); 3-Neither Satisfied nor dissatisfied (S/D); 4-Satisfied (S); 5-Very Satisfied (VD). Table 1 below summarizes the findings of this attribute.

Table 1: Customer Satisfaction on Customer Reception

Statement	1	2	3	4	5	Mean
1. Response by the KPLC employees to respond to a critical incident report	15	62	31	193	199	3.970
2. Convenient operating hours	46	90	56	287	21	3.294
3. Equal treatment of customers; no queue jumping in connectivity	164	273	29	34	0	1.866
4. Extent to which the feedback from customers is used to improve service standard	91	280	38	88	3	2.264
5. Physical layout of equipment and other furnishings that are comfortable for customers to interact with employees	40	56	31	279	94	3.662
6. Making customers realize their unexpressed needs by providing service as humanly as possible	100	107	28	242	23	2.962
Aggregate mean						3.003

Mean= (1xa) + (2xb) + (3xc) + (4xd) + (5xe) N

From Table 1, it can be observed that majority (mean 3.970) of the customers were satisfied with the response by KPLC employees in responding to a critical incident report. Similarly, majority of the respondents (mean 3.294) were in satisfied that the operating hours of KPLC were convenient to a majority of them. However, there were concerns raised by majority of the respondents on unequal treatment of customers as far as following connectivity queue was concerned (Mean, 1.866). Most of the respondents were of the opinion that clients were not served on ‘first come first served’ basis as far connectivity was concerned.

A dissatisfied customer had this to say:

...it is really sad to have to wait for power connection for so long in this age and era...most disheartening is when you realize that some of your friends and neighbours who applied for connectivity after you are attended to....

Further, majority (mean = 3.701) of the respondents expressed dissatisfaction with long queues in the banking hall. This scenario prompted a responded to state as follows:

...when I go to KPLC for whatever reasons, I expect that I am served as first as possible because everything today is digital..., however there are times I get very long queues and wonder whether the employees are just incompetent, understaffed or insensitive to our schedules.

Further, majority (mean, 2.264) of the respondents expressed dissatisfaction as far as extent to which the feedback from customers is used to improve service standard.

This scenario prompted a responded to indicate as follows:

...I think customer feedback in any organization is critical...I don't think my feedback to products and services offered by KPLC has been taken into consideration...for instance, I have always indicated that other approaches to informing us about power interruptions be adopted for people like us far in the interior of villages away from town...this has not been

heeded....

An aggregate mean of 3.003 is indicative of a general dissatisfaction of customers on how they are received and perhaps attended to by KPLC employees. Cicerone *et al.*, (2009) and Sureshchander *et al.*, (2012) are in congruence with this finding when they aver that the consumer's satisfaction is determined by his/her experience at a company and that a customers' level of satisfaction is determined by their cumulative experiences at all of their points of contact with a company.

Ladhari (2009) [24] and Varma (2015) [39] resonate with these authors by indicating that service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors. The relevance of service quality to companies is emphasized here, especially the fact that it offers a competitive advantage to companies that strive to improve it and hence bring customer satisfaction. Ghysin *et al.* (2002) [16] further point out that, by defining service quality, companies will be able to deliver services with higher quality level presumably resulting in increased customer satisfaction.

Customers' Satisfaction of Customer Education Services at KPLC

The study further endeavoured to assess the nature of customer education services provided by KPLC. Responses for this objective were sought from the customers and the employees. The middle level, lower level and support staff were presented with questionnaires to respond to items on this objective. The responses were ranked using a five point Likert scale as follows: 1= Very Dissatisfied; 2 =Dissatisfied; 3 = Neither Satisfied nor Dissatisfied; 4=Satisfied; 5 = Very Satisfied. The responses obtained from the customers were as summarized in Table 2 below.

Table 2: Customer Satisfaction of Customers' Education Services

Statement	1	2	3	4	5	Mean
7. There are visually appealing signs, symbols, advertisement boards, pamphlets and other artifacts in the organization.	40	56	42	150	212	4.308
8. KPLC keeps customers informed about when particular services will be performed	43	68	30	244	115	4.120
9. KPLC keeps customers informed through the media	20	47	64	269	100	3.764
10. KPLC provides published leaflets that are informative of services provided/public participation in order to get customers' views	20	47	64	193	176	3.916
Aggregate mean						4.027

Customers seemed to be satisfied with the provision of customer education by KPLC. All the attributes of customer

education that were measured had a mean of more than 3.5. An aggregate mean of 4.027 on the given scale is indicative of

customers who are satisfied with customer education services. However, some customers raised a few concerns over provision of customer education services. For instance, while commenting on what KPLC needs to do to ensure efficient dissemination of information, a customer indicated as follows: "KPLC needs to establish the 'mashinani' agent offices like the way Equity bank does...this way, customers in remote areas can still access any information without having to struggle to come to town...I don't think KPLC has faired on well on ensuring timely and efficient dissemination of information of their services and intentions...sometimes you just wake up and realize you have no power...they are doing repairs!"

Generally, it can be deduced that customer education services were being provided at KPLC albeit satisfactorily. While corroborating the finding of this study, Osmonbekov, & Czaplewski (2011) aver that customer education which can be delivered through a variety of educational programs can educate consumers and consequently enhance their business relationships. Macintosh & Lockshin (2010) buttress this argument by indicating that service providers can also offer technical support that can create dependent relationships, which in turn may enhance customer loyalty and hence customer satisfaction.

Bell, *et al.*, (2005) further reinforce the arguments by indicating that it is important to examine the effect of service quality in conjunction with customer education. Providing educational support requires a better understanding of what to offer customers and in what manner, especially in the service industry. While investigating the effect of customer education on product usage, Aubert (2012) found that well-educated customers can utilize services more effectively because they understand application more thoroughly and can assess service performance more accurately. Educated customers can perceive and appreciate "technical and functional services" as they experience them during the service process. Well-educated customers have the potential for achieving higher levels of satisfaction and a stronger sense of customer loyalty for their service providers. This points to how vital customer education is to a company's continued positive relationship with its clientele.

Conclusions

Based on the findings of the study, it is concluded that there exists a strong positive relationship between effective applications of TQM and customer satisfaction. Specifically, a positive correlation between implementation of TQM and the two dimensions (the core and the relational) of customer satisfaction. In other words, organizations that incorporate the core and relational dimensions of service quality in their operational policy are likely to attain higher levels of customer satisfaction within their clientele circles. Moreover, customers of such organizations are likely to be satisfied with the services offered. Therefore, it appears that the core and relational dimensions of service quality are important drivers of customer satisfaction for all customers irrespective of their country of origin or even culture.

Recommendations

The study recommends that more emphasis should be put on

the application of the principles of TQM for its successful implementation and for the success of the company. The role of leadership, employee participation and empowerment, planning, training, communication, customer focus, supplier quality management, continual improvement and organizational culture are apparently significant for the success of the company in terms of market share, productivity, profitability and overall business performance.

The study recommends that the company should establish quality management systems in accordance with the requirement of ISO 9001: 2008 for effectiveness and efficiency of its implementation and for the success of the company. Flexibility of the organizational culture will determine the success or failure of implementing TQM in KPLC. Resistance to change, lack of commitment in cascading the program to the bottom of the pyramid may slow down the impact of this policy on customers' satisfaction at KPLC.

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