Archives of Business Research – Vol.4, No.1
Publication Date: Feb. 25, 2016
DOI: 10.14738/abr.41.1784.
Adusei C., & Bimpeh P. K. (2016). Total Quality Management: Insight from Donyma Steel Complex Ghana. *Archives of Business Research, 4(*1), 86-99.

Total Quality Management: Insight from Donyma Steel Complex, Ghana.

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Abstract

Total Quality Management (TQM) is considered a very important factor for the long-term success of an organisation. Service quality is a major component of TQM. This paper ascertains whether service quality leads to customer satisfaction and what accounts for that at Donyma Steel Complex. The study uses survey data from staffs and customers to explain issues on TQM and challenges associated with total quality service. Results revealed mean of 4.00 and standard deviation of 0.577 of respondents, which supports the notion that high performing department(s) share strategies with other departments. The only negative gap score was on a component of reliability. Difficulty in changing the standpoint of staff on quality had the highest mean of 3.84 as the key challenge of TQM implementation. It is recommended that measures and policies that promote cordial relationship should be encouraged to enhance TQM practices and management should target service quality dimensions that had a low score as a starting point of improving service quality.

Key words: Total Quality Management, Service Quality, Donyma Steel Complex, Ghana

INTRODUCTION

Asubonteng et al., (1996), stated that due to intense competition and the hostility of environmental factors, service quality has become a cornerstone marketing strategy for all companies. This highlights how important the improvement of an organizations' service quality to propel growth and survival since it could help them to tackle these challenges they face in the competitive markets. For this reason, service-based companies are compelled to provide excellent services for their customers in order to have a lasting competitive advantage over their competitors. There is therefore the need for organizations to understand what total service quality is all about in order to stay in business.

According to previous studies it is very difficult to measure and grade service quality because of its intangible nature and moreover it has gotten to deal with perceptions and expectations of customers which are very difficult to determine because of the complex nature of human behaviour. Douglas and Connor, (2003), and Ladhari, (2009) made mentioned of the fact that, the intangible nature of a service is the critical determinant influencing service quality perceived by a consumer. This means that services must be defined well by the one providing it in terms of its characteristics for better understanding of how service quality is perceived by their customers.

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The importance of service quality cannot be overlooked in the area of practice and theory due to its relevance to organisations. This interest has motivated several researchers to find ways to measure this by developing models to measure it, even though others claim it is very hard to measure because it is intangible and one cannot quantify it (Eshghi et al., 2008,), (Douglas and Connor, 2003). Evaluation of the customer's perception of quality can be done through the interaction with the personnel offering the services in an organisation, (Magi and Julander, 1996). By their suggestion, it will be very easy to measure service quality through the interaction between service providers and consumers, this is because the service provider could be in better position to understand the consumer and identify his or her needs and wants.

The study is interested in the dimensions of service quality from the customer's perspective through assessing their expectations and perceptions of service quality and the staff's appreciation of Total Quality Management (TQM) at Donyma Steel Complex Limited in Ghana. To achieve this, the study was guided by the following objectives: identification of the various TQM practices by Donyma Steel Complex, its service quality and the challenges associated with implementing total service quality.

LITERATURE REVIEW

Understanding Quality Concept

According to Sower and Fair (2005) and Wicks and Roethlein (2009), there are many different definitions of quality and there is not a universally acceptable definition of quality. They all claim that because of the elusive nature of the concept when viewed from different perspectives and directions and the measures applied in a particular context by the person defining it. For this reason the definition of quality normally varies between manufacturing industries and service provision industries and also between the academicians and practitioners. These variations in context are caused by how intangible its components are since this makes it more difficult in evaluating quality which one cannot assess physically implying that other ways must be known in order to measure this quality.

According to Ghylin et al, (2006), quality is an attribute of an item, a unique and important character of a person or product, a degree of excellence and of a high social status. Hardie and Walsh (1994) also defined quality as the perfection of a product which will result in customer satisfaction as a result of free from defects. According to Wicks and Roethlein, (2009) definition, quality is the total affective assessment of each customer satisfaction level.

According to Ghylin et al (2006), management believes that the power of quality is a guarantee of high profits in any business. For this reason organisations try as much as possible to always maintain a high level of quality at every point of their production, manufacturing and even provision of services.

Service Quality Concept

According to Ladhari (2009), service quality is considered as an important tool a firm's use to differentiate itself from its competitors. Service quality is very relevant to companies for the fact that it gives a competitive advantage to companies that always strive to improve upon it and thereby bringing out customer satisfaction.

Service quality is defined by Negi, (2009), as the overall evaluation of a service received by a customer. The understanding of service quality must involve the acknowledgement of the characteristics of service that are intangibility, heterogeneity and inseparability as stated by Parasuraman et al, (1985). In this way, service quality would be easily measured.

In this study too one could define service quality as the difference between what a customer was expecting from service performance before an encounter with the service and their perception after receiving the service. The expectations of consumers serve as the basis for evaluating service quality. This is because, quality is very high when performance also exceeds expectation and quality will be low when performance also does not meet their expectations, Asubonteng et al, (1996). Expectation is normally viewed in service quality literatures as desires or wants of consumer, thus what they feel a service should be other than what a service would be, Parasuraman et al, (1985). Therefore having a better understanding of consumer's attitudes will enable organisations to know how they perceive service quality.

Negi (2009) suggested that customer-perceived service quality has recently been given increased attention. This is due to its immense contribution to business competitiveness and development in customer satisfaction. This makes service quality a very important issue to understand by firms by knowing how to measure it and making the necessary improvements in its areas where appropriate, especially in areas where there are gaps between expectations of customers and perceptions of customers are wide.

Douglas and Conner (2003) emphasized that the customer who has developed a more heightened perception of quality is more demanding and less tolerant for shortfalls in service or product quality. It is very important that, service quality is not assessed only as end results but also how it is been delivered during the process of receiving the service.

Service Quality Gap

A conceptual model of service quality was developed by Parasuraman et al (1985). In their development they identified five service quality gaps that could have an impact on the consumers evaluation of the service quality in four industries namely; Credit card, retail banking, securities brokerage and product repairs and maintenance. The gaps were;

Gap 1: Consumer expectation – management perception gap

This comes when service firms are not able to understand the features that a service must have before it can meet consumers' needs and the level of performance of those features in order to deliver more quality service. The result of this affects the way consumers asses service quality.

Gap 2: Management perception – service quality specification gap

This gap comes about when the organisation identifies what the consumers need but does not have what it takes to deliver those expectations. Some of the factors that bring about this gap could be limited resources, market conditions and management indifference. These factors could affect the service quality perception of the consumer.

Gap 3: Service quality specifications – service delivery gap

Organisations may have the guidelines on the performance of service well to their customers but that does not guarantee that high service quality performance is assured. Employees normally play a vital role in the assurance of good service quality perception. This has an effect on delivery of service which has a bearing on the way consumers will perceive service quality.

Gap 4: Service delivery – external communication gap

External communications can affect not only consumer expectations of service but also consumer perceptions of the delivered service. Companies can neglect to inform consumers of special efforts to assure quality that are not visible to them and this could influence service quality perceptions by consumers.

Gap 5: Expected Service – perceived service gap
From their study, it showed that the key to ensuring good service quality is meeting or exceeding what consumers expect from the service and that judgement of high and low service quality depend on how consumers perceive the actual performance in the context of what they expected.

Customer Satisfaction
Customer satisfaction is been considered as an attitude as stated by Yi (1990). In the case of supermarkets, there is some kind of relationship existing between the customer and the service provider and customer satisfaction will be based on the assessment of several interactions between both parties. Therefore satisfaction is considered as part of the overall customer attitudes that are towards the service provider that makes up a number of measures.

According to Giese and Cote, (2002), there is no generic definition for customer satisfaction and after their study on various definitions for satisfaction they defined customer satisfaction as the identification of a response that pertains to a particular focus, thus a purchase experience and the associated product occurs at a certain time been post-purchase and post-consumption. From their definition it is clearer that the consumer's satisfaction is determined for his or her shopping experience and this was supported by Sureshchandar et al (2002) who also believe that customers' level of satisfaction can be determined by their total experiences at all of their points of contact with the supplying organisation.

According to Huddleston et al (2008), satisfaction is likely to occur if the shopping experience provides qualities that will be valued by consumers. Fornell, (1992), clearly defined customer satisfaction as the overall post-purchase evaluation by the customer and this is also similar to the definition by Tse and Wilton (1988). They define customer satisfaction as the response of consumers to the evaluation of the assumed discrepancy between expected expectation and actual performance of the product or service used.

All the definitions consider customer satisfaction as a post-purchase response and in the case of supermarkets shopping experience is more important in evaluating customer satisfaction. For Wicks and Roethlein, (2009), customer satisfaction is formed through affective evaluation processes and this affective evaluation can be done following the purchase experience by the consumer. A company enjoys a higher level of customer retention and profitability when they consistently satisfy their customers. It is vital to always keep consumers well satisfied and this is done in different ways and one way is by trying to know the expectations and perceptions of services offered by service providers.

Factors that Affect Customer Satisfaction
Customer satisfaction is viewed in various industries differently as well as that of individuals. Moreover, its approach is totally different when it has gotten to do with services and products. Many writers have been trying to understand service quality, product quality and satisfaction both in the area of comfortability and in terms of utility that a product or service fulfils the actual intended purpose for which it was made for and bought.

Sahin et al (2006), made an effort to find out whether consumers were satisfied with food served and its services at the military in Turkey. They realized that specific demographic characteristics were not significant in determining the satisfaction level of the patients but rather the appearance and the taste of food. They emphasize on demographic features as an important factor.

Another study was also done in Jiangsu province in China seeking to find out the differences in food taste among students of different socio-cultural background and characteristics stated in their literature that, socio-cultural factors as well as environmental factors shape children's choices of food, Spreng et. al., (2005). Their differences makes them to appreciate the quality of food differently and this is often because they are new to it, or they do not totally like it or due to their traditional beliefs associated with their different demographic factors.

Bailey and Pearson (1983) in their study identified thirty-eight (38) factors that affect the satisfaction of consumers of computer users of which some were the quality of the product, flexibility, reliability, priorities determinations, expectations and security. According to Spreng et. al., (2005) and Bailey and Pearson (1983) they all identified that quality of services and products, user friendly nature of product and services, human needs and comfort assurance were some of the relevant determinants of customer satisfaction.

Relationships between Service Quality and Customer Satisfaction

Sureshchandar et al (2002) opined that customer satisfaction can be seen as a dimensional construct just as service quality. Meaning, it can occur at different levels in an organisation and that it should be given attention along the same factors on which service quality works.

According to Negi, (2009), the idea of finding a link between service quality and customer satisfaction has been there for a long period. A study was carried out by him to find out the relevance of customer-perceived service quality in the overall determination of customer satisfaction in the area of telecommunication services and found out that reliability in the network and network quality were the key factors in the evaluation of overall service quality but also stressed that tangibles, empathy and assurance should not be overlooked when evaluating perceived service quality and customer satisfaction. His study was based on only a specific service industry like telecommunication service and it is very important to identify and evaluate those factors which do contribute significantly in the determination of customer-perceived service quality and overall satisfaction.

According to Fen and Meilian, (2005), they found out that both service quality and customer satisfaction do have positive impact on customer's intention to re-patronize shows that both service quality and customer satisfaction plays a crucial role in the success and survival of any business in the competitive market. Their study proved a close relationship between service quality and customer satisfaction.

Sureshchandar et al, (2002), also carried out a study to find out the link that existed between service quality and customer satisfaction. In their study, they came to the conclusion that, there exist a great dependency or direct relationship between both constructs and an increase in one variable is likely to lead to an increase in another variable. They again pointed out that service quality is more abstract than customer satisfaction. This is because, customer satisfaction do reflect the consumer's feelings about his or her many encounters and experiences with the service provision firm whiles service quality may be affected by the perceptions and values or by experiences of other consumers that may not be good.

Magi and Julander, (1996), also carried out a study among supermarkets in Sweden and showed a positive relationship between perceived service quality, customer loyalty and customer satisfaction. It was proven in their study that customer satisfaction results from high perceived service quality and this makes the customer to be loyal. However, it can be possible that a more satisfied customer may not necessarily become loyal customer.

STUDY AREA AND METHODOLOGY

Study Setting

The organization under study is Donyma Steel Complex. It is a manufacturing and retail company located in Kumasi. Donyma Steel Complex deals basically with steel products in the construction firm namely tropical roofing sheets of all kinds and sizes, tropical binding wire, iron rods, tropical nails, roller shutter gates and warehouse gates. Its factory is housed in an ultra-modern office complex with a large factory size and well located for business. The organizational structure combines a range of roles-sets that functions to add value to customer needs.

As a fast growing manufacturing industry, Donyma, presently has state-of-the-art equipment that has effectively established the organisation as the number one manufacturing industry in the Kumasi Metropolis so far as steel products in the construction industry is concerned.

METHODOLOGY

Respondents for the study

A cross sectional study was conducted between January and August 2015. The study was carried out in Adum, Asafo, Pankrono and Bantama; these are towns within the Kumasi Metropolis of Ghana. Permission for the study was obtained from the company hence their cooperation was great. The main criteria for the sample selection were the ability and knowledge of the respondents to evaluate service quality and total quality management by the customers and staffs of Donyma Steel Complex respectively. All the staffs from the company and top one hundred customers were informed of the study and their possible inclusion in the sample. After meeting sample selection criteria, the respondents were reminded about the purpose of the study and those who accepted to participate voluntarily were included in the sample

Sampling Approach

A Multiple stage sampling procedure was used to sample the respondents. At the first stage, purposive sampling procedure was used to sample the Donyma Steel Complex and five (5) key distributors of the company while the second stage of the sampling process involved quota sampling in which set target numbers guided the sampling of respondents as shown in Table 1. In all ninety-eight (98) respondents were sampled for the study. The third stage was simple random sampling where both the customers and the staffs of Donyma Steel Complex were recruited for the study for the set target number. With the exception of the key distributors who were recruited purposively, the other forty-five respondents were through the customer database from the Trade Census of the company while the staffs were through the personnel information system which hosts this data.

Table 1: Composition of Respondents

Theme	**Number of respondents**
Type of customer	
Key Distributors	5
Retailers/Wholesalers	30
Customers (who buy from the sales office)	14
Sub total	**49**
Section of staff	
Management	10
Administration	8
Operatives	31
Sub total	**49**
Total	**98**

Data Collection

A questionnaire was employed as the data gathering technique. The questionnaire consisted of five sections. Section A dealt with the biographical details of respondents, Section B to Section E contained sixty-five (65) items on sectional themes such as TQM awareness, TQM practices, expected and perceived services and challenges of TQM in Donyma Steel Complex. A Likert Scale was used to measure these pertinent constructs of the questionnaire. Ninety-eight (98) copies of self-administered questionnaires were submitted to the sampled respondents. A likert scale was used to indicate the responses from the respondents to measure the TQM awareness, TQM practices, expected and perceived results and challenges of TQM at Donyma Steel Complex.

Statistical Analysis

Descriptive statistics was used to analyse the data with the aid of Statistical Package for the Services Solution (SPSS) version 14.0. Descriptive statistics such as frequency table, mean values and standard deviation were used to present the TQM practices and challenges of TQM implementation. The SERVQUAL Analysis was used for service quality. The results were presented using mean values, standard deviations and gap scores. The mean values, standard deviations as well as the gap scores were calculated using the five point Likert scale (1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree). However, for easy presentation, the percentages for strongly disagree and disagree were combined and strongly agree and agree were also combined.

RESULTS AND DISCUSSION

Explanation of the columns of Tables 2-4

There is the need to make these explanations to guide our readers. “SD+D” represent strongly disagree and disagree respectively, while “N” is neutral which is indifferent feedback from the respondents and “SA+A” denotes strongly agree and agree respectively. “SD” is the standard deviation which measures the degree of deviation to the theme/statement outline. Mean is the degree of consensus to the theme/statement outline. “VLiE+LiE” indicate very little extent and little extent respectively to the response and “VLaE and LaE” denotes very large extent and large extent respectively.

Total quality management practices

This section assessed the various TQM practices at Donyma Steel Complex. The essence was to examine the various levels at which elements of TQM are being implemented. The result is presented in Table 2 as shown below.

Table 2: Total Quality Management Practices by staffs

TQM Practices	SD + D	N	SA + A	Mean	SD
The management of the company has vision objectives and shares it	-	-	49	4.51	.505
Management involves staff and others in decision making	-	-	49	4.29	.456
Management has cordial relationship with staff	-	-	49	4.90	.306
Staff and departmental meetings are consistently organized	-	3	46	4.18	.527
Specific targets are set for departments to meet periodically	-	6	43	4.10	.586

Management facilitates the provision of the needs and requirements of the departments in the company	-	-	49	4.92	.277
The company's culture is based on teamwork	-	-	49	4.37	.487
Platforms are created for high performing departments to share strategies with other departments	-	8	41	4.00	.577
There is strong link between the company and its customers	-	-	49	4.31	.466
There is an avenue for receiving and addressing customers' concern	-	1	48	4.84	.426

Source: Fieldwork, 2015

The study examined whether the Management of Donyma Steel Complex has vision, objectives and shares them with workers. Twenty five respondents strongly agreed whereas twenty four respondents agreed that management of the company has vision objectives and shares with workers. The strength of consensus from respondents on this variable is depicted in high mean value of 4.51 which corresponds to "strongly agree" on the five point Likert scale.

Management involvement of staff in decision making was also one of the TQM practices examined. All the respondents either agreed or strongly agreed. This variable had a mean value of 4.29 which relates to "agree" on the Likert Scale. Similarly, majority of the respondents agreed that management has cordial relationship with staff with high mean value of 4.90. Relationship between management and staff is seen as a vital element of TQM. In other words, TQM cannot thrive without good management-staff relationship since it involves continuous improvement of all the units/sections of an organization.

This section also examined if staff and management consistently organizes meeting. It is expected that regular meetings between staff and management will aid continues improvement as such platforms offers the opportunity for each unit and individual to discuss issues that enhances organizational goal. Management is able to solicit views from staff whilst staff is made known of the direction of management when meetings are often held. Majority of the respondents agreed that meetings are consistently organized between staff and management of Donyma Steel Complex.

The result also shows that in a bid to ensure total quality management, specific targets are set for each department/unit of the company. Management facilities the provision of the needs and requirements of the departments in the company as shown in the general consensus of the respondents. Specifically, the highest mean value of 4.92 which corresponds to "strongly agreed" on the Likert scale implies that majority of the respondents agree management of Donyma Steel Complex facilitates the provision of the needs and requirements of the departments in the company.

Teamwork was another element of TQM assessed. It is assumed that team work will aid total quality management as the team works for a particular goal through continuous improvement. The study found that the company's work culture is based on team work as depicted in mean value of 4.37. This conclusion was also made by Hardie and Walsh (1994) that for customers to

experience defect free products teamwork and effective coordination by the various departments is key to achieve that objective.

The study also examined the extent to which the various departments share ideas. The result shows that platforms are created for high performing departments to share strategies with other departments. This helps for adoption of strategies and ideas by non-performing/low performing departments to enhance TQM. Apart from the intra-departmental links within Donyma Steel Complex, the study also found inter-relationship between the company and its customers. This element is very important for continuous improvement. It helps to solicit concerns and regular feedbacks from customers on services offered in order to formulate measures that improve TQM. Customer feedback through strong links between company and customers were found by Yi (1990) to be important element of successful TQM implementation and customer satisfaction. Due to the strong links between the company and its customers, there is an avenue for receiving and addressing customers' concern as reflected in second highest mean value of 4.84. In other words, majority of the respondents agreed that there is avenue for addressing concerns of customers. Yi (1990) concluded that customer satisfaction which is a function of TQM is considered as an attitude. Simply put, there is some kind of relationship existing between the customer and the service provider and customer satisfaction will be based on the assessment of several interactions between both parties. Similarly, Fornell, (1992), posited customer satisfaction as the overall post-purchase evaluation by the customer and further reiterated by Tse and Wilton (1988). They define customer satisfaction as the response of consumers to the evaluation of the assumed discrepancy between expected expectation and actual performance of the product or service used.

SERVQUAL Analysis

This section presents the results of measuring quality of service at Donyma Steel Complex. The study employed the SERVQUAL model in measuring service quality. The result is shown in the Table 3 below.

Table 3: Service Quality by customers

Reliability	Perceived Service	Expected Service	GAP Score	Average for Dimension
Bills/charges will be accurate (No errors)	4.63	4.20	0.43	
Services will be perfectly rendered.	4.28	4.29	-0.01	
Services can be demanded any time.	4.42	3.69	0.73	
Services rendered will motivate me recommend the company to others.	4.69	4.34	0.35	
Services will be timely executed.	4.36	4.29	0.07	0.39
Responsiveness				
Charges/Bills will be given on time	4.46	4.10	0.36	
Management/staff will be willing to work extra if the service demanding is difficult.	4.48	4.31	0.17	
The management will address customers' concerns promptly.	4.48	4.24	0.24	0.19

Assurance				
Staff/management will show some level of courtesy to customers	4.62	4.45	0.17	
I will be able to confide in service providers or customers when I have problems	4.41	4.00	0.41	
Relationship between service providers and customers will be good	4.60	4.18	0.42	
Communication in my organization will be bottom-up	4.33	3.86	0.47	0.37
Empathy				
Service providers will be approachable	4.40	4.08	0.32	
Company will give individual attention to customer needs.	4.36	4.06	0.3	
Management will be interested in staff and customers' welfare.	4.57	4.23	0.34	0.32
Tangibles				
Resources will be in good state	4.73	4.20	0.53	
Adequate resources will be available	4.79	4.31	0.48	
The tiles/steel/buildings will be attractive	4.87	4.28	0.59	
The tiles/steel/buildings will be durable.	4.91	4.38	0.53	0.53
Overall Gap				0.36

Source: Fieldwork, 2015

This part is subdivided into five sections. The first part looks at the reliability of the service offered by Donyma Steel Complex. Accuracy of bills and charges, timely execution of projects, etc. were used to measure reliability of services rendered. The result shows that the services rendered is reliable as depicted in the positive gap scores for all the elements of reliability except "perfection of services rendered" and average score of 0.39. Among the reliability factors envisaged, customers' ability to demand services any time ranked as the most reliable as it scored the highest positive gap score of 0.73.

Another factor envisaged was responsiveness of the company to the needs of customers. The responsiveness examined how the company reacts to demands of customers. That is, the willingness of managements and staff to help and provide prompt services to customers. The result as shown in Table 3 depicts that management and staffs of Donyma steel company are willing and offer prompt services as a positive gap score of 0.58 was recorded. It can therefore be concluded that customers of Donyma Steel Complex are satisfied by the company's responsiveness to their demands. In line with that, Tse and Wilton (1988) defined customer satisfaction as the response of consumers to the evaluation the assumed discrepancy between expected expectation and actual performance of the product or service used.

Majority of the respondents agreed that bills are given on time, management and staffs are willing to work overtime and customers concerns are promptly addressed. As shown in the

Table 3, all the elements of responsiveness had positive gap score. Again, the average dimensional score for responsiveness is positive. Bailey and Pearson (1983) included flexibility and reliability as a factor that influences customer satisfaction. The flexibility of management and staff to working hour(s) to meet customer demand is expected to be a key determinant of customer satisfaction.

The study also assessed service quality based on assurance. The result shows that the company exhibits assurance by showing customers some level of courtesy, measures in place to ensure confidence in the operations of the company when there is a problem, existence of cordial relationship between service providers and customers as well as good flow of communication. Assurance had a positive average dimensional score of 0.37. In furtherance, the result shows that staff and management shows empathy to the customers as a positive gap score of 0.32 was recorded. Management's interest in welfare of staff and customers scored the highest positive gap score therefore making it most well performed empathy variable envisaged.

Finally, this section examined the tangibles of Donyma Steel Complex. It is shown from the results that respondents agreed resources used in operation are in good state and available, the tiles, steel and buildings are attractive and durable and gives some level of security to customers. In general, the average dimensional score for tangible was positive and the highest among all the dimensions of service quality. Notwithstanding that all the dimensions of service quality examined scored a positive gap score, result show real cause for concern to improve on the negative components of the dimensions.

In all and sundry, an overall positive unweighted average SERVQUAL score of 0.36 as seen in Table 3 indicates a significant quality of service delivery in meeting expectations of customers across all service areas and dimensions. The overall positive gap score is an indication of customer satisfaction. According to Fen and Meilian, (2005), the found out that both service quality and customer satisfaction do have positive impact on customer's intention to re-patronize goods and services of a company thereby showing that both service quality and customer satisfaction plays a crucial role in the success and survival of any business in the competitive market. It is also concluded that a positive gap score means the presence of customer loyalty. Similar finding was made by Magi and Julander, (2009) in a study carried out among supermarkets in Sweden and showed a positive relationship between perceived service quality, customer loyalty and customer satisfaction. It was proven in their study that customer satisfaction results from high perceived service quality and this makes the customer to be loyal. However, it can be possible that a more satisfied customer may not necessarily become loyal customer.

The summary scores for each dimension are shown in Table 3, with the unweighted average scores per dimension having been totaled to achieve the overall SERVQUAL score. As can be seen from Table 3, the only negative gap scores was on a component of reliability; this is real cause for concern and provides a definite starting point for service improvements by striving towards perfection.

From Table 4 above, majority of the respondents agreed to a large extent that, the challenges of practicing TQM in Donyma Steel Complex is due to difficulty to change the stand point of staff and the high cost outlay involved in training staff. Thus, the difficulty involved in changing the standpoint of staff on quality had the highest mean of 3.84 followed by the expenditure involved in TQM training with mean of 3.53. This implies that the expenditure involved in TQM training staff is one of the main hindrance to successful TQM implementation.

Challenges of TQM implementation

Table 4. Challenges of TQM implementation

TQM Practices	VLiE + LiE	N	VLaE + LaE	Mean	S.D
Difficulty to change staff stand point of quality	8(16.3%)	6(12.2%)	35(71.4%)	3.84	1.34
Bad relationship between staff and customers	47(95.9%)	-	2(4%)	1.69	0.77
The outlay/expenditure involved in TQM training.	14(28.5%)	10(20.4%)	25(51%)	3.53	1.36
Insufficient resources	47(95.9%)	-	2(4%)	1.24	0.751
Improper planning	49(100%)	-	-	1.04	0.20
Lack of staff commitment	49(100%)	-	-	1.12	0.33
Lack of clear vision and concrete quality policy for the company	49(100%)	-	-	1.10	0.31
Poor communication between members of departments.	49(100%)	-	-	1.53	0.50
Lack of feedback from management	48(98%)	1(2%)	-	1.59	0.54

Source: Fieldwork, 2015

CONCLUSION AND RECOMMENDATION

The study found high level of TQM awareness among the respondents. It is therefore expected that TQM practices among staff and management will be high. Management and staff must be encouraged to pursue further education and engage in training programs as they were found as means of TQM awareness. Policies like study leave and sponsoring of training programs on TQM can be used to further enhance TQM awareness.

Measures and policies that promote cordial relationship should be encouraged to enhance TQM practices. Also, management should be encouraged to clearly define and communicate the vision and objectives of the company. By so doing, TQM practices would be enhanced. Put differently, the absence of cordial relationship among staff and management, and clearly defined vision and objectives of the company could spell dire consequences for TQM practices and its associated effects.

Respondents gave good assessment of service quality. Thus, all the dimensions of service quality had a positive gap score. However, management should review sections of service dimensions that had negative gap score. In other words, management could target sections of service dimension that had negative gap score as a starting point to improve service quality.

Successful TQM implementation is hindered by difficulty to change the stand point of staff. This could be dealt with regular reorientation exercises for staff in order to change staff attitude and encourage flexibility in operations. Another challenge of TQM implementation is high cost outlay to train and educate staff.

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RECOMMENDATION

Policies like study leave and sponsoring of training programs on TQM can be used as a tool to further enhance TQM awareness. Special sponsorship packages for staff members pursuing further studies on TQM can be instituted whereby those individuals will go into agreement to return to the company after studies. By so doing, TQM will be promoted and the company reaps its associated benefits.

Measures and policies that promote cordial relationship should be encouraged to enhance TQM practices. Also, management should be encouraged to clearly define and communicate the vision and objectives of the company. Other TQM practices such as the culture of teamwork, strong linkage between customers and the company should be encouraged.

Respondents gave good assessment of service quality. However, some dimensions of service quality had a lower score comparatively. Management should target service quality dimensions that had a low score as a starting point of improving service quality. Specifically, responsiveness which had the least average dimensional score should be the primary target to enhance service quality.

Successful TQM implementation is hindered by difficulty to change the stand point of staff. This problem could be dealt with by organizing regular training and programs on TQM to reorient staff attitude. The company can also partner with other institution with similar goal of enhancing service quality by organizing training sessions for the staff. By so doing, the cost outlay of training staff on TQM will be borne by both companies. This could be a way of reducing high cost outlay associated with training staff.

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