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THE IMPACT OF TOTAL QUALITY IMPLEMENTATION ON CUSTOMER SATISFACTION WITHIN MALIAN FIRM SOACAP

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ABSTRACT

In this study, we seek to examine the effect of Total Quality Management (TQM) on customer satisfaction within Malian firm using customer needs, for TQM inputs purpose to get customer satisfaction. From customer satisfaction, it is possible to reach customer retention. The purpose of this study is to highlight the benefit of TQM implementation in Malian firms, the impact of TQM implementation on customer satisfaction combining different sources of customer satisfaction information and provide measures to represent the satisfaction levels. The information gained from all these different feedback types should be used to improve the quality of the products and services. The Quantitative and qualitative methods are used. Primary data are collected from customers and managers by questionnaires and interview. Secondary data are gotten from articles, journals and online resources. The theory section looks at different concepts of quality as defined and viewed by various authors. Also the benefits of TQM implementation were reviewed. The relation between TQM and Customer satisfactions is described. We have used the multiple regression analysis using TQM constructs and customer satisfaction information. The research findings confirmed the benefits that ensue from the implementation of TQM on customer satisfaction. It is showed that TQM is competitive advantage for firms. It was also discovered that for the TQM to be properly implemented, everybody in the organization must be involved from the management to the employees and even the customers.


KEYWORDS

Customer satisfaction, quality, Total Quality Management, marketing, customer expectation.

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1. INTRODUCTION

lobalization, deregulation and trade liberalization have increased the vulnerability of national economies to international competition. Mali has several quality problems. Mali is liberalizing its economy and adopting export-oriented policies. Malian manufactured goods must be sold on the international market, where they must compete with products of other countries with fully developed industrial economies. Foreign buyers are increasingly asking suppliers to comply with international quality standards. The competitive advantage is not driven exclusively by traditional factors such as cheap labor, substantial investment, easy access to raw materials, but also by using methods of continuous improvement of product quality and operating procedures. Most of those concepts and methods are now collectively referred to as "total quality" or "total quality management"(TQM). Juran asserts that "just as the twentieth century was the century of productivity, the twenty-first century will be the century of quality. In fact is total quality management effective in achieving customer satisfaction in Malian context?

2. OBJECTIVES OF THE STUDY

The overall objective of this study is to provide sufficient guidelines to help Malian firms in the implementation of total quality management. Finally, the implementation of total quality management within Malian firms is not an option but an imperative. This study is focused on the current impact of TQM implementation on customer satisfaction within Malian firm SOACAP. It has following specific objectives:

1. To obtain the effects of TQM implementation on customer satisfaction in Malian firm SOACAP;
2. To obtain a TQM implementation model for Malian firms;
3. To specify and test hypotheses from the research model of TQM and customer satisfaction which is derived from their theoretical foundations,
4. To obtain TQM knowledge with specific characteristics of Malian firms generated new knowledge.

3. LITERATURE REVIEW

The first, second and third research questions - "What is total quality management?", "What is customer satisfaction?" And "Is total quality management effective for getting customer satisfaction?" are descriptive in nature. When reviewing the relevant literature on total quality management, it was found that different researchers had different definitions and total quality management frameworks based on their own understanding of total quality management and research objectives. As a result, there are fewer consensuses on what constitutes total quality. According to Kanji and Asher (1996), total quality can also be defined as the application of quality principles for the integration of all functions and processes within the firm (Ross, 1993). Total quality can be defined as a set of techniques and procedures used to reduce or eliminate variation in a production or service delivery process to improve efficiency, reliability, and quality (Steingard & Fitzgibbons, 1993).

Marketing literature places a premium on customer satisfaction. Anderson et al. (1993) reported that perceptions of client quality were positively related to return on investment. Eklof, J. A. and Westlund, A. (1988) point out that customer satisfaction is effective in quality management and plays the most important role in the implementation of total quality. Geyskens et al. (1999) consider customer satisfaction as an important antecedent variable for developing long-term business relationships with the customer. The authors further suggest that customer satisfaction is an extremely important ingredient of total quality. In keeping with this

view, Aghazadeh (2002) argues that total quality has only begun to prevail in US firms, and that health care is an industry where individualized care is needed, total quality is absolutely important for these companies. Therefore, organizations that want to build a loyal customer base with a strong relational base cannot ignore customer satisfaction. They must strive to satisfy their customers in order to keep them.

4. STATEMENT OF THE PROBLEM

Based on the literature review, informal discussions with quality practitioners, and research objectives, the research questions were proposed. They are listed as follows:

Question 1: What is total quality management?

Question 2: What is customer satisfaction?

Question 3: Is total quality management effective for getting customer satisfaction?

Question 4: What kind of theoretical model for implementing Total Quality Management should be developed to guide Malian companies in implementing Total Quality Management?

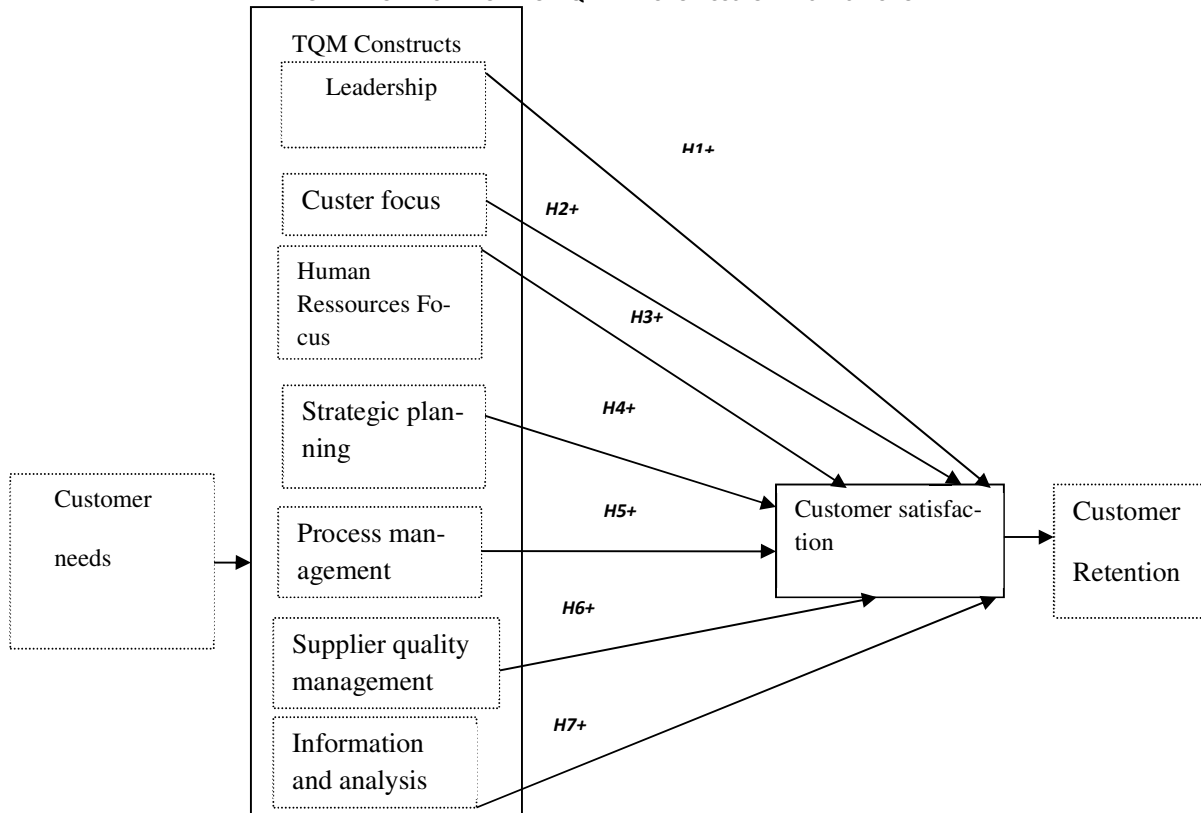
Question 5: What is the extent of the relationship between total quality and customer satisfaction?

Question 6: How can this model of total quality implementation be demonstrated in practice?

5. THEORETICAL MODEL

Research Question 4: "What kind of theoretical model for implementing Total Quality Management should be developed to guide Malian companies in implementing Total Quality Management?" will be answered. This model is based on the assumptions that the total quality implementation constructs have positive effects on customer satisfaction. Those TQM constructs are: Leadership, customer focus, human resources focus, strategic planning, information and analysis, supplier total quality management. These assumptions must be confirmed by questionnaire survey data in the Malian company SOACAP. Based on these assumptions, a theoretical model for implementing total quality and customer satisfaction has been developed. In this study, the TQM implementation constructs are the independent variables (causes) and customer satisfaction is the dependent variable (effect), "Customer needs" is the antecedent variable and the "customer retention" is the consequent variable.

FIG. 1: THEORETICAL MODEL OF TQM IMPACT ON CUSTOMER SATISFACTION



The following hypotheses have also been proposed: H1: Leadership has a positive impact on customer satisfaction. H2: Customer-focus has a positive impact on customer satisfaction. H3 Human Resources focus has a positive impact on customer satisfaction. H4: Strategic planning has a positive impact on customer satisfaction. H5: process management has a positive impact on customer satisfaction. H6: Supplier Quality Management has a positive impact on Customer satisfaction. H7: Information and analysis has a positive impact on customer satisfaction.

6. METHODOLOGY OF THE CASE STUDY

The sixth research question is "How can this model of total quality implementation be demonstrated in practice?" In fact, the model was developed to find out how a Malian company and the quality of service satisfy the customer. According to Yin (1989), case studies are the preferred strategy when "how" or "why" are questions asked. The Malian company SOACAP puts this model of total quality into practice and can also provide a better understanding of the model.

6.1 A BRIEF INTRODUCTION OF SOACAP

The case study was conducted in a SOACAP medium-sized manufacturing company, which was established in 1992. It is located in the industrial zone of Bamako in Mali. It produces shoes and several plastic products, which can be used in the textile industry and the building industry. The company has a functional organizational structure.

6.2 DATA COLLECTION

Primary and secondary data sources are used.

6.2.1 PRIMARY DATA SOURCES

Primary data are information's collected directly by the researcher, when secondary data are not available or are unable to contribute to the achievement of research objectives (Sekaran, 2003).

a) Interviews and observations

Interviews were conducted with senior managers, workshop managers, supervisors, inspectors and operators as well as observations.

b) Questionnaire survey

• Total Quality Survey

The research question "What is the extent of the relationship between total quality and customer satisfaction?" has been answered. Total quality management constructs are used for following statements: "Senior management strongly establishes an organization-wide quality culture (LD)," Our organization has a written statement of strategy covering all business operations clearly articulated and approved by our senior manager "(SP)," Our organization collects detailed information on customer complaints "(CF)" ,Availability key performance figures for analysis and decision-making "information and analysis (IA)," establishing multiple channels of communication with suppliers "(SQM)," Respondents to these items were used five-point Likert format ranging from 1 to 5.

• Survey of customer satisfaction (dependent variable)

Could you please take a minute to tell us how satisfied are you with the quality of goods and services provided by SOACAP? We will use this information to help us improve our ability to deliver projects in the future. The rating scale is as follows: 1 to 2 Very dissatisfied, 2 to 3 Dissatisfied, 3 to 4 Satisfied, 4 to 5 Very satisfied.

6.2.2 SECONDARY DATA SOURCES

Textbooks, academic articles and journals related to the implementation of Total Quality Management has been used. In addition, www.asq.org, www.analytictech.com, www.qualityscotland.co.uk among others, a number of online resources have been used to obtain information for the literature review.

6.3 CASE STUDY QUESTIONS

Only one company, SOACAP has been selected to lead this case study.

Three questions are addressed in this study, which are listed as follows:

Question 1: What are the strengths of the current implementation of Total Quality Management Customer Satisfaction?

This is a descriptive question on the strength of the Total Quality Management and Client Satisfaction approach compared to the Total Quality Implementation Model. After the comparison, the strengths of the implementation of the total quality management of the company could be identified.

Question 2: What are the weaknesses of the implementation of total quality management and customer satisfaction?

Current Practices of Total Quality Management and Customer Satisfaction were compared to the Total Quality Management Implementation Model. Thus, weak areas could be identified. Weaknesses could be used by the company as opportunities to seek improvement actions and develop an improvement plan.

Question 3: What type of improvement can the company implement in its entirety?

6.4 DATA ANALYSIS

The research framework of this study was analyzed using multiple regression model. Hypothesis tests have been adopted to accept or reject the hypotheses formulated in this research. Excel software have been used to perform the tests, the p-value analysis for individual coefficients, and the F-test for the overall importance of the model. Data are collected for 11 weeks from September 2016 to July 2017.

TABLE 1: TQM AND CUSTOMER SATISFACTION

week No	TQM Constructs							Means
	LD	CF	HR	SP	PM	SQM	IA	
1	3,89	3,25	3,72	3,28	3,77	2,95	3,5	3,48
2	3,76	3,17	3,66	2,75	3,56	3,78	3,1	3,39714286
3	3,5	3,1	3,53	3,03	3,15	2,57	3,88	3,25142857
4	3,25	3,4	3,16	3,76	3,28	3,22	3,51	3,36857143
5	3,18	4	3,09	3,08	3,11	2,78	3,48	3,24571429
6	3,67	3,75	3,14	2,88	3,06	3,58	2,53	3,23
7	2,98	3,05	3,05	3,15	3,02	3,75	3,82	3,26
8	2,67	3,13	3,1	3,67	3	3,01	3,57	3,16428571
9	3,04	3,02	3,22	2,62	3,09	2,9	2,97	2,98
10	2,21	3	3,01	2,58	3,18	3,53	3,58	3,01285714
11	2,76	3,11	2,76	2,5	3,04	3,65	2,47	2,89857143

6.4.1 MULTIPLE REGRESSION EQUATION

Customer satisfaction CS = b0 + b1 (LD) + b2 (CF) + b3 (HR) + b4 (SP) + b5 (PM) + b6 (SQM) + b7 (IA).

Estimation of a multiple linear regression equation

- Excel will be used to generate coefficients and measures of quality of fit for multiple regression
- Excel: Tools / Data Analysis / Regression

TABLE 2: MULTIPLE REGRESSION RESULTS

Multiple Regression Results				CUSTOMER SATISFACTION				
	0	1	2	3	4	5	6	7
Intercept		LD	CF	HR	SP	PM	SQM	IA
b	5,1676	1,30761	-0,5582	-2,6105	-0,5109	2,2024	-0,5299	0,035
s(b)	3,78822	0,69624	0,5734	1,5614	0,4115	0,9884	0,3891	0,4579
t	1,36413	1,87809	-0,9735	-1,6718	-1,2416	2,2283	-1,362	0,0764
p-value	0,2659	0,1570	0,4021	0,1932	0,3026	0,1122	0,2664	0,9439
VIF		8,1774	2,2155	13,5646	1,9311	3,7753	1,7828	3,1048
ANOVA TABLE								
	Source	SS	df	MS	F	F _{critical}	p-value	s
	Regression.	2,42156	7	0,3459	2,2236	8,8867	0,2746	
	Error	0,46673	3	0,1556				
	Total	2,88829	10	0,2888	R ²	0,8384		Adjusted R ²

CS= 5,1676 +1,30761(LD)+ 0,5582(CF) -2,6105(HR) -0,5109(SP)+ 2,2024(PM)+ 0,5299(SQM)+ 0,035(IA)

CS will increase, on average, 1, 30761 per week for each increase to 1point LD score, net of the effects of changes due to the other TQM implementation constructs. CS will increase, on average, by 0, 5582 per week for each increase to 1point CF score, net of the effects of changes due to the other TQM implementation constructs.

CS will decrease, on average, by 2, 6105 per week for each increase to 1point HR score, net of the effects of changes due to the other TQM implementation constructs.

CS will increase, on average, by 0, 5109 per week for each increase to 1point SP score, net of the effects of changes due to the other TQM implementation constructs.

CS will increase, on average, by 2, 2024 per week for each increase to 1point PM score, net of the effects of changes due to the other TQM implementation constructs.

CS will increase, on average, by 0, 5299 per week for each increase to 1point SQM score, net of the effects of changes due to the other TQM implementation constructs.

CS will increase, on average, by 0,035 per week for each increase to 1point IA score, net of the effects of changes due to the other TQM implementation constructs.

6.4.2 COEFFICIENT OF DETERMINATION: R^2

Reports the proportion of total variation in y explained by all x variables taken together. This is the ratio of the explained variability to total sample variability.

$R^2 = 0,8384$ means **83, 84%** of the variation in CS is explained by the variation in TQM implementation constructs.

Adjusted R^2

Adjusted $R^2 = 0,4614$ means **46,14%** of the variation in customer satisfaction is explained by the variation in TQM implementation constructs, taking into account the sample size and number of independent variables.

6.5 HYPOTHESES TESTING

Accept or reject your hypothesis

6.5.1 USE T-TESTS FOR INDIVIDUAL COEFFICIENTS

- Shows if a specific independent variable is conditionally important
- Hypotheses:
 - H0: $\beta_j = 0$ (no linear relationship)
 - H1: $\beta_j \neq 0$ (linear relationship does exist between x_j and y)

TABLE 3: RESULTS OF T-TEST (EXCEL OUTPUT)

t	1,36413	1,87809	-0,9735	-1,6718	-1,2416	2,2283	-1,362	0,0764
p-value	0,2659	0,1570	0,4021	0,1932	0,3026	0,1122	0,2664	0,9439

The test statistic for each variable falls out the rejection region (p-values >,05)

Decision: Reject Ho for each independent variable.

Conclusion: H1, H2, H2, H3, H4, H5, H6 ,H7 (which offer a positive relationship between total quality and customer satisfaction) are valid.

6.5.2 F-TEST FOR OVERALL SIGNIFICATION OF THE MODEL

- Shows if there is a linear relationship between all of the X variables Considered together and Y
- Use F test statistic
- Hypotheses:

H0: $\beta_1 = \beta_2 = \dots = \beta_k = 0$ (no linear relationship)

H1: at least one $\beta_i \neq 0$ (at least one independent Variable affects Y)

TABLE 4: ANOVA TABLE FOR F-TEST

ANOVA Table								
Source	SS	df	MS	F	F _{critical}	p-value	s	
Regression.	2,42156	7	0,3459	2,2236	8,8867	0,2746		0,3944
Error	0,46673	3	0,1556					
Total	2,88829	10	0,2888	R^2	0,8384		Adjusted R^2	0,4614

F =2, 2236 with 7 and 3 degrees of freedom, P-value for F-Test (significance F) is 0, 2746.

The critical value of F: $F_{\alpha} = 8, 8867$.

Decision: Since F test statistic is out the rejection region (p-value >,05), reject H0.

Conclusion: We conclude that the sub-hypotheses H1, H2, H2, H3, H4, H5, H6, H7 (which offer a positive relationship between total quality and customer satisfaction) are valid.

Results discussion: Customer Satisfaction and Total Quality Management the results of the regression analysis imply that the practice of total quality has a significantly positive relationship with customer satisfaction.

Customers have expectations of an organization they attend. If their expectations are not met, they are dissatisfied and the organization cannot keep them.

Therefore, perhaps for this reason that the marketing literature places paramount importance on customer satisfaction.

7. RECOMMENDATIONS/SUGGESTIONS

These potential opportunities for improvement borrowed from quality management practitioners are listed as follows:

- The quality of the purchased products should be considered as the most important factor in the selection of suppliers;
- Various in-house professional training courses should be organized in an efficient way so that employees perform their tasks better. Experienced employees from different departments or workshops can be training speakers;
- Team learning should be improved by having competent employees share with others.
- Quality education should be further emphasized to increase awareness of employee quality and accountability.
- The pay gap should be further broadened to enhance good initiatives high performing employees.
- In-depth market studies should be conducted to obtain potential expectations and needs. It is valuable to obtain information about the impact on customer satisfaction of the quality of the products and services provided by the company's competitors. Such information can be used for product design and quality improvement.
- The assessment of employee satisfaction should be done regularly.
- Documents relating to the quality system should be improved according to the practices and requirements ISO 9001. The company should change its quality system to ensure "write what they do and do what they write".

8. CONCLUSION

This study makes several contributions to research and theory of TQM and customer satisfaction. The results suggest that TQM organization can translate customer needs and customer into products and services quality. A greater understanding of the total quality management and customer satisfaction provided further investigation of the relationship between total quality management and customer satisfaction is facilitated. In conclusion, the main purpose of this study was to investigate the relationships between total quality practices and customer satisfaction as perceived by customers in Mali. A number of conclusions have been drawn from this research. Thus, a theory of quality management related to Malian companies has been developed. First, the measurement instruments of the implementation of Total Quality Management and Customer Satisfaction are reliable and valid and can be used by other researchers to test the effects of total quality management implementation on customer satisfaction. Second, several conclusions were drawn from the theoretical model test: (1) the implementation of total quality has positive effects on customer satisfaction; (2) the customers have positive effects on the implementation of the total quality and customer satisfaction. Customer needs are useful information for the effort to implement total quality. Third, the TQM implementation model developed in this study is applicable in practice. This model can be used by Malian companies to improve their efforts to implement Total Quality Management. This model of implementing total quality management can be used for self-assessment of quality improvement efforts of companies and measuring their progress over time. Can this implementation model of total quality management be used in other Malian companies? In fact, the case study was conducted in one company. Thus, the conclusion drawn from the case study can be generalized to other companies in Mali. Strictly speaking, generalization is limited. Through the use of this model, businesses can quickly identify areas requiring urgent improvement. Thus, resources can be allocated more wisely. Different companies have different characteristics, stories and backgrounds; adopt different technologies; have a different total quality management implementation maturity, serve different markets with different products; and employ people of different levels of education. Different companies should adopt different approaches to implementing total quality management according to their own situation. No universal standard for implementing total quality management exists.

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