QUALITY MANAGEMENT AND CUSTOMER SATISFACTION IN THE MANUFACTURING SECTOR; THE CASE OF LWEZA CLAYS LTD KAJJANSI

BY

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A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELORS IN SUPPLY AND PROCUREMENT MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY

SEPT, 2019

DECLARATION

This research project is my own original work and has never been presented to any institution of higher learning for any award.

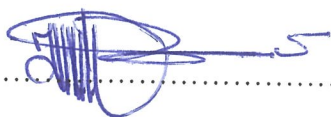Signature:...................................Date:.23rd/09/2019...............
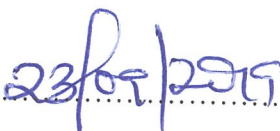
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APPROVAL

This research project has been presented for examination with my approval as the University supervisor.

Signed...   Date.23/09/2019

MR. AYASI ASADI
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DEDICATION

I dedicate this work to my dad Mr. Mangeni Boniface and my mum, Ms. Nabwire Roseline, and my brothers Okumu William, Wejuli Wilfred and Wandera Ambrose, my sisters Nalyaka Josephine, Nafula Grace Taaka Margaret Auma Sylivia and my friends Aida, Cathy, for their support and input during my study for sure they really encouraged me to strive on even during challenges.

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ABSTRACT

With the increasing pressure to remain competitive in this era of globalization, companies are now rethinking of incorporating quality aspects in their operations. This examined the impact of quality management on customer satisfaction at Lweza Clays-Kajjansi. The objectives of this study were to: identify the quality management dimensions, assess the benefits of quality management and, to establish the relationship between quality management and customer satisfaction. A descriptive survey design using both qualitative and quantitative approaches was used to collect data.

Data was collected using a self-administered questionnaire that was distributed to 80 respondents participated in this study comprising of employees and customers who made visits to the respective outlets and data was analyzed using frequency counts and percentages with the aim of establishing the relationship between the two variables. Analysis of the variables indicated a significant relationship between quality management and Customer Satisfaction.

The researcher recommends that Lweza Clays Ltd management should embark on a training program to equip its employees with relevant knowledge on the importance of quality control in improving the quality of services provided and maximize client's satisfaction while complying with quality service standards.

CHAPTER ONE

INTRODUCTION

1.1   Background

Customer satisfaction, quality and retention are global issues that affect all organizations, be it large or small, profit or non-profit, global or local. Many companies are interested in studying, evaluating and implementing marketing strategies that aim at improving customer satisfaction and maximizing share of customers in view of the beneficial effects on the financial performance for the firm (Kaplan and Norton, 2001). Customer satisfaction is a business philosophy which tends to the creation of value for customers, anticipating and managing their expectations, and demonstrating ability and responsibility to satisfy their needs. Contemporary service sector firms are compelled by their nature to provide excellent service in order to prosper in increasingly competitive domestic and global marketplaces (Sultan and Simpson, 2000). As service firms find themselves in an increasingly competitive and complex business environment, they are inevitably driven to examine their service delivery processes critically. The focus of such internal analysis is ultimately about customer satisfaction, and how bottom-line results can be actualized through delivering quality services to customers via flawless interface platforms. As Valdani (2009) points out: enterprises exist because they have a customer to serve. The key to achieve sustainable advantage lies in delivering high quality service that result in satisfied customers (Choy *et al.* 2003). As many industry sectors mature, competitive advantage through high quality service is an increasingly important weapon in business survival. The Manufacturing sector in Uganda (particularly Lweza Clays Ltd) has certainly not been exempted from increased competition or rising consumer expectations of quality. The quality of the service that customers encounter may be different each time they re-visit that particular restaurant, thus influencing the level of satisfaction and eventually affecting their re-patronage intentions (Ho *et al.*, *2005)*. Ho *et al* (2005) observed that it is impossible to control the whole process in which the service is produced; however, it is necessary to create the best possible prerequisites for a good customer outcome.   This can be achieved efficiently through quality management, (QM) which is an organized scientific approach towards continuous improvement of quality involving everyone in the organization covering every function aimed towards total customer

satisfaction (Mukherjee, 2006). The overall objective of TQM is to ensure continuous improvement in the organization's people, systems, processes and environment so as to achieve improved customer service and increased profits through efficiency and effectiveness in the entire organization (Bahri et al., 2012). According to Ugboro and Obeng (2000), TQM theory is based on; continuous improvement, top management leadership and commitment to the goal of customer satisfaction, employee empowerment and customer focus. Juran believed that main quality problems are due to management rather than workers. The attainment of quality requires activities in all functions of a firm. Firm-wide assessment of quality, supplier quality management, using statistical methods, quality information system, and competitive benchmarking are essential to quality improvement. Juran's approach is emphasis on team and project work, which can promote quality improvement, improve communication between management and employees coordination, and improve coordination between employees.

1.2   Statement of the Problem

High service quality results in customer satisfaction' (Yavas *et al.*, 2005,) which furthers customer loyalty' (Suar *et al.*, 2009,) and helps companies improve their performance (Yeung, Chew *et al.*, 2002). However, there has been increasing complaints about the quality of services offered by most Lweza Clays Ltd and this has resulted into reduced sales and customer dissatisfaction. Despite the fact that it is important to know whether customers are satisfied with the offer and with the quality of the services in order to decide if improvements need to be made, most Fast food owners have not sought out to the 'most influential determinants of customer satisfaction' (Lenka, Suar *et al.*, 2009,) and to determine customers' perceptions regarding these determinants' quality level.

1.3   General Objectives

The main objective of this study was to establish the relationship between Quality Management and Customer Satisfaction at Lweza Clays Ltd in Wakiso District Central-Uganda.

1.3.1   Specific Objectives;

1) To identify the quality management dimensions that impact on customer satisfaction at Lweza Clays Ltd

2) To assess the benefits of an effective quality management system on customer repurchase intentions and profitability at Lweza Clays Ltd.

3) To establish the relationship between quality management and customer satisfaction at Lweza Clays Ltd.

1.4   Research Questions;

1. What is the impact of service quality dimensions on customer satisfaction?

2. What are the benefits of an effective quality management system on customer repurchase intentions and profitability?

3. What is the relationship between quality management and customer satisfaction?

1.5 Scope of the Study

1.5.1 Content Scope

The content scope was limited to: identifying the quality management dimensions that impact on customer satisfaction, assessing the benefits of quality management on customer repurchase intentions and profitability, and; establishing the relationship between quality management and customer satisfaction at Lweza Clays Ltd.

1.5.2 Geographical Scope

The research was conducted at Lweza Clays Ltd located along Kampala-Entebbe Road, 7km from the central business district. This area was chosen because it is the hub of the city with a multitude of activities attracting people from various regions of the country. Therefore it was deemed prudent for the researcher to investigate how such outlets retain, sustain and satisfy their customer in an environment of changing customer needs.

1.5.3 Time Scope

The study assessed the relationship between quality management and customer satisfaction in Lweza Clays Ltd in Wakiso District for a period of six (06) months i.e. between February – July 2016 to enable the researcher gain enough experience and exposure on the operations of Manufacturing Companies and customer re-purchase intentions.

1.6 Significance of the Study

This will therefore be relevant to:

1. Government agencies, international organizations, sectoral business organizations and institutes that are involved in policy design related to quality issues.

2. Individual companies interested in the implementation of quality management techniques to keep pace with changes in customer demand and product design changes.

3. Customers in their bid to secure dependable, reliable service free from errors and/or defects. This will enhance satisfaction and increased product acceptance to gain sufficient market share

1.7 Definitions of Operational Terms

Quality: referred to the totality of features or characteristics of a product or service that bear on its ability to satisfy stated or implied needs.

Customer satisfaction in this aspect will refer to the degree to which a customer perceives that an individual, firm or organization has effectively provided a product or service that meets his/her needs in the context in which the customer is aware of.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter provides information from publications on topics related to the research problem. It examines what various scholars and authors have said about the impact of Quality management and Customer Satisfaction. The literature will be organized as per the study objectives, and reviewed approaches related to service quality dimensions, benefits of quality management, and the relationship between quality management and customer satisfaction.

2.1 Definition of Key Concepts

2.1.1 Quality

The term "quality" originates from qualis, a Latin word meaning, "what kind of". The International Organization for Standardization (ISO) defines **quality** as the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs (ISO 8402). Juran and Gryna (1980) defined quality as "fitness for use". Similarly, Crosby (1979) identified quality as meaning "conformance to requirements". Both of these definitions focus on the satisfaction of customer needs. The key to competitive advantage lies in continuously satisfying your customers' needs in a fashion that is superior and more consistent than your competitors. According to EN ISO 9000, quality management is defined as coordinated activities to direct and control an organization with regard to quality. Quality, in terms of business and services provision, is a highly influential parameter, since it involves the aim of customers' satisfaction in a wide spectrum of businesses orientation. Quality Management (QM) helps in ensuring that all the activities basic to designing, developing and implementing an offering are efficient in consideration of the system and its performance. Quality Management philosophy and approach to management is made up of cooperatively reinforcing principles, each of which is supported by a set of practices and techniques(Dean & Bowen, 1994).It involves managing people with the pertinent objective of improving the quality of offerings that are produced in order to satisfy customer demands(Magutu et al., 2010).QMpractices also known as Total quality management (TQM)canhelpimprove an organization'sperformance because TQMaims at continuously improving the quality of

offerings and processes by focusing on the customer's needsandexpectations to enhance customer satisfaction and firm performance (Sadikoglu andOlcay, 2014).TQM aids in creating a culture of trust, participation, teamwork, quality-mindedness, enthusiasm for continuous improvement, continuous learning and, fundamentally, a working culture that reinforces a firm's success and existence (Mohd & Aspinwall, 2000)

2.1.2 Customer Satisfaction

Lovelock, Patterson and Walker, 2001) conceptualize **customer satisfaction** as an individual's feeling of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations. Similarly, Yi and La, (2004) observed that there are two general conceptualizations of satisfaction, namely, transaction-specific satisfaction and cumulative satisfaction (Yi and La, 2004). Transaction-specific satisfaction is a customer's evaluation of his or her experience and reactions to a particular service encounter (Boshoff and Gray, 2004), and cumulative satisfaction refers to the customer's overall evaluation of the consumption experience to date (Johnson, Anderson and Fornell, 1995).

2.2   Quality Dimensions and Customer Satisfaction

Minazzi (2008) highlighted that customer satisfaction is the result of comparison between customers" expectations and customers" perceptions. In other words customer satisfaction is seen as difference between expected quality of service and customers" experience or perceptions after receiving the service. Customer satisfaction depends on such dimensions as reliability, responsiveness, assurance, empathy and tangibles and on additional elements like price, personal and situational factors that may occur during the service supply. (Bateson, Hoffman, 2000). According to the SERVQUAL model developed by Parasuraman, Zeithaml and Berry (1985), five important dimensions of service quality were found: reliability, responsiveness, assurance, empathy and tangibles. The validity and robustness of this model has been tested, accepted and used as a measurement by a wide variety of service industries (Dentiste & Rhonda, 2008). Though these determinants were on retail banking sector, it is of no exception to the Lweza Clays Ltd since they are all service sectors and these included:

Reliability: Reliability is represents the customer getting what they feel that they have paid for. It is the level on the service delivered by restaurants towards the standard of expectation and promised to customers dependably and accurately. Furthermore, Polatoglue and Ekin (2001) found that customers who used electronic banking will be an important determinant for the reliability measurement. They concluded that the customers were more likely to use electronic banking, if customer perceived it more securely. Jamal & Naser (2002) advised that it is interrelated on the reliability of the service delivered towards the customer satisfaction on their experiences on the service delivery process. However, Arasli, Smadi & Katircioglu (2005) pointed out that reliability is not related as it has the highest impact to customer satisfaction.

Responsiveness: Responsiveness refers to the willingness and ability of the banks to render their prompt service to meet the customers' needs. Electronic banking users believed that electronic banking responded faster to their needs than other traditional modes of banking, for example, the speed of bill payment via the Internet (Karjaluoto, 2002). In addition, Polatoglu & Ekin (2001) identified the important elements in electronic banking are instant feedback, quick transactions and easy access. Mengi (2009) found that responsiveness is important factor for customer satisfaction.

Assurance: Assurance is related to knowledge and courtesy of employees and the degree of trust and confidence that the customer feels when the bank is competent to provide the service. Liao and Cheung, 2002 have revealed that assurance dimension is important to the consumers' utilization of electronic banking. According to Tan & Teo (2000), bank reputation is important in selecting internet banking. In addition, the assurance dimension was positively related to the use of electronic banking (Mengi, 2009).

Empathy: Empathy refers to provision of concern and provides individual attention towards each of their customers (Parasuraman, Zeithaml & Berry, 1991). Interactions between employee and customer are very important to reflect the empathy measurement. Empathy is important factor related to customer satisfaction (Kumar, Mani, Mahalingam & Vanjikovan, 2010). If customers perceive that the bank provide special individual attention to their customers, their satisfaction level will be increased (Reynolds & Lee, 1996). However,

Ahmed, Nawaz, Usman, Shaukat & Iqbal (2010) found out that it is a negatively related for empathy to customer satisfaction.

Tangibles: Tangibles refer to physical facilities of restaurant premises, up-to-date equipment and appearance of the restaurants' personnel. Normally customers often look at any tangible signs toward the service quality that the restaurant can be provided. Kumar et al. (2010); Lai (2004) found that tangibles are important factor related to customer satisfaction. Baumann, Burlon, Elliott and Kehr (2007) found that tangibles are not related to customer satisfaction in electronic banking.

Benefits of Quality Management and customer repurchase intentions

Knowing of customers' requirements is essential because it provides the service provider with better understanding of the way customers define the quality of the service and product. If the company understands customers' requirements it is easier for service providers to satisfy them. Knowing of customers satisfaction level and their requirements will also help in finding out the best direction in which company needs to go on. (Hayers, 2008) Customers' requirements have increased rapidly in the last few decades and their level of satisfaction, in fact, affects a hotel's success. (Pizam & Ellis, 1999) It is widely accepted that it is easier to sell to an existing customer than to find a new one; that is why customer satisfaction level is a very important issue. A delighted customer is more likely to purchase service once again and this customer is sharing positive experience with the closest one. For instance, the introductions of quality standards into the Dutch companies improved competitive advantage as well as customer and employee satisfaction (De Vries and De Jong 2002). Vloeberghs and Bellens (1996) conducted a census of all known Belgian certificate-holders. Most of the benefits experienced by these firms were internal; however, the greatest benefit is that the formal quality assurance (QA) system leads to 'greater client trust'. Brown and van der Wiele's (1995) census of accredited firms in Western Australia found that pressure from customers was the primary motivation for seeking certification and that the four most important benefits experienced were improved quality awareness, improved awareness of problems, improved management control and improved customer service. In the research from Pan (2003) among four Far Eastern countries the benefits of ISO9001 certification are: improved competitive edge since it is composed of 'increased productivity', 'quality

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improvements', 'increased customer satisfaction', 'increased profit margin', and 'cost reduction'; and improved public relations. Six Sigma is also being adopted by some service industries to improve their process that results in quality customer satisfaction (Raisinghani et al. 2005). The literature review identified benefits which had been claimed as products of ISO 9001 certification which included gaining new customers, keeping existing customers, using the standard as a promotional tool, increasing market share, increasing growth in sales and improving customer satisfaction (Nilsson 2000). By receiving reliable feedback from customer it is possible to guide the action towards establishing and assuring long-term relationships. (Raab, Alhami, Gargeya, 2008). Customers' satisfaction is difficult to measure due to the fact that customers are not always honest while filling out customer satisfaction surveys. In addition to this, delighted customers feel no need to contact the company and share the experience. On the other hand, dissatisfaction of the consumer increases the rumours about the company and negative feedbacks. It is a serious matter to the lodging company that a dissatisfied consumer will more likely purchase the service elsewhere in future. (Prideaux, Moscardo & Laws 2006) Customers are sharing their positive experiences, but they also share their negative experiences, which may ruin a company's reputation. Requirements for satisfaction are unique for each individual and they are dependent on many aspects, such as customer's mood, perceptions and expectation. Simpson (2010) highlighted that if the company is able to set standardized employees" conduction where interaction with customer is concerned, it will be certainly easier to implement procedures and guidelines by this to ensure customers satisfaction.

The importance of loyal customers is obvious due to the fact that they are nine percent less price sensitive, they are ready to pay a bit more in case of price increase to get the service they are used to, as well as they buy more often and they are buying a bigger range of products. Delighted customers provide the company with free advertising (among friends and relatives) and there is no need to advertise to them as actively as to others. (Leadership factor Ltd., 2010). Satisfied customers are purchasing at least five times more; it is more profitable to sell to an existing customer than to try to find a new one. Additionally is important to keep in mind than the difference between satisfied customers and very satisfied customers is big enough, these customers repeat their visits more often and this affects company's profitability (Crandall, 2010).

The Relationship between Quality Management and Customer Satisfaction

Service managers often tie consumer evaluations of service quality, service value and satisfaction to employee evaluations and compensation packages (Cronin *et al.* 2000). The implicit assumption is that improvement in perceptions of the quality, value and satisfaction in a service encounter would lead to favorable outcomes desired by service firms. When they refer to the literature to help evaluate the effectiveness of firm strategies or to set employee goals, however, service managers find conflicting information as to which of these variables, if any, is directly linked to consumer behavioral intentions and should thus be given a particular focus (Bolton 1998). For example, Bou-Llusar *et al.* (2001) report that quality perception exerts a significant direct influence on customers' repurchases intentions. Though the results show that part of this influence is exerted through the satisfaction variable, the direct effect of perceived quality on repurchase intention is found to be greater than the indirect one through the satisfaction variable. By examining cruise passengers' behavioral intentions through three competing models (i.e., satisfaction model, value model and quality model), Petrick (2004) also suggests that quality is the best predictor of cruise passengers' intentions to repurchase. However, other researchers have proposed different arguments. For instance, Kashyap and Bojanic (2000) investigate the relationships between travelers' perceptions of value and quality and their influences on travelers' ratings of similar hotels and revisit intentions for both business and leisure travelers. Their findings suggest that perceived value plays a pivotal role in travelers' decisions in selecting a hotel, thus emphasizing the need for shifting efforts from managing quality alone to managing customer value. A similar role of service value is also supported by Lee *et al.* (2007) who conclude that perceived service value appears to be the best construct in determining festival attendees' behavioral intentions.

A third school of thought centers on consumers' satisfaction with a service encounter as the core mechanism affecting consumers' behavioral intentions. For instance, Ekinci (2004) suggests that service quality is an antecedent of customer satisfaction, which then mediates the relationship between service quality and behavioral intentions. In a subsequent study which synthesizes and builds on the efforts to conceptualize the effects of quality, satisfaction, and value on consumers' behavioral intentions, Cronin *et al.* (2000) investigate simultaneously the direct/indirect effects of perceived value, quality and satisfaction on

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behavioral intentions, and find that perceived value is the best predictor, followed by quality and satisfaction, in understanding consumers' repurchase intentions.

Baker and Crompton (2000) investigate the relationship between quality and satisfaction in a festival context and found that higher perception of service quality not only enhanced customer satisfaction, but also encouraged increased re-visitation through the positive word-of-mouth effect. Using samples from six service industries, Cronin *et al.* (2000) empirically show that quality plays a direct role in predicting purchase intentions. Other studies, recognizing the influences of service quality on repurchase intention, emphasized that such influence is exerted through satisfaction, i.e., satisfaction is a mediator between service quality and repurchase intentions (Ekinci, 2004).

Another research (Chien et al. 2003) is also focused on measuring customer satisfaction. Measuring factors are: perceived quality and value, customer expectation, satisfaction and loyalty. Spathis and Constantinides (2003) also support the correlation between quality and customer satisfaction based on preliminary enterprise resource planning. Ho et al. (2005) equally confirm that quality is the key element and synonymous with the consumer's ability to choose from a wide array of products and features that provide a closer match to individual needs and desires.

A number of research activities have been conducted worldwide, which confirm the correlation between quality systems and customer satisfaction, in other words quality system's impact on customer satisfaction. Prabhu et al. (2000) confirmed that there are significant correlations between the elements of TQM and the improvement in competitiveness in 74% of English companies, as well as in 28% of companies that were ISO 9001 certified. Raisinghani et al. (2005) in a survey of 4,091 small businesses reported that their principal motivation for seeking certification, other than to improve quality was to win new customers. The research results from Casadesus and Gimenez, Spain (2000), showed improved responsiveness to customer demands, increased satisfaction and access to new markets.

Most companies are adopting quality management programs which aim at improving the quality of their products and marketing processes, because it has been proven that "quality has a direct impact on product performance, and thus on customer satisfaction" (Kotler et al., 2002, p. 8). The reason for this is to satisfy the customers. But, are the customers satisfied

because of the products or service quality? I.e. are the companies providing the actual qualities perceived by the customers/consumers?

Related Studies

Junet al., (2006) carried out an enquiry on a set of organizations between the border of Mexico and US executing total quality management which is combined with management quality systems; management leadership was seen as a significant element. The study revealed that, essential changes could be introduced to an organization hinged on the level and nature of management commitment. Their work gave rise to different basic hypotheses involving the contribution of top management commitment. Top management commitment affects the level of employee empowerment and involvement positively. Top management commitment is positively related to the quality and level of employee training. Top management commitment impacts on teamwork and resulting synergic relationship is strongly positive. Top management commitment on an organization's performance system of appraising employees and the accompanying employee's attitude are closely linked. Top management commitment has a strong positive effect on employees' remuneration and compensation framework.

A study carried out by Magd (2008) on ISO 9001 in the Egyptian manufacturing sector: perceptions and perspectives and concluded that the main stimulus for seeking ISO certification was to enhance the adequacy of the quality system and to achieve customer satisfaction. The study was in the context of manufacturing organizations and did not consider the effects of top management commitment and support, employee involvement and customer focus implementation on customer satisfaction.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter looked at the methods that the researcher employed in collecting data from various categories of respondents and adopted various techniques/tools in collecting and analyzing data, research design, study population, and methods of data collection.

Research Design

This study utilized descriptive research design. Descriptive research provides information on the characteristics of a population or phenomenon and supplies answers to the questions of who, what, when, where and how associated with a particular research problem. Descriptive design is used to obtain information concerning the current status of the phenomena to describe, "What exists" with respect to variables or conditions in a situation (Cohen et al.2007).The design was considered appropriate for this study because the main objective was to investigate the viable relationship between Quality Management and Customer Satisfaction.

Area and Study Population

The study was carried out at Lweza Clays Ltd located 7kms along Kampala-Entebbe Road in Kajjansi; Wakiso District, Central, Uganda. The participants to this study were mainly employees and customers who comprised the sample size and study population.

Sample Size and Selection

All functional units were entirely selected for the study. Data was solicited from a stratified random sample of 100 respondents comprising of employees and customers who frequently visited these restaurants. Lweza Clays Ltd was chosen because majority of people both within and outside the city depend on the company for their materials requirements. Therefore various outlets within Kampala and Wakiso were randomly selected to comprise the sample and a total number of 80 respondents were chosen. Random sampling was used to minimize bias and errors in selecting subjects.

Respondents	Sample size
Employees	30
Customers	50
Total	**80**

Sampling Techniques

The researcher employed simple random sampling techniques during the study but purposive sampling was also used to select respondents with sufficient understanding of the discipline of quality management and customer satisfaction.

Sources of Data

The major sources of information/data to be used by the researcher comprised secondary and primary sources depending on ease, accessibility and availability.

Primary Sources

Questionnaires were the main research instrument used in this study. It became necessary to involve a number of participants and that questionnaires were the most appropriate method of data collection for this purpose. Different types of questions were included in the questionnaire. Both open and closed questions were administered.

Secondary sources

The information will be obtained from textbooks, magazines, journal articles and library search for relevant literature. This will help in enriching the researcher with relevant knowledge and provide wide array information required for this study.

Instruments of Data Collection

Interviews

Both structured and unstructured interviews were conducted. The structured interviews helped in directing the researcher and keeping me focused on the subject. The unstructured interviews also helped in soliciting for more in-depth information about the subject.

Questionnaires

The researcher constructed a set of questionnaires for employees and customers. The questionnaire was closed so as to generate information free of influence. A questionnaire, as the data collection instrument of choice is, easy to formulate and administer and also provides a relatively simple and straightforward approach to the study of attitudes, values, beliefs and motives (Robson, 2002). All the items in the questionnaire were measured with a four-point Likert scale ranging from disagree (1) to strongly agree (4) to ensure consistency and the ease of data computation (Brah and Lim, 2006). Closed questionnaires were used to generate responses and data for analysis of the relationship between variables being investigated. Also 4-point likert types of questions ranging from strongly agree, *agree, strongly disagree and disagree....* will be used to generate responses to be used in analyzing data collected from respondents. Also interviews both structured and unstructured were used in order to generate qualitative data, unstructured interviews were also used. This method helped to solicit for opinions, experience, and knowledge about the variables under investigation.

Research Procedure

An introductory letter from the Department of Human Resource & Supply –Kampala International University was obtained to the management of Lweza Clays Ltd to seek permission so as to conduct the research. The research was conducted basing on convenience and appointments from management and then questionnaires were administered.

Data Analysis

Data analysis from questionnaires and interviews was carried out using descriptive statistics in form of percentages and frequency tables to determine the significance of the relationships between the independent and dependent variables and to test the significance of the

hypotheses. This was preferred because it is faster, easy and simplified the analysis of information or data.

Limitations

In the course of carrying out research, the researcher to encountered the following problems.

- The questionnaire return rate was relatively slow and this delayed the process of compiling, editing and coding the data obtained from the field.

- Limited coverage of the topic meant that the study scope was narrow and did not cover the key aspects of total quality management in its competitive landscape.

- Although this topic concerns both the employees and customers, I focused on customers because I was interested in viewing this subject from the customer perspective and customers who consume services.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS OF FINDINGS

INTRODUCTION

This chapter dealt with presentation, interpretation and analysis of key findings. The findings were presented in frequency tables and percentages. Data was collected from employees and customers to the organization.

This chapter was divided into two sections. Section A, dealt with demographic characteristics of respondents while section B explored the decisions on the research variables.

Section A: Demographic Characteristics of Respondents

Table 1: Gender of Respondents

Gender	Frequency	Percent
Male	22	27.5
Female	58	72.5
Total	80	100

Source: primary data

The responses indicate that female respondents were the majority 58 (72.5%) compared to the male counterparts 22(27.5%). This could be partly attributed to the increased involvement of women in the job market.

Table 2: Age Structure of Respondents

Age	Frequency	Percent
25-30	34	42.5
31-36	21	26.3
37-42	15	18.7
Above 42	10	12.5
Total	80	100

Source: primary data

Responses indicate that most of the respondents were between 25-30 years of age 34(42.5%), followed by 31-36 years 21 (26.3%), 37-42, 15 (18.7%), Above 42, 10 (12.5%). This implies

that the organization recruits employees irrespective of the age structure though above 18 years.

Table 3: Respondents' Highest level of education

Qualification	Frequency	Percent
Certificate	29	36.3
Diploma	39	48.7
Bachelor	12	15.0
Masters	-	
Total	80	100

Source: primary data

Most responses indicate that majority of the respondents 39(48.7%) had attained Diplomas followed by 29(36.3%), certificates and bachelors 12(15.0%), while none had a Masters qualification. This implies that the organization employs individuals with necessary educational qualifications to handle customers.

Table 4: Duration of Employees on their current Jobs

Duration (years)	Frequency	Percent
Below 1 year	35	43.8
1-3 years	30	37.5
3-5 years	10	12.5
above 5- years	5	6.2
Total	80	100

Source: primary data

Most of the respondents 35(43.8%) had been in employment for a period of 1 year, followed by 30(37.5%) between 1-3years, 10(12.5%) between 3-5 years, while 05(6.2%) had spent over 5 years. This is indicates high employee attrition rates which might compromise on quality and customer repurchase intentions.

SECTION B: Decisions on the Research Variables.

Table 5: Whether Employee empowerment leads to job Commitment

Responses	Frequency	Percent
Strongly agree	37	46.2
Agree	23	28.8
Strongly disagree	04	5.0
Disagree	16	20.0
Total	80	100

Source: primary data

Most of the respondents 37 (46.2%) strongly agreed that empowering employees increases job commitment, followed by 23 (28.8%) agree, 16(20%) disagree, and 04 (5%) strongly disagreed with the notion. This is an indication that fast food owners do not empower their workers and this may affect the level of quality.

Table 6: Whether maintaining work standards yields customer satisfaction

Responses	Frequency	Percent
Strongly agree	25	31.3
Agree	35	43.7
Strongly disagree	05	6.3
Disagree	15	18.7
Total	80	100

Source: primary data

35(43.7%) of the respondents agreed that maintaining work standards yield customer satisfaction, followed by 25(31.3%) strongly agree, 15(18.7%) disagreed, while 05 (6.3%) strongly disagreed. This can be attributed to the fact that deviations from set targets have a profound effect on the level of service or product produced.

Table 7: Whether Improvements in Service quality aims at meeting customer requirements

Responses	Frequency	Percent
Strongly agree	34	42.5
Agree	26	32.5
Strongly disagree	17	21.3
Disagree	03	3.7
Total	80	100

Source: primary data

15(42.5%) of the respondents strongly agreed that improvements in service quality is aimed at meeting customer requirements for a product or service, followed by 26(32.5%) agree, 17 (21.3%) strongly disagreed, while 03 (3.7%) disagreed. This implies that there is need to match customer requirements with the good or service provided in order to satisfy his/her demands.

Table 8: Whether accuracy and dependability increase customer repurchase intentions

Responses	Frequency	Percent
Agree	39	48.7
Strongly agree	21	26.3
Strongly disagree	09	11.3
Disagree	11	13.7
Total	80	100

Majority of the respondents 39(45%) agreed that accuracy and dependable service increase customer repurchase intentions, followed by 21 (26.3%) strongly agree, 11 (13.7%) disagree, while 09 (11.3%) strongly disagreed. This could partly be attributed to the fact that products or services that are not readily available as and when required by a customer do always cast doubt on the credibility of the service provider.

Table 9: Whether Employee-Customer interactions increase satisfaction levels

Responses	Frequency	Percent
Strongly agree	31	38.7
Agree	29	36.3
Strongly disagree	06	7.5
Disagree	14	17.5
Total	80	100

Source: primary data

Most the respondents 31 (38.7%) strongly agreed that Employee-Customer interaction increase satisfaction levels, followed by 29 (36.3%) agree, 14 (17.5%) disagreed, 06(7.5%) strongly disagreed. This implies that the more you interact and build rapport with your customers, the more you learn their consumptions habits and patterns thus determining their purchase intentions.

Table 10: Whether Quality Assurance Systems lead to greater client trust

Responses	Frequency	Percent
Strongly agree	43	53.7
Agree	19	23.8
Strongly disagree	10	12.5
Disagree	08	10.0
Total	80	100

Source: primary data

Most of the respondents 43 (53.7%) strongly agreed that quality assurance systems do increase client trust and product acceptance, followed by 19 (23.8%) agree, 10 (12.5%) strongly disagreed while 08 (10%) disagreed. This is attributed to the fact that proper monitoring of the product/service to determine faults and /or errors ensures that mistakes can easily be recognized and corrective actions initiated.

Table 11: Whether maintaining quality standards increases Customer Base

Responses	Frequency	Percent
Strongly agree	26	32.5
Agree	30	37.5
Strongly disagree	10	12.5
Disagree	14	17.5
Total	80	100

Source: primary data

Most respondents 30 (37.5%) agreed that maintaining quality standards increases Customer base, followed by 26(32.5%) strongly agree, 14(17.5%) disagreed, while 10 (12.5%) strongly disagreed. This indicates that there is a need to ensure uniformity in the product or service provided to customers as any slight change may lead to rejection.

Table 12: Whether Customer loyalty depends on product/service quality

Responses	Frequency	Percent
Strongly agree	33	41.2
Agree	30	37.5
Strongly disagree	05	6.3
Disagree	12	15.0
Total	80	100

Source: primary data

Most of the respondents 33 (41.2%) strongly agreed that loyalty depends on the quality of service or product that the customer identifies from the provider, followed by 30 (37.5%) agree, 05 (6.3%) strongly disagree, 12 (15%) disagreed. This implies that Lweza Clays Ltd relies on quality on quality provision to win customers and build trust for the services they offer.

Table 13: Whether quality provision as a promotional tool increases market share and sales growth

Responses	Frequency	Percent
Strongly agree	43	53.7
Agree	27	33.8
Strongly disagree	02	2.5
Disagree	08	10.0
Total	80	100

Source: primary data

Majority of the respondents 43 (53.7%) strongly agreed that quality provision as a promotional tool increases market share, followed by 27 (33.8%) agree, 08 (10%) disagree, 02 (2.5%) strongly disagreed. This implies that quality provision as a promotional tool is a strong marketing strategy to gain market share in most fast foods.

Table 14: Whether Reliable Customer feedback ensures long-term Relationships

Responses	Frequency	Percent
Strongly agree	39	48.7
Agree	31	38.7
Strongly disagree	07	8.8
Disagree	03	3.8
Total	80	100

Source: primary data

Majority of the respondents 39(48.7%) strongly agreed that reliable feedback ensures long term relationships with customers, followed by 31 (38.7%) agree, 07 (8.8%) strongly disagreed, 03 (3.8%) disagreed. This implies that the company has to institute mechanisms for communicating to its customers any change either in product or service encounter and the benefits accruing from it.

Table 15: Whether Quality management impacts on service performance and customer satisfaction

Responses	Frequency	Percent
Strongly agree	38	47.5
Agree	22	27.5
Strongly disagree	07	8.7
Disagree	13	16.3
Total	80	100

Source: primary data

Findings from the table show that most of the respondents 38(47.5%) strongly agreed that managing quality impacts service performance and customer satisfaction levels, followed by 22 (27.5%) agree, 13 (16.3%) disagreed, while 07 (8.7%) strongly disagreed. The results imply that for good service, emphasis on quality should be stressed to ensure that customer expectations are met and satisfied with their level of their expectations.

Table 16: Whether Continuous improvement increases responsiveness to Customer ⸱demands

Responses	Frequency	Percent
Strongly agree	33	41.2
Agree	27	33.8
Strongly disagree	09	11.3
Disagree	11	13.7
Total	80	100

Source: primary data

Findings from the table show that majority of the respondents 33(41.2%) strongly agreed that continuous improvements increases responsiveness to customer demands, followed by 27 (33.8%) agree, 11 (13.7%) disagreed, 09 (11.3%) strongly disagreed. This implies that engaging employees in service operations makes them innovative and skilled to counter customer demands.

Table 17: Whether improvements in System Design increases Customer Choice

Responses	Frequency	Percent
Strongly agree	06	7.5
Agree	14	17.5
Strongly disagree	29	36.2
Disagree	31	38.8
Total	80	100

Source: primary data

The results indicate that majority of the respondents 31 (38.8%) disagreed that improvements in systems design increases customer choice, followed by 29 (36.2%) strongly disagree, 14 (17.5%) agreed, while 06 (7.5%) strongly. This shows that irrespective of the system design changes, what the customer wants is the product or service that can satisfy his/her need.

Table 18: Whether Quality management plays a role in determining customer Purchase intentions

Responses	Frequency	Percent
Strongly agree	29	36.3
Agree	33	41.2
Strongly disagree	06	7.5
Disagree	12	15.0
Total	80	100

Source: primary data

Findings revealed that 33(41.2%) of the respondents agreed that quality management play a role in determining customer purchase intentions, followed by 29 (36.3%) strongly agree, 12 (15%) disagreed, while 06 (7.5%) strongly disagreed. It is clear that the restaurant tries to infuse quality in each and every aspect of service provision to satisfy its customers by ensuring that what is produced meets the various customer needs.

CHAPTER FIVE

SUMMARY CONCLUSION, DISCUSSIONs, AND RECOMMENDATIONS

INTRODUCTION

This chapter contains the discussions of the findings, summary, conclusions and recommendations. It presents the discussion based on the findings obtained on the impact of Quality Management and Customer Satisfaction at Lweza Clays Ltd-Kajjansi.

Summary Conclusion

The study sought to establish the impact of Quality Management on Customer Satisfaction at Lweza Clays Ltd-Kajjansi. Customer satisfaction was studied and the results showed significant relationship between the two variables. Quality management has a significant impact on customer satisfaction since this can stimulate repeat purchase and generate customer loyalty. Findings indicate the need for an integrated approach to quality management in order to meet and satisfy customer needs. Thus every quality management aspect of any business process must set clear objectives with the central theme of satisfying customer requirements. Relationship between customer and product or service and relationship between customer and provider can be of profound importance. Therefore, limited vision for customer satisfaction issues cannot generate meaningful information to make strategic decisions. For example, Bou-Llusar *et al.* (2001) report that quality management exerts a significant direct influence on customers' repurchases intentions.

Discussion

The discussion is in two sections. The first section discusses the findings on demographic characteristics of respondents; the second section interprets important variables on the research hypothesis.

Results on Demographic Characteristics

Section I reports the respondents' demographic information. The sample contained more females (72.5 per cent) than their male counterparts (27.5 per cent) as indicated in table 1. The average age of the respondents was between 25-30 years of age (table 2) representing 42.5 per

cent of the age structure. The majority of the respondents (48.6 per cent) had attained Diplomas as their highest qualification and on average; almost all the respondents had a university or college education (table 3). Lastly, 43.8 per cent of the respondents had worked or stayed at their work places for less than a year and on average very few employees spend over five years (table 4) at their work stations indicating that Lweza Clays Ltd experience quality related problems due to the instability of the employees.

Section II

Findings from table 5, 37 (46.2%) strongly agreed that empowering employees leads to job commitment and for companies to ensure adherence to quality, then all quality dimensions have to be met of which employee empowerment is one aspect. This notion is also shared by Geralis *et al* (2003), who observed that employee autonomy leads to increased commitment, job satisfaction and productivity and hence improvements in bottom line measures and quality outcomes.

Findings from table 6 indicated that majority of the respondents, 35 (43.7%) agreed maintaining work standards yield customer satisfaction. This is agreement with Simpson (2010) who highlighted that if the company is able to set standards for employees where interaction with customer is concerned, it will be certainly easier to implement procedures and guidelines by this to ensure customers satisfaction.

Findings from table 7 revealed that of majority of respondents 34(42.5%) strongly agreed that an improvement in service quality is aimed at meeting customer requirements. This view is supported by Caruana (2002) who noted that it is crucial to study the effect of other constructs such as quality on behavioural intentions in addition to customer satisfaction. Hence, his study incorporated service quality into the model in examining customer's repatronage intentions in the restaurant context.

Findings from table 8 indicated that most of the respondents 18 (45%) strongly agreed that satisfaction depends on the quality of the product/ service. This is agreement with Polatoglue and Ekin (2001) whose research on the electronic banking concluded that the customers were more likely to use electronic banking, if customer perceived it more securely. Jamal & Naser

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(2002) advised that it is interrelated on the reliability of the service delivered towards the customer satisfaction on their experiences on the service delivery process. However, Arasli, Smadi & Katircioglu (2005) pointed out that reliability is not related as it has the highest impact to customer satisfaction.

Analysis of the findings from table 9 indicated that majority of the respondents 31 (38.7%) strongly agreed that Employee-customer interactions increase satisfaction levels. Vanjikovan *et al* (2010) shared the same view that Interactions between employee and customer are very important to reflect the empathy which is an important factor related to customer satisfaction. For instance, they observed that if customers perceive that the bank provide special individual attention to their customers, their satisfaction level will be increased. However, Ahmed, Nawaz, Usman, Shaukat & Iqbal (2010) found out that a negative relation for empathy to customer satisfaction.

Findings from table 10 indicated that most of the respondents 43 (53.7%) strongly agreed that instituting quality assurance systems lead to greater client trust. This is in accordance with De Vries *et al, (2000)* who in their research on quality standards in Dutch companies found out that, the introductions of quality standards improved competitive advantage as well as customer and employee satisfaction and that the greatest benefit was that the formal quality assurance (qa) system leads to 'greater client trust'.

Analysis of findings from table 11 showed that most respondents 30 (37.5%) strongly agreed that maintaining quality standards increase the customer base. This is in agreement with Jones *et al* (2000) and Burnham *et al* (2003) who stressed that the relative attractiveness of alternative products/services is an important factor when a customer is to consider switching. They observed that if suppliers are perceived as heterogeneous, then the customer is less likely to switch.

Analysis of the findings from table 12 indicated that most respondents 33(41.2%) strongly agreed that customer loyalty depends on product/service quality. This is in agreement with an article. published in the Leadership factor Ltd., (2010) which highlighted that delighted customers provide the company with free advertising (among friends and relatives) and there is no need to advertise to them as actively as to others.

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Findings from table 13, revealed Majority of the respondents 43(53.7%) strongly agreed that quality as a promotional tool increases market share and sales growth. This is in agreement with Nilsson (2000) who identified benefits of quality provision as gaining new customers, keeping existing customers, using the standard as a promotional tool, increasing market share, increasing growth in sales and improving customer satisfaction.

Findings from table 14 indicated most of the respondents 39 (40%) strongly agreed that reliable customer feedback ensures long-term relationships. This is in accordance with Raab *et al*, (2008) who observes that by receiving reliable feedback from the customer, it is possible to guide the action towards establishing and assuring long-term relationships. They further note that in addition to this, delighted customers feel no need to contact the company and share the experience. Listening to customers' and responding quickly to their changing demands, expectations, and perceptions are some of the basic TQM approaches. By keeping close to their customers, institutions can establish customers' needs, gather information on customer trends and benchmark them with their competitors' (vavra, 2002).

Analysis of findings from table 15 showed that majority of the respondents 38(47.5%) strongly agreed that quality management impacts on service performance and customer satisfaction. This is in agreement with Kotler *et al.* (2002). Who noted that most companies are adopting quality management programs which aim at improving the quality of their products and marketing processes since it has been proven that "quality has a direct impact on product performance, and thus on customer satisfaction"

Results from table 16 revealed that majority of the respondents 33(41.2%) strongly agreed that continuous improvements increases responsiveness to customer needs. This is in agreement with Pearce and Robinson *et al* (2000) who observed that continuous improvement provides a way for managers to provide a form of strategic control that allows their institutions to respond more actively and timely to rapid developments in hundreds of areas that influence an institutions success.

Analysis of findings from table 17 showed that majority of the respondents 31 (38.8%) disagreed with the idea that improvements in system design increases customer choice.

However, this is contrary to popular held view by Martins (2001), who observed that continuous improvement is both a commitment and a process. He stresses that emphasis should be on processes and systems rather than on results in order to deliver even better products and service to produce an on-going customer satisfaction.

Findings from table 18 revealed that on average, majority responses (77.5%) acknowledge the role of played by quality management in determining customer repurchase intentions. This is in accordance with Ho et al. (2005) who equally confirm that quality is the key element and synonymous with the consumer's ability to choose from a wide array of products and features that provide a closer match to individual needs and desires.

Recommendations

Basing on the analysis of the study findings from the research, the researcher made the following recommendations;.

1. Lweza Clays Ltd should ensure that customer satisfaction becomes a companywide the philosophy to be embraced by the entire organization.

2. Management should continuously monitor and evaluate customer complaints and devise mechanisms to constructively solve and respond to customer needs accurately.

3. Lweza Clays Ltd should benchmark in their operations order to remain competitive and win the trust and confidence from their clients.

APPENDICES

Appendix A: REFERENCES

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APPENDIX C: QUESTIONNAIRE TO RESPONDENTS

Dear Respondent(s),

Am Ajambo Evaline researching on "Quality Management and Customer Satisfaction in Lweza Clays Ltd". The information sought will be for academic research only and shall be highly treated confidential. Hence, you are humbly requested to fill out all the questions correctly by putting a tick √ in the right box to indicate your response.

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

1. What is your gender?

Male [ ]   Female [ ]

2. **Age**

25- 30 [ ]   31-36 [ ]   37-42 [ ]   42- above [ ]

3. What is your highest level of education?

Certificate [ ]   Diploma [ ]   Bachelor [ ]   Masters [ ]

4. How long have you been in your current position?

Below 1 year [ ]   1- 3 years [ ]   3- 5 years [ ]   Above 5years [ ]

SEC: B: Quality management Dimensions and Customer Satisfaction

Please show your level of agreement to indicate the extent to which the following statements have been applying your organization by ticking your response corresponding to the number in the scale given in the box against statement.

Note: Use the following scale in this section:

Strongly agree (1)   Agree (2)   Disagree (3)   Strongly Disagree (4)

No.	Statement	1	2	3	4
	Empowering the workforce leads to increased commitment, job satisfaction and better service delivery to clients				
	Improving and maintaining the working standards to yield value, creates on-going customer satisfaction				
	Reduced costs, decreased cycle times and improved product/service quality are aimed at achieving greater accuracy in meeting internal and external customer requirements				
	Accurate and dependable service delivery increases the customers'				