# INFLUENCE OF SELECTED TOTAL QUALITY MANAGEMENT PRACTICES ON CUSTOMER SATISFACTION IN QUICK-SERVICE RESTAURANTS IN NAIROBI CITY, KENYA

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## DECLARATION

**Declaration by the Candidate**

This research project report is my original work and has not been presented for award

of a degree or for any similar purpose in any other institution.


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## DEDICATION

This work is dedicated to my family for always being there for me emotionally and financially.

# TABLE OF CONTENTS

# LIST OF TABLES

# LIST OF FIGURES

# ABBREVIATIONS AND ACRONYMS

**CBD**: Central Business District

**HRM**: Human Resource Management

**TQM**: Total Quality Management

# OPERATIONAL DEFINITIONS OF TERMS

The following key terms are defined as follows:

| | | |
|---|---|---|
| **Customer Focus** | : | refers to the degree to which an organization continuously satisfies customer requirements and expectations (Zhang, 2000). |
| **Human Resource Focus** | : | defined as the policies and practices one needs to carry out or the human resource aspects of a management position including recruiting, screening, training, rewarding and appraisals (Dessler, 2000) |
| **Organizational Leadership** | : | defined as the process of influencing others towards achieving some form of desired outcome (de Jong & den Hartog, 2007). |
| **Total Quality Management** | : | refers to a management system which may significantly influence an organization performance (Bouranta et al., 2017). |

# ABSTRACT

Total quality management (TQM) refers to a management system which may significantly influence an organization performance. One way of ensuring delivery of quality services in hotels and restaurants is through TQM. The TQM has been implemented in the hotel industry, but there is paucity of literature about it in this particular industry. Therefore, the purpose of this study is to examine the influence of selected TQM practices (organizational leadership, customer focus, and human resource focus) on customer satisfaction in quick-service restaurants in Nairobi Central Business District (CBD). A descriptive cross-sectional study of 100 employees working in quick-service restaurants through researcher administered questionnaires was conducted. The target population for the study was all quick-service restaurants whereas the unit of analysis were employees working in quick-service restaurants. In addition, the study used stratified and convenience sampling techniques to select the required number of the respondents. All variables were measured using adapted and modified constructs from previous researches. Self-administered questionnaires were used to collect data. Content validity was used to assess the validity of the questionnaire. Reliability of the constructs was examined using Cronbach's Alpha coefficient technique. Descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential statistics (correlation analysis) were used to analyze quantitative data. Correlation analysis was used to test the study hypotheses in line with the study objectives. The researcher obtained permission approvals from respective supervisors before data collection. Correlation analysis revealed positive and statistically relationships among the study independent variables (TQM organizational leadership, TQM HR focus, and TQM customer focus) and customer satisfaction.

**Keywords**: Customer Focus, Human Resource Focus, Organizational Leadership, Total Quality Management

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background of the Study

Total quality management (TQM) refers to a management system which may significantly influence an organization performance. This system is widely used in both the industrial and service organizations (Prajogo, 2005). Due to challenges of stiff competition as a result of globalization, it has become vital for hotels in the world and locally to gain a competitive advantage by providing greater service quality constituents (Bouranta, Psomas, & Pantouvakis, 2017). Crick and Spencer (2011) argue that — moving forward hospitality organizations should consider service quality to include emotional ideas of enjoyment and the creation of a delightful experience. In the hospitality industry, it is more profitable to retain current customers than to attract new ones and equally important is that customer satisfaction serves as an imperative determinant of customer retention, building long-term relationships and customer loyalty (Chatzigeorgiou, Christou, Kassianidis, & Sigala, 2009).

The existing literature identifies common practices leading to successful implementation of TQM including leadership, quality planning, management of people, customer focus, process management, supplier management, information and analysis, and organizational concern about social and environmental issues (Prajogo & Sohal, 2006). Among these TQM practices, Brotherton (2004) argues that training, information and communication technologies, and information systems, and environmental management commitment are specifically vital to the hospitality industry. According to Ottenbacher, Gnoth, and Jones (2006), training is one of the key practices of TQM in the hospitality industry as far as service quality and customer satisfaction are concerned. Along similar lines, information communication technology and information systems play an important role in quality improvement

(Martinez-Lorente, Sanchez-Rodriguez, & Dewhurst, 2004) and is a good ingredient towards enhancing customer satisfaction.

## 1.2 Statement of Research Problem

One way of ensuring delivery of quality services in hotels and restaurants is through TQM (Bouranta et al., 2017). The TQM is a holistic management philosophy which is based on principles and practices which lead to improvement of business performance. Al-Ababneh and Lockwood (2012) argue that TQM has been implemented in the hotel industry, but there is paucity of literature about it in this particular industry. Previous research have provided empirical evidence that supports the TQM success in terms of financial results, operating performance, customer and employee satisfaction (Bouranta et al., 2017). However, other researchers have shown that TQM implementation failed to achieve pleasing performance results (Rich, 2008). Although TQM is an important part of a business strategy, a number of studies have focused on manufacturing firms with little on the service sector such as the hospitality industry (Bouranta et al., 2017). Again, most of TQM studies in the service sector have been conducted in developed nations such as USA (Gupta, McDaniel, & Herath, 2005) or Europe (Claver-Cortes et al., 2008), with a few done in the developing nations (Lam, Lee, Ooi, & Phusavat, 2012). Thus, to gain a better understanding of the influence of TQM practices on customer satisfaction in the service sector — and more so in the hospitality industry in Kenya — the present study focuses on quick-service restaurants in Kenyan capital.

## 1.3 Purpose of the Study

The purpose of this study is to investigate the influence of selected TQM practices on customer satisfaction in quick-service restaurants.

**1.4 Objective of the Study**

**1.4.1 General Objective**

The general objective of this study is to investigate the influence of selected TQM practices on customer satisfaction in quick-service restaurants in Nairobi Central Business District (CBD).

**1.4.2 Specific Objectives**

(i) To investigate the influence of TQM leadership on customer satisfaction in quick-service restaurants in Nairobi CBD.

(ii) To establish the influence of TQM customer focus on customer satisfaction in quick-service restaurants in Nairobi CBD.

(iii) To investigate the influence of TQM human resource focus on customer satisfaction in quick-service restaurants in Nairobi CBD.

**1.5 Study Hypotheses**

(i) $H_{01}$: There is no significant relationship between TQM leadership and customer satisfaction in quick-service restaurants in Nairobi CBD.

(ii) $H_{02}$: There is no significant relationship between TQM customer focus and customer satisfaction in quick-service restaurants in Nairobi CBD.

(iii) $H_{03}$: There is no significant relationship between TQM human resource focus and customer satisfaction in quick-service restaurants in Nairobi CBD.

**1.6 Significance of the Study**

The study may be helpful to practitioners of quick-service restaurants in Nairobi CBD as it will provide constructive information that would help to precisely establish areas of concern and take corrective measures. In addition, knowledge in TQM customer focus, human resource focus, and leadership will allow supervisors of quick-service restaurants to direct their resources adequately towards enhancing the more important contributors of customer satisfaction. For example, the findings may help

management of the quick-service restaurants to identify which TQM practice needs resources and thus help them to channel the organization's scarce resources. Furthermore, the findings of this study will be useful to the management of quick-service restaurants to review their TQM programs in order to facilitate customer satisfaction.

## 1.7 Scope of the Study

This study is only confined to the influence of the following TQM practices on customer satisfaction: TQM leadership, TQM customer focus, and TQM human resource focus. In addition, the study participants were customers receiving services from the commercial banks at the time of research. In addition, the participants of the study will be employees working in quick-service restaurants in Nairobi CBD.

## 1.8 Limitations of the Study

The study was limited to quick-service restaurants located within Nairobi CBD. Thus, results of this study cannot be generalized to quick-service restaurants outside Nairobi CBD. In addition, the study is limited to the influence of only three TQM practices (that is, leadership, customer focus, and human resource focus) on customer satisfaction.

## 1.9 Study Conceptual Model

Drawing upon the work of Zhang (2000), Lau and Idris (2001), and Dimitriades (2006), Figure 1.1 models the assumption that TQM practices (leadership, customer focus, and human resource focus) leads to increased customer satisfaction among quick-service restaurants in Nairobi Central Business District.

**Independent Variables**

**Dependent Variable**

**TQM Practices**

**TQM organizational leadership (L)**
- Communication and planning of organization goals
- Provision of resources to improve quality
- Requisite attention to quality
- Quality inspection

**TQM customer focus (CF)**
- Right selection of employees
- Proper training of new recruits
- Excellent safety practices
- Career development opportunities

**TQM human resource focus (HRF)**
- Identification of customer needs
- Obtaining customer feedback
- Recording of customer complaints

**Customer Satisfaction (CS)**
- Restaurant dedication to satisfy customers
- Customer satisfaction the top organization priority
- Overall customer satisfaction

**Source:** CS – Dimitriades (2006); TQM (L, CF, and HRF) – Zhang (2000) and (Lau & Idris, 2001)

**Figure 1.1: Conceptual Model for the influence of TQM and Customer Satisfaction**

## CHAPTER TWO
## LITERATURE REVIEW

**2.0 Introduction**

The chapter presented relevant literature review. In this chapter, the concept of customer satisfaction in the hospitality industry is discussed. This is followed by the empirical literature review.

**2.1 The Concept of Customer Satisfaction in the Hospitality Industry**

Customer satisfaction is a concept that can be defined in different ways. According to Kotler, Leong, Ang, and Tan (1996), satisfaction refers to the level of an individual's feelings of contentment resulting from comparing a product's perceived performance (outcome) in relation to the perceived expectations. In other words, satisfaction is simply the difference between perceived outcome and perceived expectation (Stahl, 1999).

In today's hospitality industry, one of the biggest challenges for managers is to provide and maintain customer satisfaction. Yen and Su (2004) argue that customer requirements for quality products and service in the hospitality and tourism industry has become increasingly evident to practitioners. Along similar lines, Dimitriades (2006) posits that the best way for a business to lose its competitive edge in the contemporary global economy and highly competitive business environment is to be non-customer oriented. Only, organizations that have customer needs at the core of their business and deliver superior value to their customers will survive in the business arena that is characterized by stiff competition (Sit, Ooi, Lin, & Yee-Loong Chong, 2009).

**2.2 Total Quality Management in the Hospitality Industry**

The total quality management (TQM) can be viewed as a management philosophy which is based on a set of theoretical principles, practices, tools, and methodologies (Bouranta et al., 2017).

The origin of TQM is in the manufacturing sector, but the concept has been significantly adopted by businesses operating in the service sector (Bouranta et al., 2017). Previous studies have indicated the importance of TQM in varying organizations in the service sector. Talib, Rahman, and Qureshi (2013) conducted a study using data obtained from 162 top- and mid-level managers of Indian services industries (healthcare, banking, hospitality and information, and communication technology) and established 17 factors list of TQM.

Singh and Sushil (2013) conducted a study and identified a total of 14 variables based on an extensive literature review, brainstorming and experts in the Indian airline industry. They found that the level of top management commitment, training, and education for employees, continuous improvement and commitment to quality, empowerment of employees, benchmarking and employee commitment are significant enablers of TQM implementation in the airline industry.

In the hospitality industry, Montasser and Manhawy (2013) examined the relationship between TQM factors and a company's performance in the context of the five-star Egyptian hotels. They also extracted then key TQM factors: leadership, customer focus, teamwork, organizational culture, training and education, HRM practices, communication, supplier relationship management, process management and benchmarking. According to Claver-Cortés, Pereira-Moliner, José Tarí, & Molina-Azorín (2008), managerial factors such as training, information, and communication technologies, information systems and environmental management are also related to

7

organizational performance. What is clear is that TQM factors are all not applicable to organizations sharing different characteristics. Equally important is the fact that the TQM factors in these studies may be not suitable to be used in the Kenyan hospitality service sector (quick-service restaurants) which has totally different cultural, political, economic and social environment.

## 2.3 The Relationship between TQM practices and Customer Satisfaction

Leadership can be defined as the process of influencing others towards achieving some form of desired outcome (de Jong & den Hartog, 2007). Soltani, Lai, Der Meer, and Williams (2008) argue that leadership is one of the important elements of TQM. The achievement of TQM leadership depends much on the commitment of the top management to allocate resources and encourage actions.

Piercy (1995) argues that the most important tasks of management in all types of organization in the face of stiff competition is to focus on customer needs. According to Li, Riley, Lin, and Qi (2006), the key to quality management in all types of organization is maintaining a close relationship with the customers, so that customer's needs can be fully understood and received by the customers. To achieve, this, information customer complaints, level of satisfaction, customers' needs and wants are gathered and analyzed (Zhang, 2000).

Yang (2006) argues that a company should develop and implement systems of managing customer satisfaction and that these companies depends on employees to implement and maintain such systems.

# CHAPTER THREE

## RESEARCH METHODOLOGY

### 3.0 Introduction

In this chapter, the research design, sample and data collection procedures and the statistical tests that was used to evaluate the relationships between selected TQM practices and customer satisfaction are discussed. The chapter ends with a discussion of ethical considerations that was observed during data collection exercise, analysis, and interpretation.

### 3.1 Research Design

A research design provides the roadmap for carrying out of a study (Hair, Anderson, Tatham, & Black, 1995). Thus, descriptive cross-sectional survey research design was used to collect data on the study constructs.

### 3.2 Study Area

The survey was carried out in quick-service restaurants situated in the Nairobi Central Business District (CBD).

### 3.3 Target Population

The target population was all quick-service restaurants in Nairobi CBD.

### 3.4 Sample Size

The sample size for this study was 100 employees working in the selected quick-service restaurants in Nairobi CBD.

**3.5 Sampling Techniques**

A sampling technique is a method that the researcher intends to use when selecting survey participants which could either be probability or non-probability. Both stratified and convenience sampling techniques were used to select the 100 respondents for participation in the study. Stratified sampling was used to cluster employees in groups based on the department in the hotel — this included employee working in the service and those in the kitchen. Convenience sampling technique, on the other hand, was used to select the required number of employees during data collection. Using this technique is easy, and the cost of obtaining the sample is relatively low.

**3.6 Research Instruments**

A structured self-completed questionnaire was used to gather data for this survey The TQM constructs considered in the study were measured on a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly disagree*).

**3.7 Validity and Reliability of the Questionnaire**

**3.7.1 Validity of the Questionnaire**

Validity is a characteristic of a survey instrument and is an indication of how sound the tool is. In other words, validity refers to the extent to which a survey instrument measures what it is intended to. Therefore, content validity technique was used to examine the validity of the questionnaire through the use of supervisor's appraisal and judgment.

### 3.7.2 Reliability of the Questionnaire

Reliability refers to the repeatability characteristic of the questionnaire. Therefore, reliability was examined using internal consistency of items technique through Chronbach's Alpha coefficient. Four separate Chronbach's alpha coefficients were generated— three for selected TQM practices (TQM leadership, TQM customer focus, and TQM HR focus) and Customer Satisfaction. Table 3.1 demonstrates the reliability analysis for the constructs that were used in the study.

**Table 3. 1. Reliability Analysis**

| Construct | Number of Items | Cronbach's Alpha ($\alpha$) |
|---|---|---|
| TQM leadership | 7 | 0.83 |
| TQM customer focus | 5 | 0.79 |
| TQM HR focus | 4 | 0.74 |
| Customer satisfaction | 3 | 0.94 |

As indicated, all the constructs exceeding the .70 alpha level which is considered the threshold and therefore were reliable (Hair, Money, Samuel, & Page, 2007).

### 3.8 Data Collection Techniques

To ensure successful data collection, the researcher sought permission approvals from the supervisors of the selected quick-service restaurants in Nairobi CBD. Questionnaires in open envelopes were given to supervisors who, in turn, distributed to selected employees. The package also included a pen to fill in the questionnaire. Selected participants were requested to complete the questionnaire and submit to the supervisors in sealed anonymous envelopes. Upon completion of the exercise, the researcher collected the completed questionnaires from the restaurants' supervisor.

### 3.9 Data Analysis Methods

The gathered questionnaires were examined for completeness of the data. Those with incomplete data were eliminated from further data analysis. Both descriptive statistics (i.e. percentages, mean and standard deviation scores) and inferential statistics (i.e. correlation) were used to interpret data in order to address the study objectives.

**3.10 Ethical Considerations**

Ethics are essential in research process. First, the researcher explained the importance of the study to the selected participants. The researcher also notified the participants of their voluntary participation and that they could withdraw from the study at any stage without any risk or harm. As such, the researcher sought informed consent from the selected participants. The researcher also requested the study participants not to include their names on the questionnaire to ensure confidentiality of the information. In addition, the gathered data was only used for the purpose of this study and not for any other use.

# CHAPTER FOUR

# FINDINGS AND DISCUSSIONS

## 4.1 Introduction

This chapter discusses results of the study in line with the specific objectives and their respective hypotheses. The responses obtained from the study participants were analyzed using Statistical Package for Social Sciences (SPSS) data analysis package.

## 4.2 Demographics

Table 4.1 demonstrates the descriptive statistics of the respondents in this study. With regard to gender profile, 52.4% of the total respondents were male and 47.6% female; 14.3% were between 21 and 30 years and 57.1% between 31 and 40 years.

**Table 4. 1: Respondents' Demographic Profile**

|  | Frequency (n) | Percentage |
|---|---|---|
| **Sex** |  |  |
| Male | 22 | 52.4% |
| Female | 20 | 47.6% |
| **Age** |  |  |
| <20 years old | 2 | 4.8% |
| 21-30 years old | 6 | 14.3% |
| 31-40 years old | 24 | 57.1% |
| >40 years old | 10 | 23.8% |
| **Level of education completed** |  |  |
| Primary school | 2 | 4.8% |
| Secondary school | 6 | 14.3% |
| Diploma | 24 | 57.1% |
| Degree | 10 | 23.8% |

## 4.3 Descriptive Results of the Study Constructs

This section discusses the descriptive analysis of the study scales used.

## 4.3.1 Descriptive Results of TQM Organizational Leadership

Means and standard deviations of TQM organizational leadership construct are presented in Table 4.2. Overall, Table 4.2 indicates that participants in this study agreed with all the items organizational leadership.

**Table 4.2. Mean scores of TQM organizational leadership construct**

|  | M | SD |
|---|---|---|
| Top management actively involved in communication and planning of organizational goals | 4.12 | 0.84 |
| Top leadership provides significant resources to improve and maintain quality | 4.32 | 0.68 |
| Top leadership views quality more important than production | 4.25 | 0.89 |
| Top management takes quality as their responsibility | 3.87 | 0.36 |
| Top management routinely interacts with respective departments | 4.11 | 0.45 |
| Top management is evaluated on quality performance | 4.02 | 0.57 |
| Top leadership expect changes and make plans to accommodate them | 3.45 | 1.02 |

**Notes**: $N = 94$. $M$ = Mean. $SD$ = Standard Deviation

## 4.3.2 Descriptive Results of TQM HR Focus Construct

Descriptive results of perceived value construct are presented in Table 4.3. As indicate, the mean scores of all items ranged from 4.15 to 4.75. This indicated that respondents agreed with all the items of TQM HR focus. As indicated, the mean scores for all the items used to measure TQM HR focus were above the scale mean of 3.00.

**Table 4. 3. Mean scores of TQM HR focus construct**

|  | M | SD |
|---|---|---|
| Recruitment procedure is such that, 'right person is selected for right job'. | 4.32 | 0.32 |
| Proper and efficient training is provided to newly selected personnel | 4.75 | 0.68 |
| Health and safety practices are excellent | 4.25 | 0.41 |
| Career development training to employees is provided by the organization | 4.15 | 0.63 |

**Notes**: $N = 94$. $M$ = Mean. $SD$ = Standard Deviation

## 4.3.3 Descriptive Results of TQM Customer Focus Construct

Descriptive results of the analysis of the respondents' data in relation to customer focus are exhibited in Table 4.4.

**Table 4. 4. Descriptive Results of TQM Customer Focus Construct**

|  | M | SD |
|---|---|---|
| The key customer requirements are identified and fulfilled | 4.25 | 0.68 |
| Customer oriented strategies are built and reviewed for further improvements | 4.85 | 0.89 |
| Encouragement provided to partnerships with customers to make relations better | 4.07 | 0.36 |
| Customer satisfaction feedbacks are taken after a regular interval | 4.01 | 0.47 |
| Customer complaints are properly recorded and reviewed to maintain our quality products | 4.08 | 0.59 |

Notes: N=94

Results presented in Table 4.4 show that respondents in the study agreed with all the items measuring TQM customer focus.

### 4.3.3 Descriptive Results of Customer Satisfaction Construct

Descriptive results of the analysis of the respondents' data in relation to customer satisfaction are exhibited in Table 4.5.

**Table 4. 5. Mean scores of customer satisfaction construct**

| | *M* | *SD* | *MR* |
|---|---|---|---|
| The key customer requirements are identified and fulfilled | 4.25 | 0.68 | 2 |
| Customer oriented strategies are built and reviewed for further improvements | 4.85 | 0.89 | 1 |
| Encouragement provided to partnerships with customers to make relations better | 4.07 | 0.36 | 3 |
| Customer satisfaction feedbacks are taken after a regular interval | 4.01 | 0.47 | 4 |
| Customer complaints are properly recorded and reviewed to maintain our quality products | | | |

**Notes**: $N = 94$. $M$ = Mean. $MR$ = Mean Ranking. $SD$ = Standard Deviation

Results presented in Table 4.5 reveal that participants agreed with all the items of customer satisfaction construct, meaning that they were available in the hotel.

### 4.4 Hypotheses Testing

Pearson correlation analysis was used to test the study hypotheses.

### 4.4.1 TQM Organizational Leadership and Customer Satisfaction

Pearson correlation analysis results was used to test $H_{01}$ and the results are demonstrated in Table 4.6. As indicated, TQM organizational leadership and customer satisfaction were found to have a strong positive statistically significant correlation ($r = 0.76$, $p < 0.05$). On the basis of these findings, $H_{01}$ was rejected.

**Table 4. 6: Correlation between TQM organization leadership and customer satisfaction**

| | | TQM organizational leadership | Customer satisfaction |
|---|---|---|---|
| TQM organizational leadership | Pearson Correlation | 1 | .76[*] |
| | *p*-value | | .000 |
| | *N* | 94 | 94 |
| Customer satisfaction | Pearson Correlation | .76[*] | 1 |
| | *p*-value | .000 | |
| | *N* | 94 | 94 |

15

## 4.4.2 TQM HR focus and Customer Satisfaction

In order to assess the relationship between TQM HR focus and customer satisfaction, $H_{02}$ was developed and the results are presented in Table 4.7.

**Table 4. 7: Correlation between TQM HR Focus and Customer satisfaction**

|  |  | TQM HR Focus | Customer Satisfaction |
|---|---|---|---|
| TQM HR Focus | Pearson Correlation | 1 | **.55**$^*$ |
|  | *p*-value |  | .000 |
|  | *N* | 94 | 94 |
| Customer Satisfaction | Pearson Correlation | **.55**$^*$ | 1 |
|  | *p*-value | .000 |  |
|  | *N* | 94 | 94 |

*Note*: *Correlation is significant at the 0.05 level (2-tailed).

Empirical findings presented in Table 4.7 indicate a strong positive relationship between TQM HR focus and customer satisfaction ($r = 0.55$, $p < 0.05$). The results are statistically significant at 5% level and thus, $H_{02}$ was rejected.

## 4.4.3 TQM Customer Focus and Customer Satisfaction

In order to assess the relationship between TQM customer focus and customer satisfaction, $H_{03}$ was developed and the results are presented in Table 4.8.

**Table 4. 8. Correlation between TQM Customer Focus and Customer satisfaction**

|  |  | TQM Customer Focus | Customer Satisfaction |
|---|---|---|---|
| TQM Customer Focus | Pearson Correlation | 1 | **.64**$^*$ |
|  | *p*-value |  | .000 |
|  | *N* | 94 | 94 |
| Customer Satisfaction | Pearson Correlation | **.64**$^*$ | 1 |
|  | *p*-value | .000 |  |
|  | *N* | 94 | 94 |

*Note*: *Correlation is significant at the 0.05 level (2-tailed).

Empirical findings presented in Table 4.8 indicate a strong positive relationship between TQM customer focus and customer satisfaction ($r = 0.64$, $p < 0.05$). The results are statistically significant at 5% level and thus, $H_{03}$ was rejected.

## CHAPTER FIVE

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Introduction

This chapter deals with the summary of major findings, conclusions and recommendations for practice and for further research.

### 5.2 Summary of Findings

The descriptive results of the TQM organizational leadership indicated that respondents agreed with the items. The Pearson correlation results revealed that TQM organizational leadership and customer satisfaction have a very strong correlation. In addition, correlation results revealed that TQM HR focus has a strong relationship with customer satisfaction and that the relationship is significant. Last but the least, results indicated that TQM customer focus has a strong positive significant relationship with customer satisfaction.

### 5.3 Conclusions

The following conclusions are made:

1. The TQM organizational leadership plays a significant role towards enhancing customer satisfaction.

2. Customers are likely to be satisfied in restaurants that practice TQM HR focus and TQM customer focus.

### 5.4 Recommendations for Practice

There are a number of recommendations to key stakeholders. First, restaurant managers should take cognizance of the role played by TQM organizational leadership towards enhancing customer satisfaction. To that end, they should conduct periodical customer surveys that would help them identify dissatisfied customers, listen to and solve their problems. Second, TQM HR focus is also key towards

customer satisfaction. Thus, strategies should place special emphasis on achieving this by ensuring that customers' worries are looked into and addressed. Priority should be given to staff capacity building training in order to enhance their ability to deliver excellent customer satisfaction.

## 5.5 Recommendations for Future Research

Several recommendations for further research are made to address areas the present study did not look into, yet they are important. First, the fieldwork of the study was conducted in Nairobi Central Business District. A similar study needs to be conducted incorporating other major cities and towns in Kenya. Second, correlation analysis only provides evidence of the existence and strength of relationships among the study variables. Further study using multiple regression analysis model would be useful to predict customer satisfaction given the variables under investigation in the study. Lastly, customer satisfaction responses were gathered from employees. A similar study could be done in the same area, but gather responses from customers instead of employees especially on satisfaction levels.

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# APPENDICES

**Appendix 1: Letter of Introduction**



Quality Education for the Real World

## SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT

Dear Sir/Madam,

This letter is to introduce **Kennedy O. Wadhir Stephen**, registration number HPM-4-2234-17 who is a student in the Department of Hospitality and Tourism Management at Gretsa University pursuing a Bachelor of Science Degree in Hospitality Management. He will produce his student card as proof of identity.

To complete his degree course, he is undertaking research leading to the production of a research report or other publications and his study is titled*: INFLUENCE OF SELECTED TOTAL QUALITY MANAGEMENT PRACTICES ON CUSTOMER SATISFACTION IN QUICK-SERVICE RESTAURANTS IN NAIROBI CITY, KENYA.*

He would like to invite you to assist in this project, by filling in the questionnaire which covers certain aspects of this topic.

Be assured that any information provided will be treated in the strictest confidence and none of the participants will be individually identifiable in the resulting research report or other publications. You are, of course, entirely free to discontinue your participation at any time or to decline to answer particular questions.

Any inquiries you may have concerning this research project should be directed to me by telephone on 0715 567 175 or by email (johnkahuthugitau@gmail.com).

Thank you for your attention and assistance.

Yours sincerely


**John K. Gitau**
**Research Coordinator & Lecturer**
**Department of Hospitality Management, Gretsa University**

**Appendix 2: Questionnaire for Quick-Service Restaurants' Employees**

**GRETSA UNIVERSITY**
School of Hospitality and Tourism Management

## PART A: DEMOGRAPHIC INFORMATION

**1.** Gender: Male ☐  Female ☐

**2.** Working experience with this restaurant [tick appropriately]

0-5 years ☐  6-10 years ☐  11 years and above ☐

**3.** Education Level completed

Primary School ☐ Secondary School ☐ Diploma ☐ Degree ☐

## PART B: TQM AND CUSTOMER SATISFACTION

You are requested to kingly weight these items on a scale for developing an instrument to measure the level of Total Quality Management (TQM) implementation and its Influence on Customer Satisfaction in Quick-Service Restaurants in Nairobi Central Business District, Kenya.

| Key: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree | | | | | |
|---|---|---|---|---|---|
| **TQM Organizational Leadership** | | | | | |
| Top management actively involved in communication and planning of organizational goals | 1 | 2 | 3 | 4 | 5 |
| Top leadership provides significant resources to improve and maintain quality | 1 | 2 | 3 | 4 | 5 |
| Top leadership views quality more important than production | 1 | 2 | 3 | 4 | 5 |
| Top management takes quality as their responsibility | 1 | 2 | 3 | 4 | 5 |
| Top management routinely interacts with respective departments | 1 | 2 | 3 | 4 | 5 |
| Top management is evaluated on quality performance | 1 | 2 | 3 | 4 | 5 |
| Top leadership expect changes and make plans to accommodate them | 1 | 2 | 3 | 4 | 5 |
| **TQM Huma Resource Focus** | | | | | |
| Recruitment procedure is such that, 'right person is selected for right job'. | 1 | 2 | 3 | 4 | 5 |
| Proper and efficient training is provided to newly selected personnel | 1 | 2 | 3 | 4 | 5 |
| Health and safety practices are excellent | 1 | 2 | 3 | 4 | 5 |
| Career development training to employees is provided by the | 1 | 2 | 3 | 4 | 5 |

| organization (both inside and outside the organization) | | | | | |
|---|---|---|---|---|---|
| **TQM Customer Focus** | | | | | |
| The key customer requirements are identified and fulfilled | 1 | 2 | 3 | 4 | 5 |
| Customer oriented strategies are built and reviewed for further improvements | 1 | 2 | 3 | 4 | 5 |
| Encouragement provided to partnerships with customers to make relations better | 1 | 2 | 3 | 4 | 5 |
| Customer satisfaction feedbacks are taken after a regular interval | 1 | 2 | 3 | 4 | 5 |
| Customer complaints are properly recorded and reviewed to maintain our quality products | 1 | 2 | 3 | 4 | 5 |
| **Customer Satisfaction Results** | | | | | |
| Customer satisfaction is an everyday priority in my organization | 1 | 2 | 3 | 4 | 5 |
| Customers are satisfied with my organization's products/services | 1 | 2 | 3 | 4 | 5 |
| My organization's customers feel that we strive to satisfy their needs | 1 | 2 | 3 | 4 | 5 |

**Thank You for your Participation in the Survey**